

TOWN OF CANMORE
**Recreation
Master Plan**

Final

September 2016



P E R C

DIALOG



PLANVISION
Consulting Ltd.

TOWN OF CANMORE

Recreation Master Plan

Final



Acknowledgments

Great communities and regions are built through active citizen involvement and engagement in planning and public service provision. Thank you to all of those who were engaged in the Recreation Master Plan process.

More specifically, thanks go out to:

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- Members of Town Council and administration who participated in interviews and meetings
- Representatives from Bow Valley municipalities who participated in interviews and meetings
- Representatives of volunteer groups and recreation and parks stakeholders who answered questionnaires and attended meetings to discuss their needs
- All other key stakeholders who provided information and attended meetings when asked

Special thanks go to the members of the Project Steering Committee and project liaison who provided advice, information, support, and opinions; who recognized the importance of investing in long-range planning; and who displayed the fortitude to make decisions in the best interest of the region.

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Executive Summary

Recreation leads to many benefits for the town of Canmore and the broader Bow Valley. Recreation facilities and services are key contributors to quality of life in the town and both residents and visitors migrate to Canmore to take part in recreation, enjoy the natural and built environment, and connect with others.

The Town of Canmore invests in recreation services because it believes in the value and benefit recreation has in the community. The Town of Canmore Recreation Master Plan (RMP) is meant to guide decision-making and efforts related to recreation spaces and services, ultimately enhancing the value of recreation in the local area.

The RMP is based upon a thorough understanding of the current state of recreation in the area. Resident and stakeholder input, review of broader strategic planning and trends, inventory and assessment of existing recreation resources, and review of how Canmore compares to other peer municipalities all factor into strategic directions outlined in the Plan.

The RMP outlines a philosophical foundation for public 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. The foundation embeds the benefits of recreation in service delivery and will remain far beyond the planning horizon associated with the more specific recommendations presented herein.

Goal #1: Individual Health and Wellness

The Town will use recreation services to foster the health and wellbeing of its citizens.

Goal #2: Community Health and Wellness

The Town will use recreation services as a vehicle to build community health and wellness, spirit, and culture.

Goal #3: The Health and Wellness of our Environments

The Town will deliver healthy environments as a core public good.

In achieving these goals and working towards the intended Service Outcomes, the RMP outlines 27 specific recommendations to be considered by the Town and other recreation stakeholders in the future. The recommendations are organized into five overarching themes. The themes are meant to provide focus over the next 10 to 15 years and are based on the current state of recreation in the town and broader Bow Valley.



Theme #1—Defining Purpose and Alignment: Outlining a rationale and role for the Town’s involvement in the delivery of recreation services and facilities.

- Goals and Service Outcomes
- Employ the Enterprise Model (where possible)
- Regional Advisory



Theme #2—Elevating Recreation Activity in Canmore: Enhancing participation in recreation activities by removing barriers to participation and meeting the community’s need for different types of recreation programs and opportunities.

- Recreation Knowledge and Physical Literacy
- Reduce Financial Barriers



Theme #3—Recreation Education and Communication: Ensuring that residents, visitors, and stakeholders are educated about the benefits of recreation as well as the opportunities available to them. Creating ongoing dialogue between stakeholders.

- Ongoing Community Dialogue
- Marketing and Promotions



Theme #4—Building Service Delivery Capacity: Creating a stronger recreation program and opportunity delivery system including addressing barriers to participation.

- Partner and Group Support
- Bolstering Volunteerism
- Partnerships



Theme #5—Optimizing Future Infrastructure Investment: Aligning future investment in recreation infrastructure with intended Goals and Service Outcomes.

- Sustaining Existing Facilities and Spaces
- Recreation Amenity Strategies and Prioritization

These themes and recommendations pertain to how the Town plans for and provides recreation opportunities as well as the specific types of activities and opportunities it should focus its effort on. They also provide direction as to how the Town should sustain existing recreation facilities and spaces as well as when and how it should approach new facility and space development.

The foundation is set for recreation services today and into the future. Strategic recommendations have been provided to further the philosophy of the Town as it relates to recreation investment and effort and are based on the current state of recreation in the community. As the current state changes and new information and interests emerge, the RMP outlines a planning cycle that ensures constant contact with users and stakeholders and enables priorities to shift by employing structured frameworks and tools; all of which have been developed and tailored by local decision-makers and stakeholders.

Through the implementation of the Recreation Master Plan, the Town and other stakeholders will be able to achieve greater levels of community benefit and further enhance resident and visitors’ quality of life through investment in recreation facilities and services.

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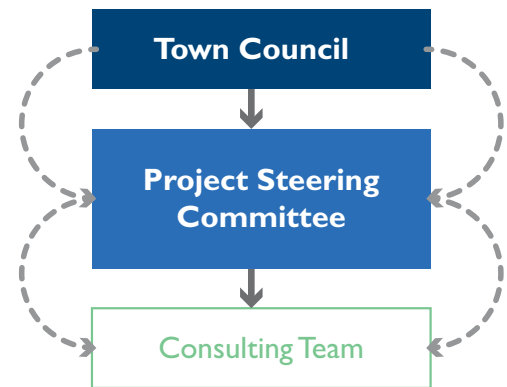


About the Recreation Master Plan

Recreation facilities and services are key contributors to quality of life in Canmore and throughout the Bow Valley. The Town of Canmore has made it clear that it values these services through the investment and commitment it has made to providing quality recreation opportunities to residents and visitors.

Canmore is set in an extraordinary natural setting among the Rocky Mountains—a setting that has attracted many of its residents and most of its visitors. The town is both active and growing. The importance of recreation opportunities in the social fabric of the community is clear. To enhance the value that recreation opportunities provide to the community, the Town of Canmore has developed a Recreation Master Plan to strategically guide recreation services in the town and throughout the Bow Valley.

Figure I.1. Project Team



The Plan was developed under the guidance of a Project Steering Committee and Town Council. The various methods of gathering research and collecting opinions are presented in a multi-step process depicted in the accompanying graphic. Of note is that the perspectives of over 1,500 households, 47 local community groups, and 272 students have influenced the development of the Plan. The following graphics explain the various steps taken in collecting and analyzing the extensive research and data collected during the development of this Plan.

Figure I.2. Process Overview

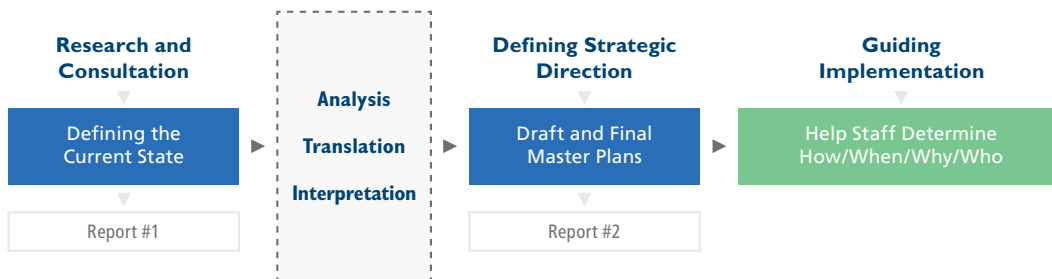


Figure I.3. Specific Tasks



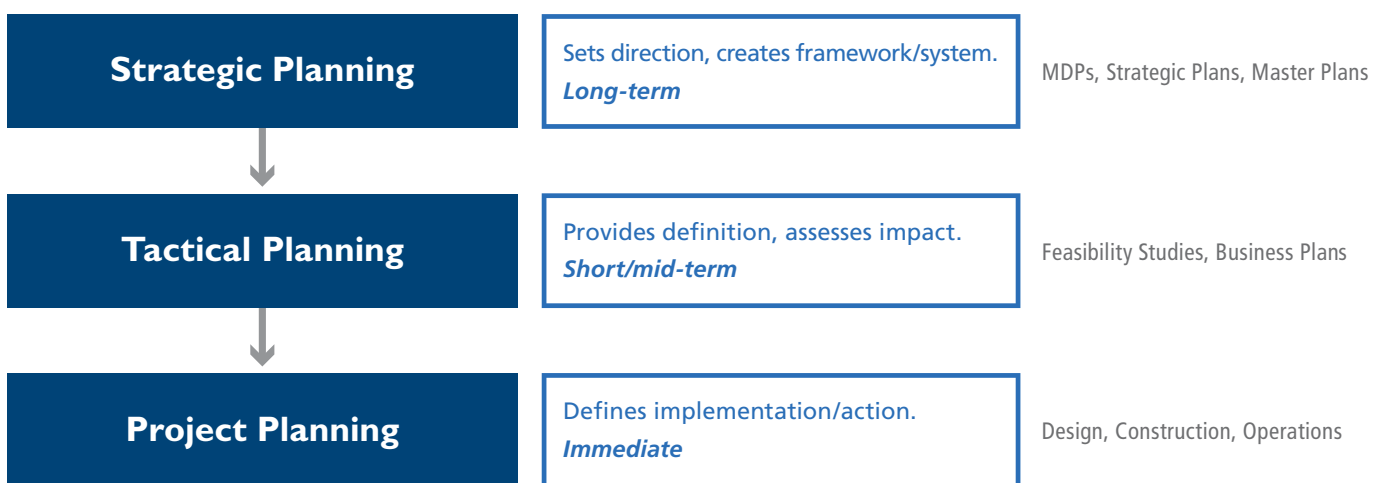
The State of Recreation in Canmore report (under separate cover) outlines detailed findings of the research conducted during the Master Plan Process. The report was integral to the planning process as it helped set the planning and market context and influenced recommended strategic directions. Where applicable, research from the report has been highlighted throughout the Master Plan.

It is important to understand the strategic positioning of a Master Plan and how it relates to other types of planning and ultimately to service provision. A Recreation Master Plan is strategic in nature; it sets long-term direction and provides frameworks and systems through which appropriate decisions can be made. It will lead to more tactical planning for certain types of facilities and programs (feasibility or business planning) and will influence the day-to-day operational planning of recreation professionals throughout the region.

This Recreation Master Plan is meant to guide strategic decision-making regarding future recreation facilities and services. Although it is focused on the role of the Town of Canmore in service delivery, programming, and infrastructure, the Plan provides insight and information for the benefit of all stakeholders, including regional partners, other levels of government, local non-profit volunteer groups, and the private sector (all of which deliver valuable opportunities for residents and visitors to be active, creative, and healthy).



Figure 1.4. Planning Hierarchy





2

The Benefits of Recreation

For the purposes of the Recreation Master Plan, recreation refers to facilities and services related to sport, fitness, educational, and creative activities. When residents and visitors participate in recreational activities, they become healthier, happier, and more connected to their community and the environment.

Recreation services are widely accepted as catalysts for social good. A social good provides benefits to both participants/users of services and to those that do not directly use services. These benefits, or aspects of the social good related to recreation, are commonly organized in eight main benefit areas (Figure 2.1). For more information on these benefits, please refer to the State of Recreation Report (under separate cover) and the National Benefits Hub.¹

These benefits are accrued in communities throughout Alberta and Canada to a varying degree depending on the levels of service provided by the public, non-profit, and private sectors. More pertinent to local government, the benefits observed through individuals and communities are the reason why recreation services justify public investment.

Figure 2.1. The Benefits of Recreation

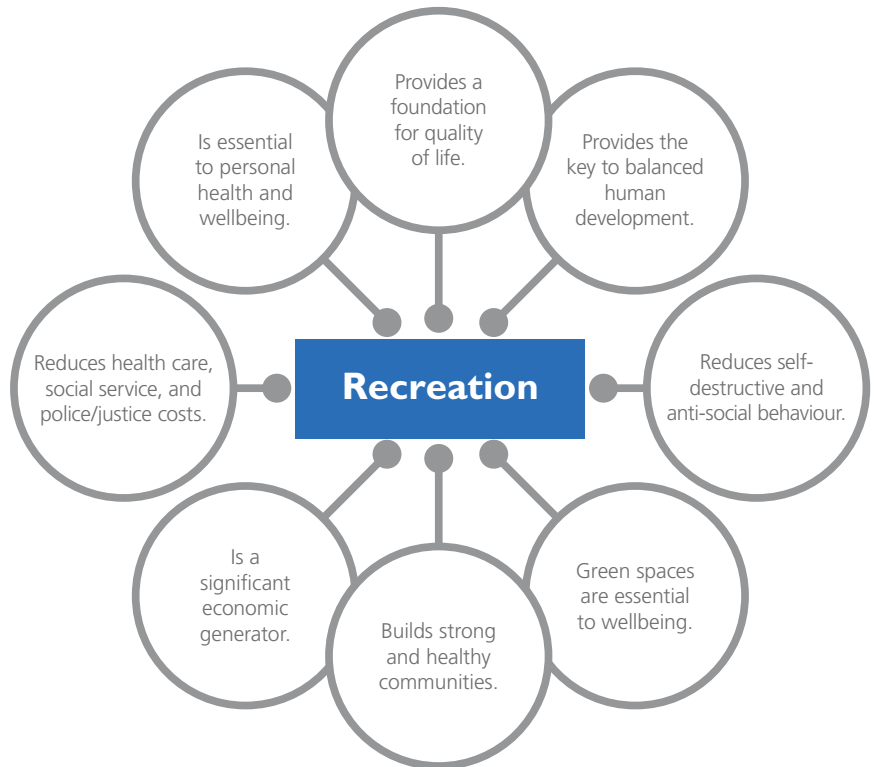


Table 1.1. Perceptions of Recreation Benefits from the Household Survey

Statement	Strongly Agree	Somewhat Agree	Unsure	Somewhat Disagree	Strongly Disagree
Recreation is important to my quality of life.	89%	10%	0%	1%	0%
My community as a whole benefits from recreation programs and services.	80%	15%	4%	1%	0%
I support the provision of recreation programs and facilities even if I do not use them.	69%	23%	4%	3%	1%
Recreation brings the community together.	66%	25%	6%	2%	0%
Quality recreation programs and facilities can help attract and retain residents.	66%	24%	6%	3%	1%

1 <http://benefitshub.ca/>



3

A Philosophical Foundation for Providing Public Recreation

The provision of public recreation services and spaces is proven to enhance resident and visitor quality of life, catalyze healthier individuals, and create stronger and more connected communities. These benefits are heightened in communities where residents and visitors migrate to for the recreation amenities they provide (amenity migration).

The Town of Canmore understands these benefits and the importance of recreation services and facilities to its residents. Recreation services are valued as important aspects of life in Canmore; this is apparent in the variety of plans and initiatives the Town has developed or is currently undertaking. Due to amenity migration, many residents choose to live in Canmore for the recreation opportunities offered in the town and surrounding areas.

While the strategic relevance of recreation services in the Town is understood, a more specific foundation for delivering and planning public recreation services in Canmore has been developed to better articulate why recreation is important. The foundation aligns with broader Town strategic planning and the Recreation Services Department's Mission and Vision statements¹ and further articulates the strategic underpinning of service provision via three Goals and 18 intended Service Outcomes. Further to these Goals and Outcomes are two overarching principles and seven guidelines for prioritization. This approach is often referred to as the "Benefits-Based Approach" to planning and is explained in the following pages. It should be noted that this framework builds on and refines the framework outlined in A Framework for Recreation in Canada 2015: Pathways to Wellbeing² and the Active Alberta Policy³; it is also consistent with past planning efforts related to recreation throughout the Bow Valley.

Amenity Migration is migration to and for places of extraordinary physical recreation and cultural resources to pursue a lifestyle of enhanced leisure opportunity.

"Canmore is a resilient and vibrant community socially, economically, and environmentally. Its strength is in its resourceful and engaged citizens, who thrive together on the strength of the community's heritage, long-term commitment to the diversity of its people, and health of the mountain landscape."

— *A vision for the Town of Canmore:
Town of Canmore 2016 – 2018 Strategic Plan*

1 Town of Canmore Recreation Operating Policy (2015)

2 <http://lin.ca/mational-recreation-framework>

3 <http://culture.alberta.ca/recreation/active-alberta>

While the Town delivers direct benefit to users of recreation services and facilities, the real justification for investing public resources in recreation is the indirect benefit to all citizens, embodied in the three goals and 18 intended Service Outcomes (refer to Figure 3.1 and Appendix A), which is the very definition of a social good. It is in the Service Outcomes that alignment with other external influences and agencies occurs. These Service Outcomes are derived from the known benefits of recreation to communities and individuals and they have been refined and tailored by local stakeholders. These Outcomes portray an ideal end state, with the realization that the community may never achieve all of them completely. They also assume that the Town of Canmore is not the only stakeholder providing recreation services and spaces that aim to achieve different community, individual, and environmental outcomes; they are the product of a combined effort of the public, non-profit and private sector efforts in the town and throughout the Bow Valley.

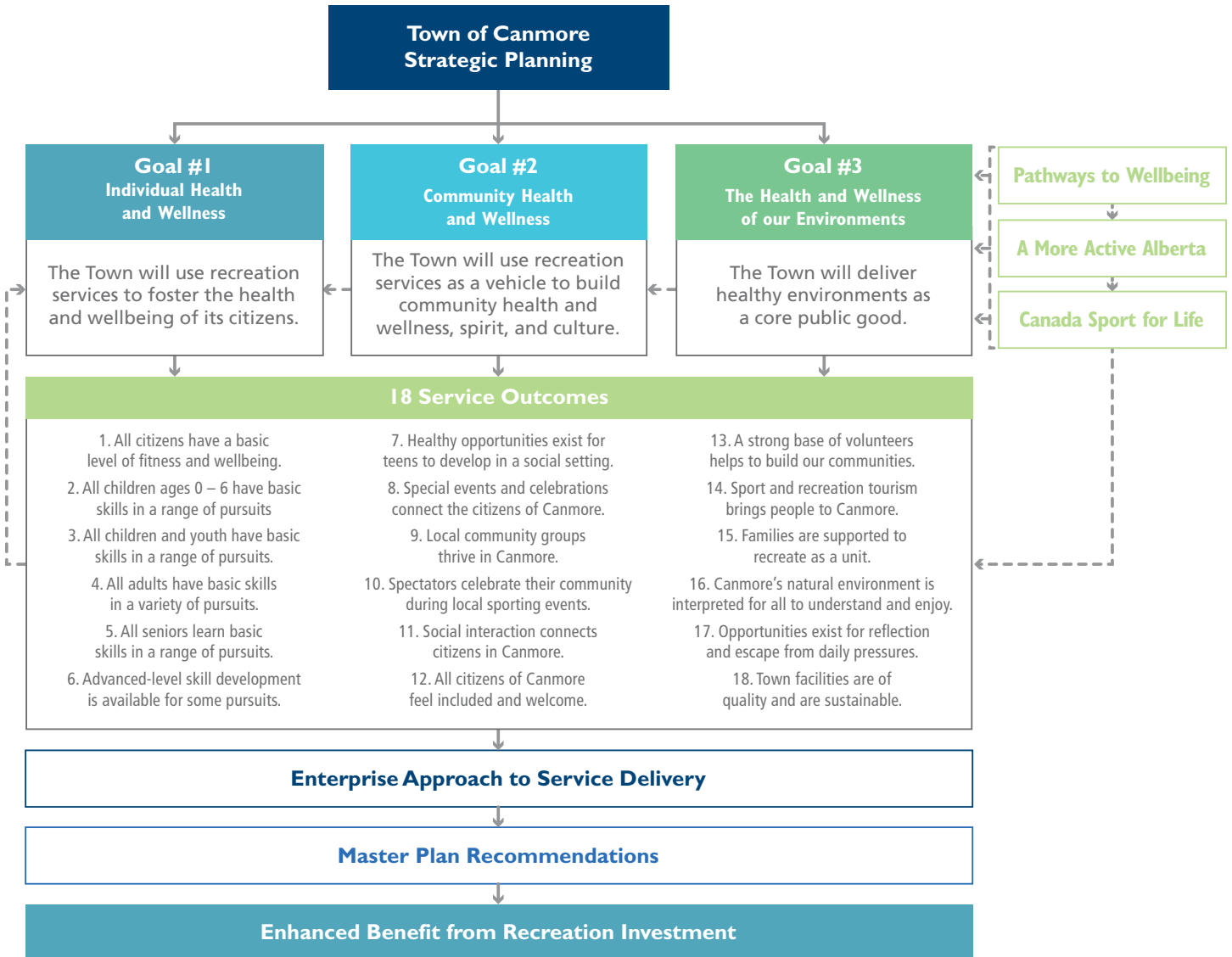
Also inherent in the Town's delivery of recreation services is its deployment of the Enterprise Model. The Enterprise Model consists of applying business acumen and associated principles to the delivery of public recreation services. The Model expands the reach of public investment as it optimizes the balance between subsidization, user fees, and social good. It should be noted that this is not the same as a "business-oriented approach" as the public sector uses different units of benefit than the private sector does. Deploying an Enterprise Model is about applying cost-benefit analysis considering social good, or achievement of Service Outcomes, to traditional public service provision principles. The Model is referenced in, and influences, the Town of Canmore Recreation Operating Policy (2015).

A valuable outcome of recreation service delivery in any community is the potential for facilities and stakeholders to generate sport tourism. Although not a core function for recreation departments, sport tourism can build community pride, image, and enrich local business. In the case of Canmore, where amenity migration is already apparent, sport tourism can normalize business activity (i.e. offset "slow times" in the local economy and smooth business cyclicity) and further capitalize on existing recreation assets in the community.

The following graphic summarizes the Town's philosophical approach to delivering recreation services. The chart refers to Goals and Service Outcomes. The philosophical foundation for recreation service provision is further articulated in Appendix A.

The **Enterprise Model** is taking a "Business Approach with a Community Conscience." The Model entails respectfully learning about the recreational goals and aspirations of a community and then applying industry and business best practices to operational activities in order to achieve high levels of community engagement, a dependable cost benefit, and reliable operational sustainability. The Model is integrated into the Recreation Town of Canmore Recreation Operating Policy (2015).

Figure 3.1. Foundation Summary



In the above model, the Enterprise Model enables the Town to get the greatest amount of benefit, as measured by the 18 Service Outcomes, for the least amount of public investment. This capitalizes on opportunities to realize the Outcomes that have the greatest amount of demand and sustainability and the least amount of public subsidy.

A photograph of a building facade with a large sign that reads "Canmore Recreation Centre". The sign is in a bold, sans-serif font and is mounted on a dark, horizontally-slatted background. The building has a light-colored, vertically-slatted facade. The sky is a clear, bright blue. The image is overlaid with a large, semi-transparent, light blue diamond shape that points downwards.

Canmore Recreation Centre

4

Strategic
Master Plan
Themes

The intent of the Recreation Master Plan is to lead to an enhanced state of recreation opportunities and services in the town where those opportunities and services are utilized to deliver Service Outcomes and create social good in the community. From a strategic perspective, this includes consideration of the current delivery of services and programs as well as the current and future state of recreation facilities (indoor and outdoor) and the land on which they are situated.

The recommendations included in this Master Plan are intended to help the Town enhance recreation services and facilities. They have been developed by stakeholders throughout the community and are intended to further achieve the Vision and Service Outcomes outlined for recreation in Canmore. There are 27 recommendations organized under five overarching strategic themes. These strategic themes are as follows:



Theme #1—Defining Purpose and Alignment: Outlining a rationale and role for the Town’s involvement in the delivery of recreation services and facilities.

- Goals and Service Outcomes
- Employ the Enterprise Model (where possible)
- Regional Advisory



Theme #2—Elevating Recreation Activity in Canmore: Enhancing participation in recreation activities by removing barriers to participation and meeting the community’s need for different types of recreation programs and opportunities.

- Recreation Knowledge and Physical Literacy
- Reduce Financial Barriers



Theme #3—Recreation Education and Communication: Ensuring that residents, visitors, and stakeholders are educated about the benefits of recreation as well as the opportunities available to them. Creating ongoing dialogue between stakeholders.

- Ongoing Community Dialogue
- Marketing and Promotions



Theme #4—Building Service Delivery Capacity: Creating a stronger recreation program and opportunity delivery system including addressing barriers to participation.

- Partner and Group Support
- Bolstering Volunteerism
- Partnerships



Theme #5—Optimizing Future Infrastructure Investment: Aligning future investment in recreation infrastructure with intended Goals and Service Outcomes.

- Sustaining Existing Facilities and Spaces
- Recreation Amenity Strategies and Prioritization

The following sections outline a series of recommendations under each strategic theme. These recommendations focus on enhancing the current state in areas that have been identified during the planning process and that require strategic attention. In each topic area, pertinent background research is presented, a recommendation is articulated, and the ideal outcomes of successful implementation are presented.

The following table outlines Master Plan recommendations related to each of the strategic themes. Subsequent sections explain in further detail the strategic theme, the current state, pertinent research and engagement results. Also detailed are the outcomes of each recommendation.



Table 4.1. Recommendation Summary

Strategic Theme #1: Renewed Purpose and Alignment	
1.1	Incorporate the Goals and Service Outcomes into a measurement and reporting system that is the foundation for all Recreation Services communications and accountability systems.
1.2	Work to ensure that recreation perspectives are considered throughout the Town of Canmore organization.
1.3	Apply the Enterprise Model to all applicable (user fee-related) recreation amenities throughout the community and use resource efficiencies to reinvest in the municipality.
1.4	Support the development of a regional group to provide broader input into the provision of recreation services and facilities.
Strategic Theme #2: Elevating Recreation Activity Levels in Canmore	
2.1	Enhance support and promotion of recreation fee assistance programs.
2.2	Ensure physical accessibility measures are incorporated into existing and new facilities and spaces where possible.
2.3	Focus on providing low-cost/no-cost unstructured, spontaneous opportunities for various skill levels.
2.4	Utilize the program focus areas provided to guide current recreation program and opportunity effort.
2.5	Revisit the program focus areas through a program and opportunity needs assessment process as new information becomes available via trends scanning, community engagement, and utilization data collection and analysis.
Strategic Theme #3: Recreation Education and Communication	
3.1	Develop and implement an ongoing community input process related to recreation services to enable community input and chart local participation and preference trends.
3.2	Develop, implement, and invest in a formal marketing and promotions plan to enhance awareness and increase resident participation in recreation.
3.3	Continue to provide a combination of direct programming (Town staff) and support for indirect programming (community groups) to optimize the use of public resources.
3.4	Facilitate the ongoing identification of program needs through community dialogue and a program needs assessment process and disseminate to all appropriate service providers.
3.5	Update the Creative and Educational and Sport Continua as market conditions change. Adapt to emerging demands and preferences, targeting recreation program and opportunity gaps where warranted.





Table 4.1. Recommendation Summary	
Strategic Theme #4: Building Service Delivery Capacity	
4.1	Provide supports to local groups that deliver recreation programs and opportunities that align with the Town’s philosophical foundation for recreation services.
4.2	Develop, in partnership with applicable stakeholders and other Town departments, a Canmore Volunteer Strategy.
4.3	Ensure that a database of volunteers interested in recreation-based volunteer opportunities is maintained and marketed to local recreation groups seeking volunteer involvement.
4.4	Develop a Partnership Framework to guide how the Town works with other organizations in the delivery of recreation services.
4.5	Intensify the use of partnerships with regional municipalities and the non-profit and private sectors to deliver recreation opportunities, facilities, and spaces under the guidance of the Partnership Framework.
Strategic Theme #5: Optimizing Future Infrastructure Investment	
5.1	Develop a Lifecycle Reserve Policy for indoor and outdoor recreation infrastructure.
5.2	Utilize the Facility Condition Index approach to determine whether or not significant reinvestment in existing recreation facilities should occur or not.
5.3	Utilize the prioritization framework presented herein to guide current and future recreation resource allocation.
5.4	Refer to the list of amenity priorities provided to guide current and future resource allocation until new information becomes available.
5.5	Follow the indoor and outdoor strategies included herein as resources permit and until new information becomes available.
5.6	Use the guidelines provided when negotiating municipal reserve contributions for recreation purposes.
5.7	Use the guidelines provided when contemplating the acceptance of cash in lieu of land for recreation purposes.

4.1. Strategic Theme #1: Renewed Purpose and Alignment

This strategic theme is meant to further outline a rationale and role for the Town's involvement in the delivery of recreation services and facilities. Key recommendations are presented around the overall strategic positioning related to recreation services as well as to governance and structure.

In This Section

- Strategic Positioning
- Governance and Structure

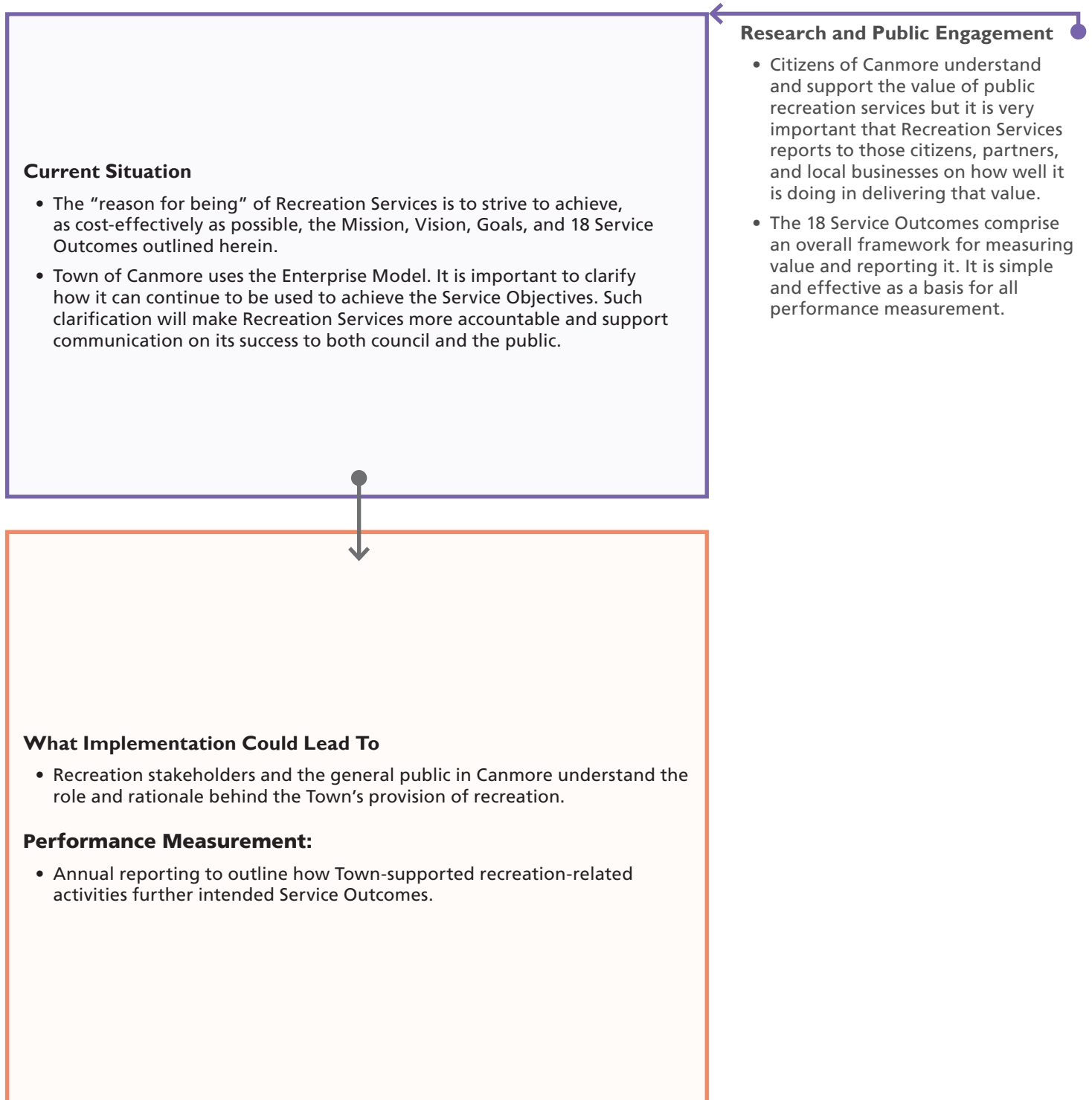




4.1.1. Strategic Positioning

Recommendation

- 1.1 Incorporate the Goals and Service Outcomes into a measurement and reporting system that is the foundation for all Recreation Services communications and accountability systems.





4.1.2. Governance and Structure

Recommendations

- 1.2 Work to ensure that recreation perspectives are considered throughout the Town of Canmore organization.
- 1.3 Apply the Enterprise Model to all applicable (user fee-related) recreation amenities throughout the community and use resource efficiencies to reinvest in the municipality.
- 1.4 Support the development of a regional group to provide broader input into the provision of recreation services and facilities.

Research and Public Engagement

- The Recreation Services Policy (2015) formally aligns Recreation Services with the Enterprise Model. In 2015, Elevation Place, employing the Enterprise Model, recovered 69% of operating costs while the Canmore Recreation Centre, which has not yet fully adopted the Enterprise Model in all facets of its operation, recovered 55% .
- The Town of Banff has recently completed a Recreation Programs and Services Master Plan (2015) that recognizes the regional nature of recreation provision.
- Partnerships in the provision of recreation opportunities are becoming more prevalent in an effort to leverage resources and take a collaborative approach to delivering on the Service Outcomes.
- Regional connections have or are beginning to be formed throughout the Bow Valley in recreation (Bow Valley True Sport and Recreation Council) and related services in municipal government (Banff and Canmore-Family and Community Support Services, Bow Valley Immigration Partnership Integration Assessment 2014: Building A Welcoming Community).

Current Situation

- Recreation Services is an operational business unit of the Municipal Services department of the Town of Canmore and is separate from other municipal functions related to the provision of recreation opportunities such as planning and development, transportation, community support services, and parks.
- Town Council is the ultimate decision-making authority for recreation service delivery. Recreation Services is dedicated to implementing the decisions of Council and is responsible for advising them on research, leading practices, and the current state as it relates to recreation.
- There is no regional advisory or decision-making function as it relates to recreation service and facility provision.
- The implementation of the Enterprise Model has led to the improved financial performance of Elevation Place but has not been fully applied to all areas within Recreation Services and the Canmore Recreation Centre (or Parks).

What Implementation Could Lead To

- All recreation amenities in the community employ the Enterprise Model, thereby rendering optimal revenue streams which are ultimately reinvested in the municipality.
- Regional recreation advisory groups provide advice to local municipalities throughout the area as it relates to the provision of recreation services.

Performance Measurement:

- Creation of, and ongoing utilization of, a regional advisory body for recreation.
- Sustained cost recovery levels year over year.

4.2. Strategic Theme #2: Elevating Recreation Activity Levels in Canmore

This strategic theme is meant to enable the Town to enhance participation in recreation activities by removing barriers to participation and meeting community needs for different types of recreation programs and opportunities.

In This Section

- Enhancing Participation
- Program Focus

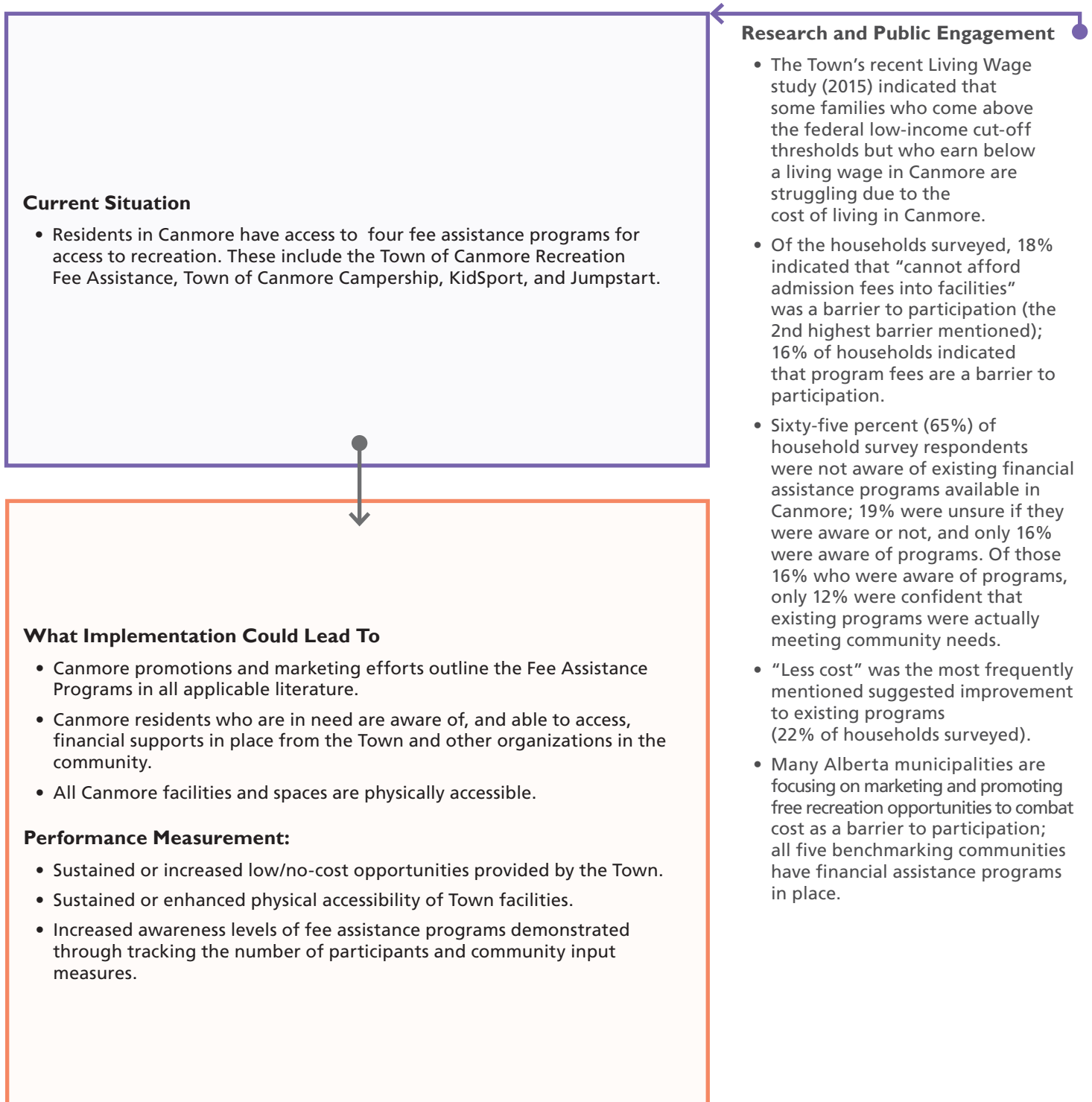




4.2.I. Enhancing Participation

Recommendations

- 2.1 Enhance support and promotion of recreation fee assistance programs.
- 2.2 Ensure physical accessibility measures are incorporated into existing and new facilities and spaces where possible.
- 2.3 Focus on providing low-cost/no-cost unstructured, spontaneous opportunities for various skill levels.

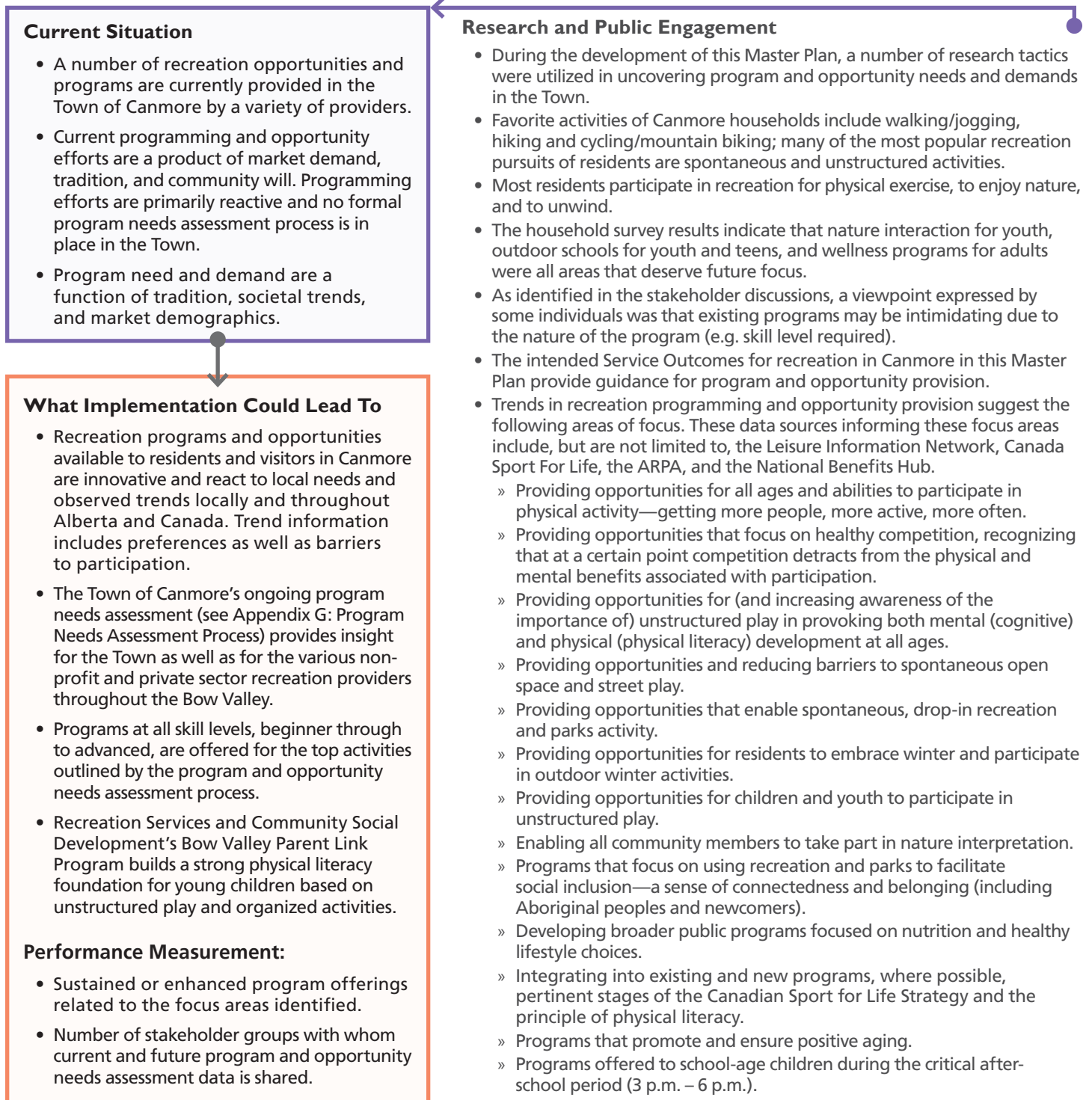




4.2.2. Program Focus

Recommendations

- 2.4 Utilize the program focus areas provided to guide current recreation program and opportunity effort.
- 2.5 Revisit the program focus areas through a program and opportunity needs assessment process as new information becomes available via trends scanning, community engagement, and utilization data collection and analysis.



4.3. Strategic Theme #3: Recreation Education and Communication

This strategic theme is meant to ensure that residents, visitors, and stakeholders are educated as to the benefits of recreation as well as the opportunities available to them. Creating ongoing dialogue between stakeholders is also a key consideration.

In This Section

- Community Dialogue
- Marketing and Promotions
- Program and Opportunity Delivery





4.3.1. Community Dialogue

Recommendation

3.1 Develop and implement an ongoing community input process related to recreation services to enable community input and chart local participation and preference trends.

Research and Public Engagement

- Canmore is a diverse community with diverse recreation interests.
- Community engagement is gaining momentum in Alberta municipalities as a key consideration in decision-making at the strategic and tactical levels.
- There is a strong desire for residents to provide input to the Town related to recreation services, as indicated by over 1,500 households¹ and 47 community groups participating in surveys in the development of this Master Plan.
- Local groups suggested that “enhancing community networking opportunities” was a role the Town could play to help organizations meet their program goals.
- The Town of Canmore Recreation Services Operating Policy states, “Recreation Services is committed to stakeholder engagement and will develop and maintain an annual schedule of stakeholder engagement.”

Current Situation

- The Town of Canmore conducts a resident satisfaction survey on an ongoing basis focusing on all Town services and programs.
- Recreation Services undertakes public engagement and community dialogue as needed for specific project- or issue-related requirements.
- There are ongoing customer satisfaction and preference surveys of Elevation Place users.
- The Town of Canmore also conducts public consultation and community dialogue as needed when preparing plans and for specific initiatives.
- There is no formal, ongoing community dialogue process (i.e. that includes the general public, user groups, and other recreation stakeholders) related to recreation services in the town.
- Community dialogue and engagement are key priorities of the Town.

What Implementation Could Lead To

- The Town collects community input from stakeholder groups, youth, and the general public on an ongoing basis to help make recreation experiences and opportunities more focused and accessible to residents (see the appendix for a sample Community Input Process).
- Local participation and preference trends are collected and reported on to help the Town understand recreation interest in Canmore.
- Feasibility study development and tactical planning efforts can refer to local data collected through community dialogue.

Performance Measurement:

- Local trend tracking and user data, including resident input, are collected on an ongoing basis.
- Number of new programs or opportunities offered is based on needs assessment data.

¹ Over 22% of households in the Town completed questionnaires related to this Recreation Master Plan.



4.3.2. Marketing and Promotions

Recommendation

3.2 Develop, implement, and invest in a formal marketing and promotions plan to enhance awareness and increase resident participation in recreation.

Current Situation

- The Town currently utilizes a variety of means to market and promote recreation including the Town’s website, the Community Guide, local newspapers, social media, on-site posters at facilities and spaces, and direct email to Elevation Place members.
- The focus of existing recreation marketing and promotions is primarily on Elevation Place and not on other recreation amenities in the community.
- Current promotional efforts focus more on sharing what opportunities are available and less on messaging to motivate participation.

Research and Public Engagement

- Sixteen percent (16%) of households suggested that a barrier to participation was that they were “unaware of opportunities.”
- Twenty-one percent (21%) of households stated that “marketing of programs” is a required improvement to existing recreation opportunities.
- When asked about how residents currently find out about recreation opportunities, the top three results were the Rocky Mountain Outlook, the Town of Canmore Community Guide, and the Municipal website.
- Local groups suggested that the Town could help them meet their program goals by assisting them with marketing and promotional efforts.
- Many municipalities are investing in promotions and marketing campaigns to motivate residents to be more active and utilize facilities and spaces.

What Implementation Could Lead To

- The Town follows a recreation services marketing and promotions plan (see the Marketing and Promotions Considerations in the appendix).
- Residents and visitors are aware of both free and user fee-based recreation opportunities at Elevation Place, the Canmore Recreation Centre, and throughout the community. There is also a heightened awareness of fee assistance programs for recreation in the community.

Performance Measurement:

- Reduction in “lack of awareness” as a barrier to participation demonstrated through resident survey input.
- Increased participation levels at all facilities and spaces where information is available.



4.3.3. Program and Opportunity Delivery

Recommendations

- 3.3 Continue to provide a combination of direct programming (Town staff) and support for indirect programming (community groups) to optimize the use of public resources.
- 3.4 Facilitate the ongoing identification of program needs through community dialogue and a program needs assessment process and disseminate to all appropriate service providers.
- 3.5 Update the Creative and Educational and Sport Continua as market conditions change. Adapt to emerging demands and preferences, targeting recreation program and opportunity gaps where warranted.

Research and Public Engagement

- There is no standard approach to municipal recreation program delivery in Alberta or beyond; efforts related to animating facilities and spaces are the product of municipal resource allocation (political and administrative will) and the level of engagement by the private and non-profit sectors.
- Each of the five benchmarking communities offers direct programming.
- Ninety-two percent (92%) of households are satisfied with the availability of public and private recreation opportunities and services in Canmore.
- In the recently conducted student survey, the top barrier to recreation participation was “not interested in what is available” (28%).

Current Situation

- Recreation programs and opportunities are offered to residents of and visitors to Canmore through a diverse network of non-profit and private sector organizations working together. The Town provides programs for a variety of ages and demographics, providing opportunities for all genders, ages, and abilities.
- Demands for recreation programs and opportunities are gathered through ad hoc and reactive measures.
- The Town’s Recreation Services Operating Policy follows the philosophy of an enterprise model and has four key areas:
 1. Provide high quality experiences and services
 2. Engage more of the community to participate more often in the diversity of opportunities available
 3. Provide quality engaging programs, consistent with the recreation services continuum, which is reflective of the assets available in the community
 4. Promote and encourage community participation as the primary means to achieve the highest community benefit within a financial framework

What Implementation Could Lead To

- The Town’s recreation survey (see the appendix for a sample Community Input Process) gives residents an opportunity to identify preferences for desired future recreation programs and opportunities.
- The Town of Canmore works with partners in the non-profit and private sector to ensure that recreation program and opportunity demands are met where possible; the Town’s core role in recreation service provision is dynamic, based on community demand and volunteer/non-profit will.
- The Town of Canmore works with community partners to target under-represented groups with participation in formal or informal recreation services.

Performance Measurement:

- Sustained or enhanced program offerings related to the focus areas identified.
- Number of stakeholder groups with whom current and future program and opportunity needs assessment data is shared with.

4.4. Strategic Theme #4: Building Service Delivery Capacity

This strategic theme is focused on creating a stronger recreation program and opportunity delivery system including addressing resident and visitor barriers to participation.

In This Section

- Partner Group Support
- Bolstering Volunteerism
- Partnerships

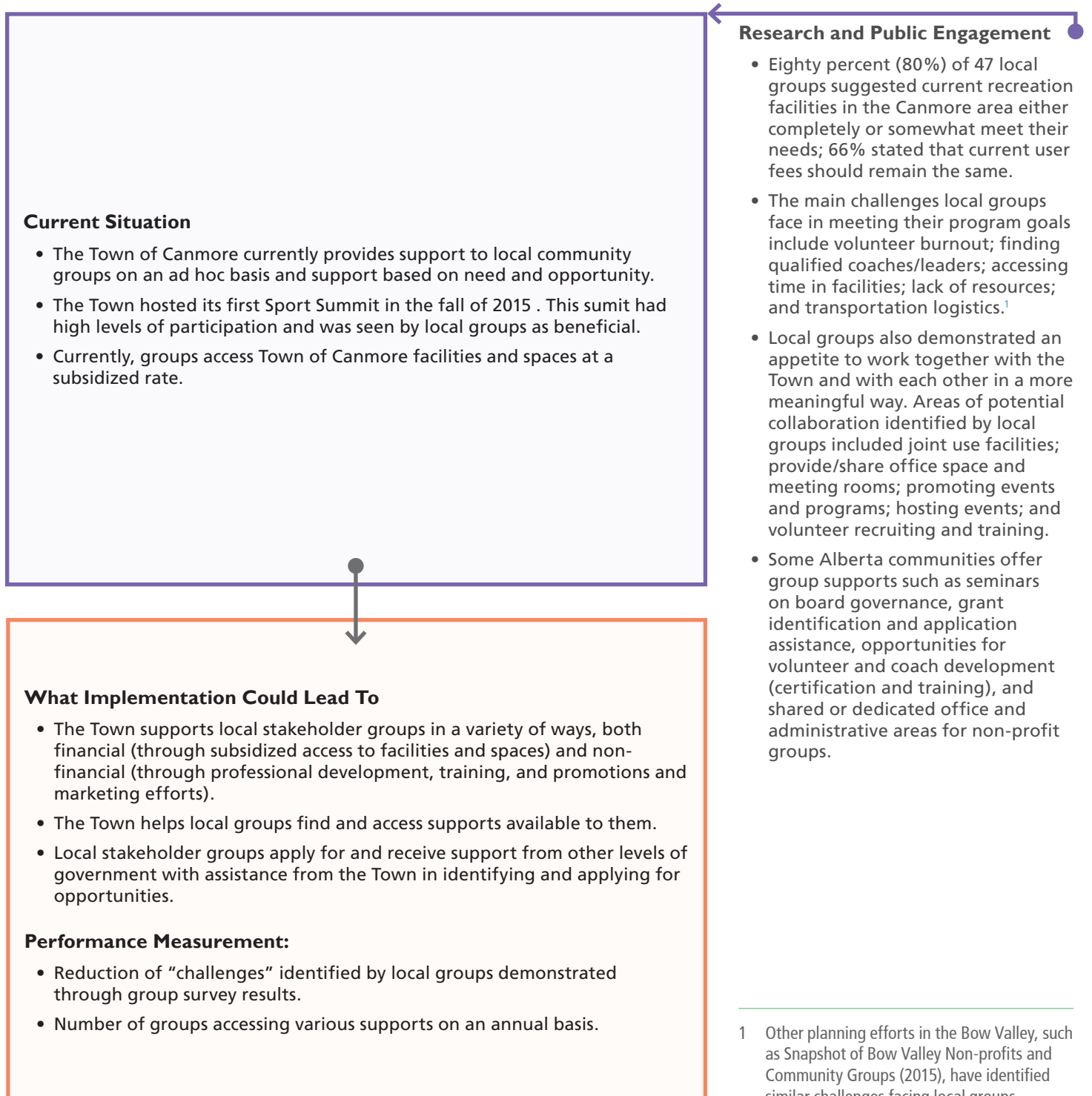




4.4.I. Partner Group Support

Recommendation

- 4.1 Provide supports to local groups that deliver recreation programs and opportunities that align with the Town’s philosophical foundation for recreation services.

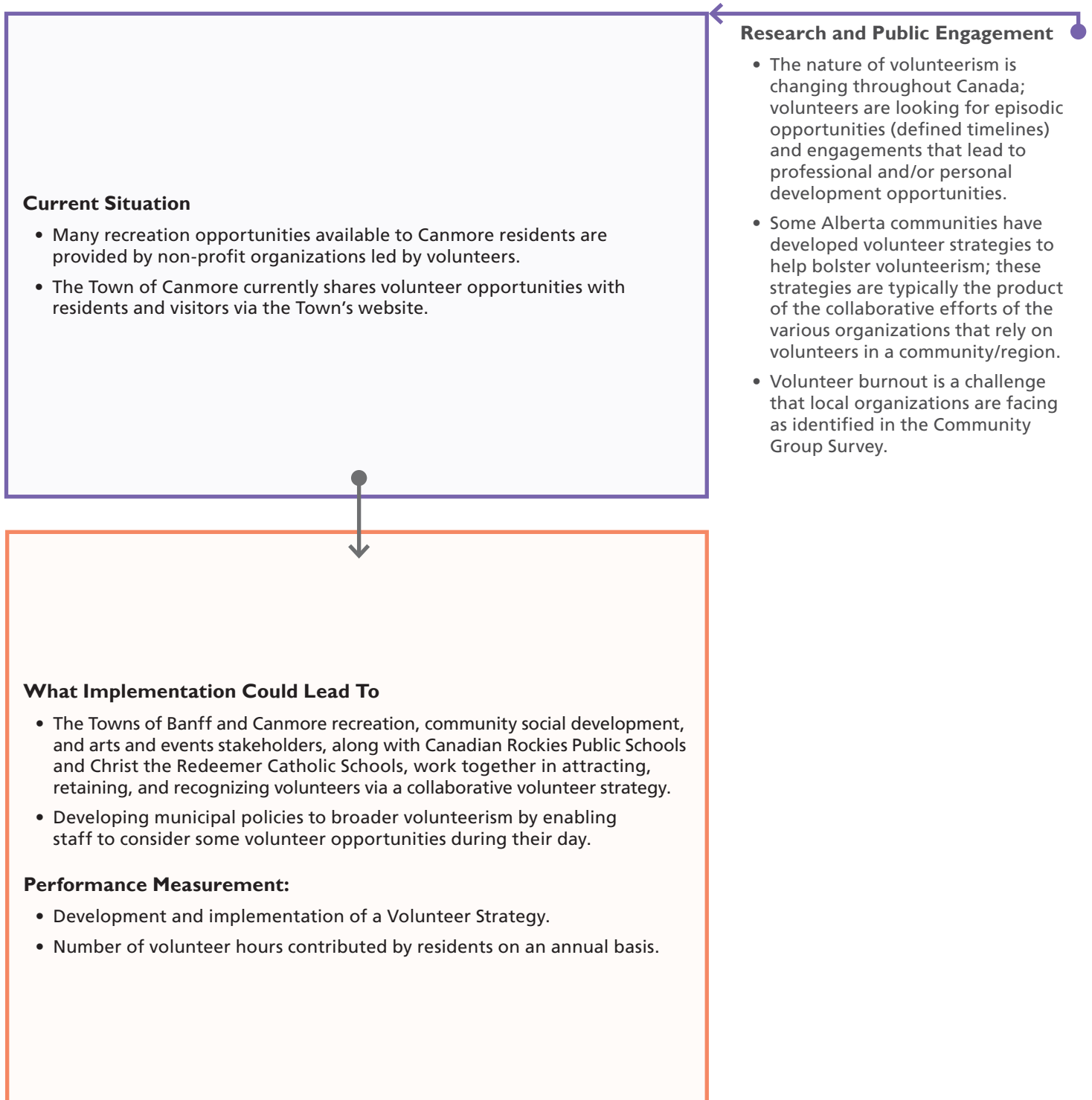




4.4.2. Bolstering Volunteerism

Recommendations

- 4.2 Develop, in partnership with applicable stakeholders and other Town departments, a Canmore Volunteer Strategy.
- 4.3 Ensure that a database of volunteers interested in recreation-based volunteer opportunities is maintained and marketed to local recreation groups seeking volunteer involvement.

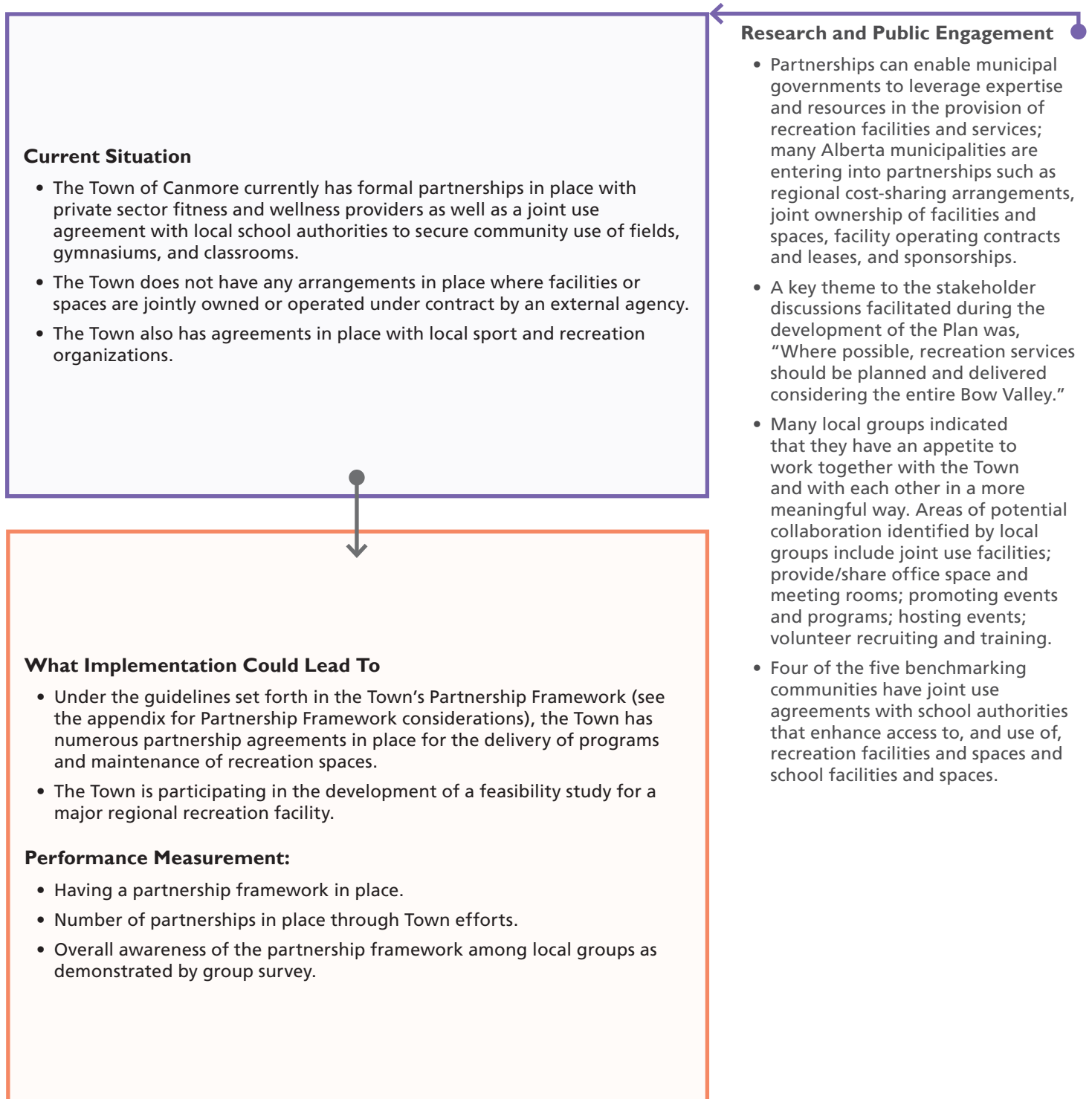




4.4.3. Partnerships

Recommendations

- 4.4 Develop a Partnership Framework to guide how the Town works with other organizations in the delivery of recreation services.
- 4.5 Intensify the use of partnerships with regional municipalities and the non-profit and private sectors to deliver recreation opportunities, facilities, and spaces under the guidance of the Partnership Framework.



4.5. Strategic Theme #5: Optimizing Future Infrastructure Investment

This theme is meant to help the Town focus future recreation infrastructure investment and effort. Recommendations and association frameworks are presented that will help align future investment in recreation infrastructure with intended Goals and Service Outcomes.

In This Section

- Sustaining Existing Facilities and Spaces
- Project Development Process
- Recreation Amenity Strategies
- Amenity Prioritization
- Land Development and Acquisition

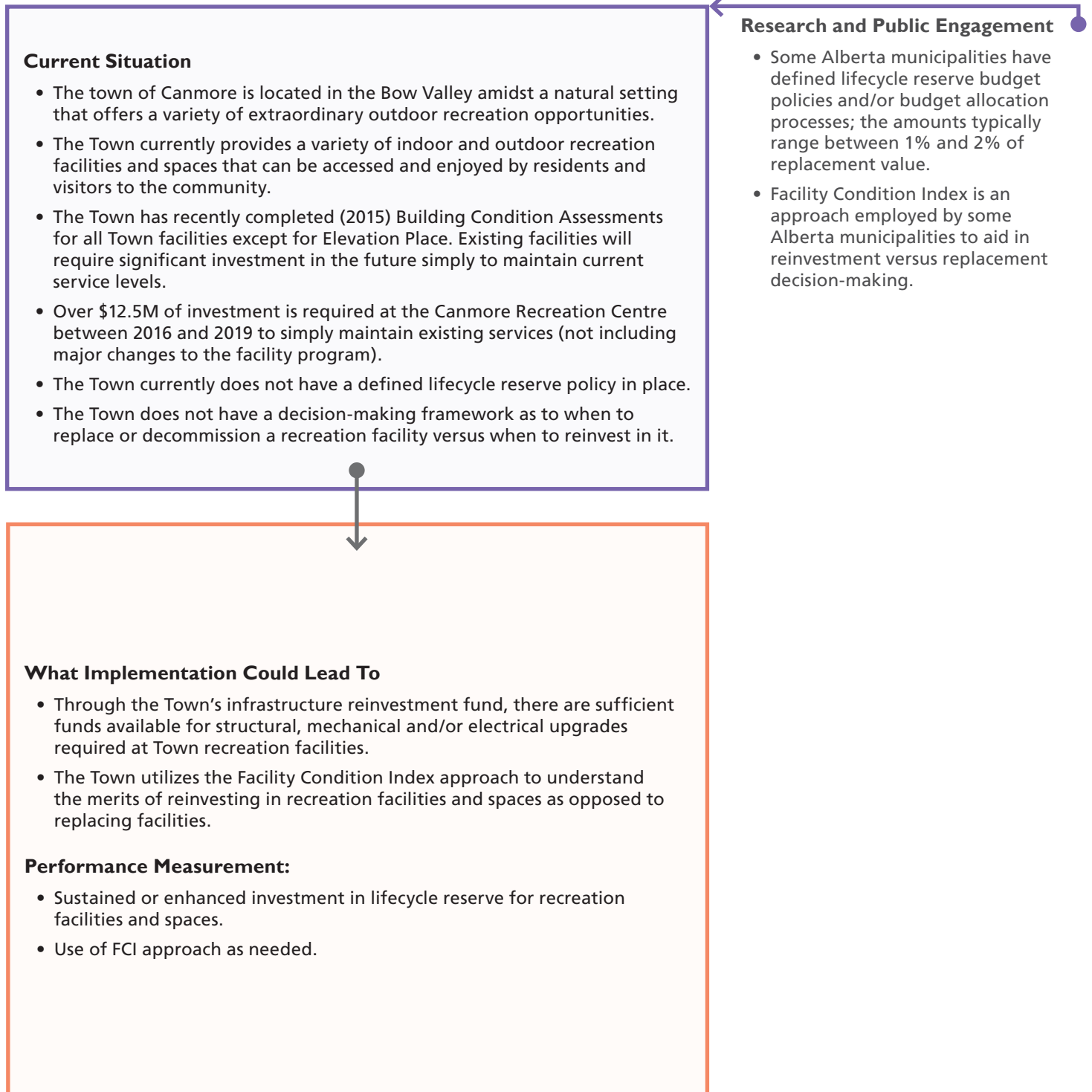




4.5.I. Sustaining Existing Facilities and Spaces

Recommendations

- 5.1 Develop a Lifecycle Reserve Policy for indoor and outdoor recreation infrastructure.
- 5.2 Utilize the Facility Condition Index approach to determine whether or not significant reinvestment in existing recreation facilities should occur or not.





4.5.2. Recreation Amenity Strategies

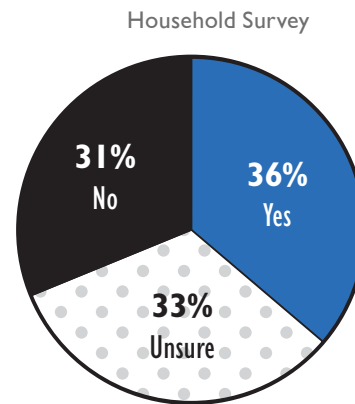
Recommendation

- 5.3 Utilize the prioritization framework presented herein to guide current and future recreation resource allocation.
- 5.4 Refer to the list of amenity priorities provided to guide current and future resource allocation until new information becomes available.
- 5.5 Follow the indoor and outdoor strategies included herein as resources permit and until new information becomes available.

The Town of Canmore provides a variety of indoor and outdoor recreation infrastructure for residents and visitors. Existing infrastructure meets community need and addresses community desires but, due to the nature of recreation services and the diversity of interests in the community, there are demands for more new or enhanced opportunities. In an ideal scenario, resident demands for all types of infrastructure would be met; resource limitations (finances, human resources, land) prohibit this from being the case.

The Town of Canmore currently does not have a prioritization process for ranking recreation projects.

Figure 4.5.2.1. Do you think there is a need for new and/or upgraded recreation amenities (indoor or outdoor) to be developed in Canmore?

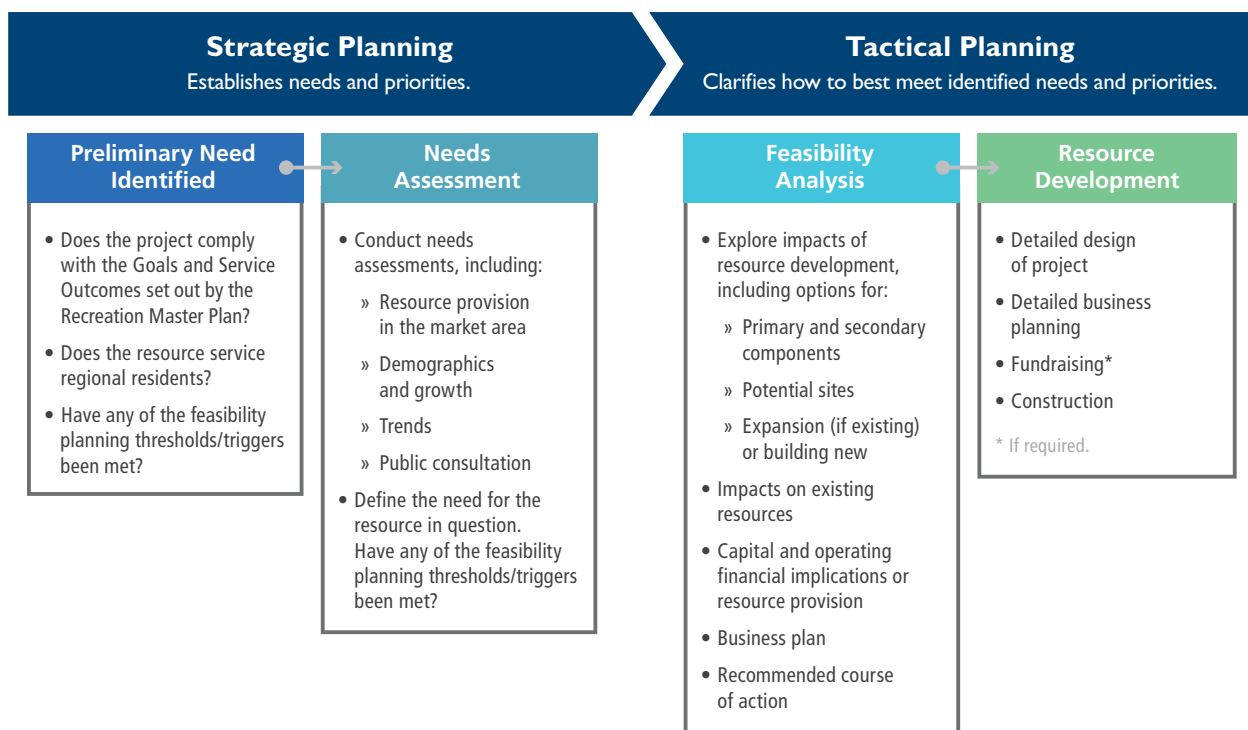


RECREATION PROJECT PLANNING FRAMEWORK

When contemplating future indoor and outdoor recreation infrastructure investment and effort, it is important for the Town and its stakeholders to consider leading practices. The recreation infrastructure considerations outlined in the appendix discuss leading practices in the recreation industry (as of 2016) that should be referred to when contemplating major investment in recreation infrastructure.

As well, it should be noted that prior to any major public investment in recreation infrastructure (as identified in the following indoor and outdoor amenity strategies), further tactical planning (feasibility planning) will be required to provide decision-makers with the necessary information required to make diligent decisions. Graphic 4.5.2.2. (below) explains. Further detail regarding the project development approach, including thresholds and guidelines associated with feasibility planning, are presented in the appendix.

Figure 4.5.2.2. Project Planning Framework

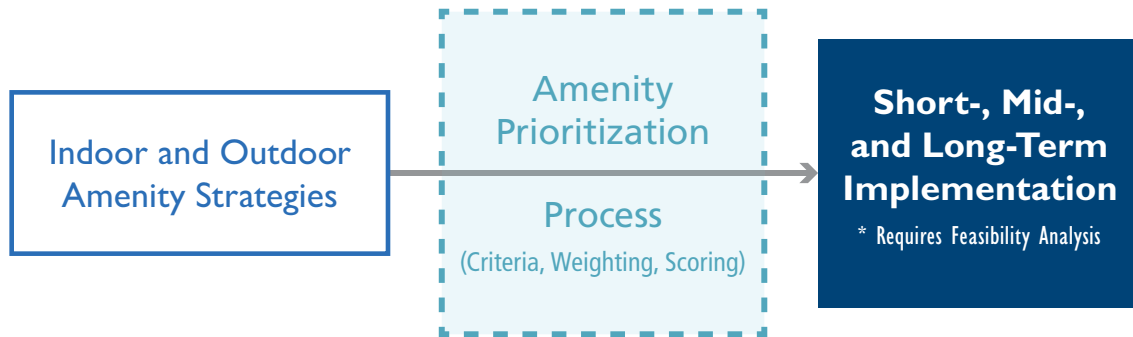




RECREATION AMENITY PRIORITIZATION PROCESS

Ideally, future indoor and outdoor recreation infrastructure would respond to every resident and user demand throughout Canmore and the entire Bow Valley. Recreation activity leads to many benefits and every resident has a right to participate in recreation to some degree. Due to limited resources, meeting all demands is not feasible and thus prioritization must occur.

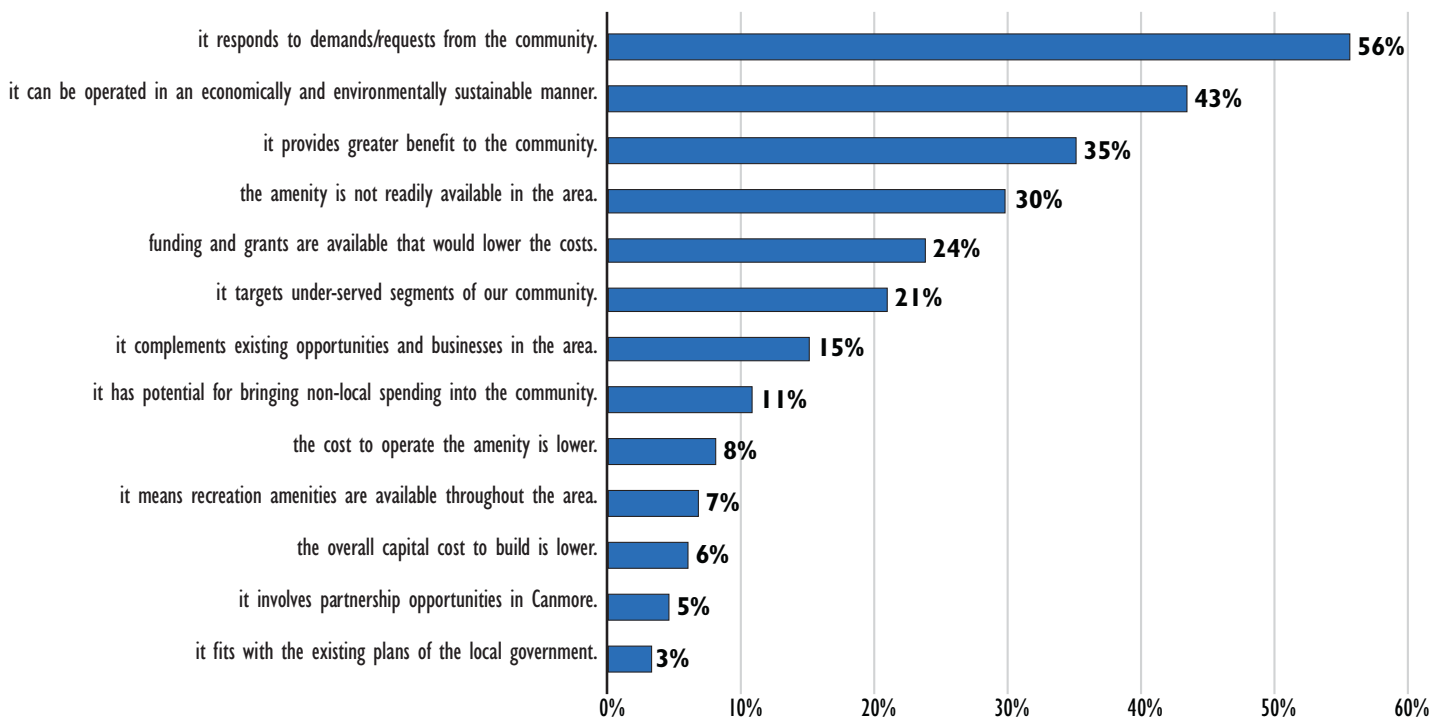
Figure 4.5.2.3. Amenity Prioritization Process Filter



Prioritization of future investment in different recreation amenities must consider criteria beyond the demonstrated demands of residents and organized interest groups. When asked, residents indicated that responding to community demand, being operated in an economically and environmentally sustainable manner, and providing greater benefit to the community were most important when prioritizing investment in existing or new recreation amenities.

Figure 4.5.2.4. Project Development Process

Household Survey: A recreation amenity project should be a higher priority if...





In order for the Town to determine which recreation amenities to focus upon, the following list of criteria is proposed. The list also includes scoring metrics and associated weighting, providing a ranking system for potential future recreation amenities. The criteria, scoring matrix, and weighting have been developed by community stakeholders.

Table 4.5.2.1. Project Scoring Metric					
Criteria	Metrics				Weight
Market Demand	3 Points: For "1 – 2" community amenity priorities.	2 Points: For "3 – 4" community amenity priorities.	1 Point: For "5 – 6" community amenity priorities.	0 points: For "7" or higher community amenity priorities.	4
Economic Sustainability	3 Points: The amenity has a low overall cost impact.	2 Points: The amenity has a moderate overall cost impact.	1 Point: The amenity has a high overall cost impact.	0 points: The amenity is not likely to be feasible.	4
Service Outcomes	3 Points: The amenity achieves more than five service outcomes.	2 Points: The amenity achieves multiple service outcomes but does not achieve more than 5.	1 Point: The amenity achieves a specific service outcome.	0 points: The amenity does not achieve any service outcomes.	4
Community Accessibility	3 Points: The amenity would be both financially and physically accessible to all Canmore and Bow Valley residents, and target under-represented portions of the population.	2 Points: The amenity would be both financially and physically accessible to all Canmore residents.	1 Point: The amenity would be accessible to all area residents through programmed/rental use.	0 points: The amenity would not be accessible to all Canmore residents.	3
Current Provision in Canmore and Broader Bow Valley	3 Points: The facility space would add completely new activity to recreation in the Bow Valley.	2 Points: The facility space would add completely new activity to recreation in Canmore.	1 Point: The facility space would significantly improve provision of existing recreation activity in Canmore.	0 points: The amenity is already adequately provided in Canmore.	3
Economic Impact	3 Points: The amenity will draw significant non-local spending into the Bow Valley and catalyze provincial, national and/or international exposure.	2 Points: The amenity will draw significant non-local spending into the Bow Valley.	1 Point: The amenity will draw moderate non-local spending into the Bow Valley.	0 points: The amenity will not draw any significant non-local spending into the Bow Valley.	2
Cost Savings Through Partnerships or Grants	3 Points: Partnership and/or grant opportunities exist in development and/or operating that equate to 50% or more of the overall amenity cost.	2 Points: Partnership and/or grant opportunities exist in development and/or operating that equate to 25% – 49% or more of the overall amenity cost.	1 Point: Partnership and/or grant opportunities exist in development and/or operating that equate to 10% – 24% or more of the overall amenity cost.	0 points: No potential partnership or grant opportunities exist at this point in time.	2



Utilizing the prioritization framework and scoring each potential amenity, the following list of ranked amenities has been developed to guide future recreation infrastructure investment and effort. Note that this list is based on information contained herein and in the 2016 State of Recreation report and on scoring that has been conducted by the study team (see the appendix Amenity Scoring Results). As new information becomes available (i.e. recreation engagement protocol and needs assessment, partnership propositions, etc.) the scoring should be revisited.

Of note is that future enhancement or development of some amenities would happen together as some are complementary to each other (e.g. fieldhouse and walking track; ice arena and leisure ice).

Table 4.5.2.2. Indoor Amenity Prioritization		
Indoor Amenity	Rank	Score
Walking/Running Track	1	50
Indoor Multi-purpose Field (e.g. soccer, tennis)	2	38
Fitness/Wellness Facilities (e.g. exercise/weight room)	2	38
Indoor Child Playgrounds	2	38
Leisure Ice Surfaces (non-hockey)	3	36
Gymnasium-type Spaces (e.g. basketball, volleyball, badminton)	3	36
Bowling Alley	4	35
Youth Centre	5	33
Dance/Program/Martial Arts Rooms and Community Meeting Rooms	6	30
Indoor Court Space (e.g. racquetball, squash)	7	29
Community Hall/Banquet Facilities	8	28
Library	9	26
Gymnastics Space/Parkour Room	9	26
Classroom Space	9	26
Seniors' Centre	10	22
Aquatics Facilities	10	22
Art Display Spaces	10	22
Ice Arena Facilities	11	20
Museum/Interpretive Facilities	11	20
Curling Rinks	11	20
Indoor Climbing Gym	12	18

Table 4.5.2.3. Outdoor Amenity Prioritization		
Outdoor Amenity	Rank	Score
Walking/Cycling Trail System	1	48
Nature/Interpretive Trails	2	46
Tennis Courts	2	46
Picnic Areas	3	44
Open Spaces (e.g. parks, greenfields)	3	44
Amphitheatres/Event Spaces/Band Shelters	3	44
Playgrounds	3	44
Mountain Bike Trails	4	43
Water Spray Parks	5	42
Sledding Hills	6	40
Outdoor Fitness Equipment	6	40
Outdoor Boarded Skating Rinks	6	40
Hardcourts (e.g. basketball)	6	40
Campgrounds	7	38
Pickleball Courts	7	38
Dog Off-leash Areas	8	36
Outdoor Swimming Areas (non-pool)	8	36
Mountain Bike/BMX Park	8	36
Beach Volleyball Courts	8	36
Speed Skating Oval	8	36
Skateboard Parks	8	36
Community Gardens	9	34
Disc Golf	10	32
Track and Field Spaces	11	30
Sports Fields (e.g. soccer, football)	12	28
Ball Diamonds	12	28



INDOOR RECREATION AMENITY STRATEGIES

The following table outlines strategies for various indoor recreation amenities currently found in Canmore or that could be contemplated in the future. The strategies outlined provide general guidance for the future and depict an ideal course of action and effort for each amenity area. It should be noted that before any major public investment is secured, tactical feasibility planning needs to occur (as per the planning framework presented herein).¹ It is also important to note that each indoor amenity provided in the town should be subject to lifecycle planning (and budgeting). As indoor recreation amenities can be, and in some cases should be, constructed in multiple facilities, some amenities could be combined into single projects. For example, the development of an indoor field facility could also include an indoor walking track, gymnasium-type spaces, a youth centre, and an indoor child playground under the same facility development project.

Table 4.5.2.4. Indoor Amenity Strategies		
Indoor Amenity	Research Indicators	Future Strategy
Walking/Running Track	<ul style="list-style-type: none"> • Community priority #2 • Household survey 29% (#1) • Group survey 41% (#1) • Student survey 23% (#6) • Trending • Utilization¹: From October 27, 2015, through February 28, 2016, the walking program accommodated 40 adults, 644 seniors and 1 family 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Continue to utilize existing facilities for indoor walking where possible. • Promote existing programs and opportunities. <p>For new facilities:</p> <ul style="list-style-type: none"> • Incorporate in future facility development.
Indoor Multi-purpose Field (e.g. soccer, tennis)	<ul style="list-style-type: none"> • Community priority #1 • Household survey 18% (#4) • Group survey 33% (#2) • Student survey 28% (#5) • Trending 	<p>For new facilities:</p> <ul style="list-style-type: none"> • Consider inclusion into repurposed or newly developing facilities at the feasibility stage. • Consider future development should partnership opportunities materialize.
Fitness/Wellness Facilities (e.g. exercise/weight room)	<ul style="list-style-type: none"> • Community priority #3 • Household survey 15% (#5) • Group survey 18% (#6) • Student survey 18% (#8) • Trending 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Continue to work with private sector operators in optimizing community-wide fitness/wellness efforts. <p>For new facilities:</p> <ul style="list-style-type: none"> • Consider including fitness and wellness spaces when new facility development is being contemplated. • Explore options to fitness and wellness spaces in repurposing existing facilities. • Engage private fitness operators when contemplating new development/expansion.
Indoor Child Playgrounds	<ul style="list-style-type: none"> • Community priority #8 • Household survey 12% (#7) • Group survey 15% (#9) • Student survey 15% (#9) • Trending 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Sustain existing facilities. <p>For new facilities:</p> <ul style="list-style-type: none"> • Consider including indoor child play spaces when new facility development is being contemplated. • Explore options to include indoor child playgrounds in repurposing existing facilities.

¹ Walking program provided by the Bow Valley Primary Care Network located in the Canmore Gymnastics facility (8.5 hours of available walking access per week).



Table 4.5.2.4. Indoor Amenity Strategies		
Indoor Amenity	Research Indicators	Future Strategy
Ice Arena Facilities and Leisure Ice Surfaces (non-scheduled, non-boarded)	Leisure Ice Surfaces <ul style="list-style-type: none"> • Community priority #5 • Household survey 11% (#9) • Group survey 13% (#13) • Student survey 12% (#13) • Trending Ice Arenas <ul style="list-style-type: none"> • Community priority #7 • Household survey 6% (#15) • Group survey 13% (#12) • Student survey 14% (#10) • Utilization:² 84% on weekends and 76% on weekdays 	For existing facilities: <ul style="list-style-type: none"> • Expand definition of prime time ice allocations where possible. • Explore regional ice allocation strategies. • Align facility allocation and user fees to service outcomes. For new facilities: <ul style="list-style-type: none"> • Consider leisure ice amenities to be included in new facility development. • Focus on providing multi-sheet venues—preferably in association with nearby accommodations.
Gymnasium-type Spaces (e.g. basketball, volleyball, badminton)	<ul style="list-style-type: none"> • Community priority #1 • Household survey 11% (#10) • Group survey 21% (#5) • Student survey 36% (#2) 	For existing facilities: <ul style="list-style-type: none"> • Enhance community use of existing facilities through a Joint Use Agreement with local schools. For new facilities: <ul style="list-style-type: none"> • Consider including large dry-land multi-use spaces when new facility development is being contemplated. • Explore options to partner with local school authorities in expanding and enhancing planned investment in gymnasias (existing or new).
Bowling Alley	<ul style="list-style-type: none"> • Community priority #3 • Household survey 25% (#2) • Group survey 28% (#4) • Student survey 50% (#1) 	For existing facilities: <ul style="list-style-type: none"> • Include messaging about existing facilities in the Bow Valley (Banff) to increase resident awareness. For new facilities: <ul style="list-style-type: none"> • Consider future development should partnership opportunities materialize. • Share research data/support for bowling alley facilities with economic development and private sector shareholders to encourage provision.

Figure 4.5.2.5. Example of Leisure Ice:



2 Alex Kaleta and Thelma Crowe arenas from October 2015 through February 2016



Table 4.5.2.4. Indoor Amenity Strategies

Indoor Amenity	Research Indicators	Future Strategy
Youth Centre	<ul style="list-style-type: none"> • Community priority #3 • Household survey 12% (#6) • Group survey 15% (#8) • Student survey 11% (#16) 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Continue youth-focused programming in existing facilities. • Include messaging about existing facilities in the Bow Valley (Morley) to increase resident awareness. <p>For new facilities:</p> <ul style="list-style-type: none"> • Consider future development should partnership opportunities materialize.
Dance/Program/Martial Arts Rooms and Community Meeting Rooms	<p>Dance/Program/Martial Arts Rooms</p> <ul style="list-style-type: none"> • Community priority #8 • Household survey 5% (#18) • Group survey 8% (#16) • Student survey 19% (#7) <p>Community Meeting Rooms</p> <ul style="list-style-type: none"> • Community priority #5 • Household survey 3% (#21) • Group survey 13% (#11) • Student survey 2% (#23) • Utilization—Elevation Place (Booked Hours; 2015): <ul style="list-style-type: none"> » Room 119: 1,009.5 » Room 209A/B: 1,168.5 » Room 209A: 452.25 » Room 209B: 3,096 » Room 212: 1,875.5 » Atrium: 413 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Sustain existing facilities. <p>For new facilities:</p> <ul style="list-style-type: none"> • Consider including multipurpose meeting and program spaces when new facility development is being contemplated.
Indoor Court Space (e.g. racquetball, squash, tennis, pickleball)	<ul style="list-style-type: none"> • Community priority #4 • Household survey 21% (#3) • Group survey 31% (#3) • Student survey 11% (#15) 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Include messaging about existing facilities in the Bow Valley (Banff) to increase resident awareness. <p>For new facilities:</p> <ul style="list-style-type: none"> • Consider inclusion into repurposed or newly developing facilities at the feasibility stage. • Consider future development should partnership opportunities materialize.
Community Hall/Banquet Facilities	<ul style="list-style-type: none"> • Community priority #6 • Household survey 5% (#20) • Group survey 15% (#7) • Student survey 4% (#21) • Utilization: Lady MacDonald Hall was booked for 1,313.5 hours in 2015; Ha Ling Conference Room was booked for 1,680.75 hours 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Sustain existing facilities. <p>For new facilities:</p> <ul style="list-style-type: none"> • Consider future development should partnership opportunities materialize.



Table 4.5.2.4. Indoor Amenity Strategies

Indoor Amenity	Research Indicators	Future Strategy
Gymnastics Space/Parkour Room	<ul style="list-style-type: none"> • Community priority #8 • Household survey 5% (#19) • Group survey 3% (#18) • Student survey 33% (#3) 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Sustain existing facilities in partnerships with local groups. <p>For new facilities:</p> <ul style="list-style-type: none"> • Consider including expanded gymnastics and parkour spaces only if viable partnership opportunities exist.
Seniors' Centre	<ul style="list-style-type: none"> • Community priority #5 • Household survey 11% (#8) • Group survey 13% (#10) • Student survey 4% (#20) • The Seniors Centre in Canmore is owned and operated by the Canmore Seniors Association 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Continue seniors programming in existing facilities. <p>For new facilities:</p> <ul style="list-style-type: none"> • Consider future development should partnership opportunities materialize.
Aquatics Facilities	<p>Leisure Pools</p> <ul style="list-style-type: none"> • Community priority #7 • Household survey 8% (#13) • Group survey 10% (#14) • Student survey 32% (#4) • Trending <p>25 m Lane Pools</p> <ul style="list-style-type: none"> • Community priority #8 • Household survey 11% (#12) • Group survey 3% (#20) • Student survey 5% (#19) • Utilization—Elevation Place (2015): <ul style="list-style-type: none"> » Go Beyond memberships:³ 1,975 » Splash memberships:⁴ 144 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Align facility allocation and user fees to service outcomes. • Engage in lifecycle budgeting including amenity refreshment. <p>For new facilities:</p> <ul style="list-style-type: none"> • Ensure balance of leisure and program opportunities is achieved when contemplating new development.
Curling Rinks	<ul style="list-style-type: none"> • Community priority #8 • Household survey 2% (#23) • Group survey 0% (#23) • Student survey 4% (#22) 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Sustain existing facilities. <p>For new facilities:</p> <ul style="list-style-type: none"> • Consider including curling rink in new development only if viable partnership opportunities exist, if the existing facility warrants replacement, and if demand is evident.
Indoor Climbing Gym	<ul style="list-style-type: none"> • Community priority #8 • Household survey 9% (#11) • Group survey 8% (#15) • Student survey 14% (#12) • Trending • Utilization: 42,300 visits from January through September 2015 (daily average of 155 visits) 	<p>For existing facilities:</p> <ul style="list-style-type: none"> • Sustain existing facilities. <p>For new facilities:</p> <ul style="list-style-type: none"> • Consider expansion/optimization of existing facility before contemplating new.

3 Includes access to aquatics, fitness, climbing, and more.

4 Includes access to aquatics.



OUTDOOR RECREATION FOCUS

The following table outlines strategies for various outdoor recreation amenities either currently found in Canmore or that could be contemplated in the future. Like those provided for indoor amenities, the strategies outlined provide general guidance for an ideal course of action for each outdoor amenity but would still require tactical feasibility planning prior to major project development.

Table 4.5.2.4. Outdoor Amenity Strategies		
Outdoor Amenity	Research Indicators	Future Strategy
Walking/Cycling Trail System	<ul style="list-style-type: none"> • Community priority #1 • Household survey 37% (#1) • Group survey 27% (#2) • Student survey 7% (#20) • Utilization: The Three Sisters Mid-Course trail counted over 40,000 uses from May 1 to December 31, 2014; the Three Sisters Golf Course counted over 25,000 uses. 	<p>For existing trails:</p> <ul style="list-style-type: none"> • Develop linkages and/or access. • Budget for future enhancement. • In partnership with trails stakeholders, pursue the development of a Regional Trails Master Plan. <p>For new trails:</p> <ul style="list-style-type: none"> • The Town's 2015 Open Space and Trails Plan outlines direction related to future trail development.
Nature/Interpretive Trails	<ul style="list-style-type: none"> • Community priority #4 • Household survey 22% (#3) • Group survey 11% (#15) • Student survey 7% (#21) • Trending 	<p>For existing trails:</p> <ul style="list-style-type: none"> • Reduce barriers to existing trail systems. • Budget for future enhancement. • In partnership with trails stakeholders, pursue the development of a Regional Trails Master Plan. <p>For new trails:</p> <ul style="list-style-type: none"> • Work with trail stakeholders and consider public investment if partnership opportunities exist.
Tennis Courts	<ul style="list-style-type: none"> • Community priority #2 • Household survey 13% (#10) • Group survey 16% (#8) • Student survey 11% (#16) • Trending • Utilization: From May through October 2015, 1,453 hours were booked at the courts. 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Enhance existing courts, provided a sustainable business model is achievable and pickleball facilities are also incorporated. • Align facility allocation and user fees to service outcomes. • Enhance existing courts where possible (especially if safety issues are evident). <p>For new spaces:</p> <ul style="list-style-type: none"> • Review past feasibility data/information previously completed. • As partnership opportunities materialize, feasibility analysis for new courts should be completed in the short term. • Determine site criteria to evaluate potential locations. • Develop as multiple use.
Picnic Areas	<ul style="list-style-type: none"> • Community priority #2 • Household survey 17% (#6) • Group survey 19% (#5) • Student survey 42% (#1) • Trending 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Sustain existing facilities. <p>For new spaces:</p> <ul style="list-style-type: none"> • Consider inclusion in newly developed park spaces.



Table 4.5.2.4. Outdoor Amenity Strategies

Outdoor Amenity	Research Indicators	Future Strategy
Open Spaces (e.g. parks, greenfields)	<ul style="list-style-type: none"> • Community priority #3 • Household survey 14% (#9) • Group survey 16% (#10) • Student survey 17% (#10) 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Budget for future enhancement for open space amenities. • Engage in lifecycle budgeting (trees, hardscape, softscape, etc.). <p>For new spaces:</p> <ul style="list-style-type: none"> • Strive to achieve geographic balance for neighbourhood parks and trail connectivity. • The Town's 2015 Open Space and Trails Plan outlines direction related to open spaces in Canmore.
Playgrounds	<ul style="list-style-type: none"> • Community priority #6 • Household survey 6% (#18) • Group survey 3% (#23) • Student survey 16% (#12) 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Sustain existing amenities. • Ensure playgrounds are safe through regular inspections. <p>For new spaces:</p> <ul style="list-style-type: none"> • Consider inclusion in newly developed neighbourhood park spaces (small scale) and regional parks (large scale). • Partner with school authorities and community members to ensure that new schools have playground features (where applicable).
Mountain Bike Trails	<ul style="list-style-type: none"> • Community priority #2 • Household survey 28% (#2) • Group survey 38% (#1) • Student survey 16% (#13) • Trending 	<p>For existing trails:</p> <ul style="list-style-type: none"> • Reduce barriers to existing trail systems. • Budget for future enhancement. • In partnership with trails stakeholders, pursue the development of a Regional Trails Master Plan. <p>For new trails:</p> <ul style="list-style-type: none"> • Work with trail stakeholders and consider public investment if partnership opportunities exist.
Water Spray Parks	<ul style="list-style-type: none"> • Community priority #2 • Household survey 17% (#6) • Group survey 19% (#5) • Student survey 42% (#1) • Trending 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Not applicable. <p>For new spaces:</p> <ul style="list-style-type: none"> • Explore development of new water spray features at existing regional-level parks or as new regional-level⁵ park spaces are acquired. • Consider including complementary amenities such as washrooms, parking, and food services when contemplating new development.

5 As per the definition of regional parks as outlined in the Open Space and Trail Plan (2015).



Table 4.5.2.4. Outdoor Amenity Strategies

Outdoor Amenity	Research Indicators	Future Strategy
Sledding Hills	<ul style="list-style-type: none"> • Community priority #3 • Household survey 15% (#8) • Group survey 11% (#16) • Student survey 33% (#2) 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Sustain existing facilities. <p>For new spaces:</p> <ul style="list-style-type: none"> • Potentially include as park features where feasible.
Outdoor Fitness Equipment	<ul style="list-style-type: none"> • Community priority #5 • Household survey 7% (#17) • Group survey 8% (#20) • Student survey 9% (#18) • Trending 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Sustain existing amenities. <p>For new spaces:</p> <ul style="list-style-type: none"> • Site in association with regional parks and trails systems.
Outdoor Boarded Skating Rinks	<ul style="list-style-type: none"> • Community priority #6 • Household survey 5% (#19) • Group survey 8% (#18) • Student survey 8% (#19) 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Sustain existing facilities. • Explore programming/renting of outdoor rinks in the winter to supplement indoor ice provision and programming (note that outdoor rinks are already rented in the summer for court use). <p>For new spaces:</p> <ul style="list-style-type: none"> • Develop new as warranted.
Hardcourts (e.g. basketball)	<ul style="list-style-type: none"> • Community priority #3 • Household survey 5% (#20) • Group survey 16% (#11) • Student survey 21% (#6) 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Sustain existing facilities. <p>For new spaces:</p> <ul style="list-style-type: none"> • Develop as multiple use. • Site in association with schools.
Campgrounds	<ul style="list-style-type: none"> • Community priority #3 • Household survey 12% (#12) • Group survey 16% (#12) • Student survey 22% (#4) • 16 campgrounds throughout the Bow Valley, including 2 in Canmore 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Not applicable. <p>For new spaces:</p> <ul style="list-style-type: none"> • Provide campground facilities if warranted by demand.
Pickleball Courts	<ul style="list-style-type: none"> • Community priority #4 • Household survey 6% (#17) • Group survey 8% (#17) • Student survey 2% (#25) • Trending 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Accommodate activities in existing spaces where possible. • Align facility allocation and user fees to service outcomes. <p>For new spaces:</p> <ul style="list-style-type: none"> • Monitor use of existing spaces and expand provision as warranted by demand. • Consider development in association with tennis court areas. • Develop as multiple use.
Dog Off-leash Areas	<ul style="list-style-type: none"> • Community priority #3 • Household survey 18% (#5) • Group survey 14% (#13) • Student survey 21% (#5) • Trending • 1,500 licenced dogs in Canmore • 7.9 ha of off-leash areas 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Sustain existing facilities. <p>For new spaces:</p> <ul style="list-style-type: none"> • Monitor use of existing dog off-leash areas and expand provision as warranted by demand. • The Town's 2015 Open Space and Trails Plan outlines direction related to dog off-leash areas.



Table 4.5.2.4. Outdoor Amenity Strategies

Outdoor Amenity	Research Indicators	Future Strategy
Outdoor Swimming Areas (non-pool)	<ul style="list-style-type: none"> Community priority #6 Household survey 13% (#11) Group survey 8% (#21) Student survey 20% (#7) 	For existing facilities: <ul style="list-style-type: none"> Not applicable. For new facilities: <ul style="list-style-type: none"> Monitor use of existing and develop new areas if warranted.
Mountain Bike/BMX Park	<ul style="list-style-type: none"> Community priority #4 Household survey 8% (#14) Group survey 22% (#4) Student survey 13% (#15) Trending 	For existing spaces: <ul style="list-style-type: none"> Sustain existing facilities. For new spaces: <ul style="list-style-type: none"> Monitor use of existing bike park areas and expand provision as warranted by demand.
Beach Volleyball Courts	<ul style="list-style-type: none"> Community priority #5 Household survey 7% (#15) Group survey 8% (#22) Student survey 23% (#3) 	For existing spaces: <ul style="list-style-type: none"> Not applicable. For new spaces: <ul style="list-style-type: none"> Site in association with schools or at regional-level parks.
Speed Skating Oval	<ul style="list-style-type: none"> Community priority #5 Household survey 5% (#21) Group survey 11% (#16) Student survey 5% (#24) 	For existing spaces: <ul style="list-style-type: none"> Not applicable. For new spaces: <ul style="list-style-type: none"> Consider future development should partnership opportunities materialize.
Skateboard Parks	<ul style="list-style-type: none"> Community priority #5 Household survey 2% (#24) Group survey 0% (#25) Student survey 14% (#14) Trending 	For existing spaces: <ul style="list-style-type: none"> Sustain existing facilities. For new spaces: <ul style="list-style-type: none"> Monitor use of existing skateboard park areas and expand provision as warranted by demand. Expanded provision could include a combination of enhancing the existing facility and creating other sites in the Town at regional-level parks.
Community Gardens	<ul style="list-style-type: none"> Community priority #3 Household survey 19% (#4) Group survey 14% (#14) Student survey 10% (#17) Trending 	For existing spaces: <ul style="list-style-type: none"> If operated by the Town, budget for future enhancement. If operated by community group, provide support as warranted. For new spaces: <ul style="list-style-type: none"> Monitor use of existing community gardens and expand provision as warranted by demand.
Disc Golf	<ul style="list-style-type: none"> Community priority #6 	For existing facilities: <ul style="list-style-type: none"> Sustain existing facilities. For new facilities: <ul style="list-style-type: none"> Potentially include as park features where feasible.
Track and Field Spaces	<ul style="list-style-type: none"> Community priority #5 Household survey 4% (#22) Group survey 19% (#6) Student survey 18% (#9) 	For existing spaces: <ul style="list-style-type: none"> Not applicable. For new spaces: <ul style="list-style-type: none"> Consider future development should partnership opportunities materialize. Site in association with secondary schools.



Table 4.5.2.4. Outdoor Amenity Strategies

Outdoor Amenity	Research Indicators	Future Strategy
Sports Fields (e.g. soccer, football)	<ul style="list-style-type: none"> • Community priority #5 • Household survey 2% (#23) • Group survey 8% (#19) • Student survey 19% (#8) • Utilization—Booked Hours (2015): <ul style="list-style-type: none"> » Lions Park field: 223.5 » Millennium Park field: 313.5 » Centennial Park field: 417.75 » Eagle Terrace Park field: 183 • There is no regulation-sized rectangular field in the town. 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Consider partnerships with users in operations. • Align facility allocation and user fees to service outcomes. <p>For new spaces:</p> <ul style="list-style-type: none"> • Look to secure land for, and ultimately develop, a regulation-sized rectangular field. • Consider multi-field tournament sites preferably in association with nearby accommodations as land availability permits. • Consider future development should partnership opportunities materialize.
Ball Diamonds	<ul style="list-style-type: none"> • Community priority #6 • Household survey 1% (#25) • Group survey 3% (#24) • Student survey 5% (#23) • Utilization—Booked Hours (2015): <ul style="list-style-type: none"> » Elk Run Park (A, B, & C diamonds): 947.25 » Millennium Park diamond: 203.5 	<p>For existing spaces:</p> <ul style="list-style-type: none"> • Consider partnerships with users in operations. • Align facility allocation and user fees to service outcomes. <p>For new spaces:</p> <ul style="list-style-type: none"> • Consider multi-diamond tournament sites preferably in association with nearby accommodations as land availability permits. • Consider future development should partnership opportunities materialize.

REGIONAL LEVEL PARKS

The Town of Canmore has a number of regional-level parks that provide recreation opportunities for several neighbourhoods and facilitate the hosting of major events and large-scale sport and recreation activities. Due to the expansive scope, size and market draw for these parks, the development of park-specific development plans are recommended in order to coordinate and prioritize site-specific amenities, whether newly introduced or enhanced. These plans should be developed by Recreation Services and Parks in consultation with site users and adjacent landowners and should respond to broader community needs assessment and amenity prioritization data.

Current Situation

- The Town of Canmore currently does not have a prioritization process for ranking recreation projects.

What Implementation Could Lead To

- Residents, Town decision-makers, and groups are aware of high-level strategies associated with existing and potential new recreation infrastructure.
- Residents understand the information and logic that are provided to decision-makers to help guide decision-making regarding recreation infrastructure investment.
- Groups with particular interest or agendas are aware of how recreation projects are prioritized.

Performance Measurement:

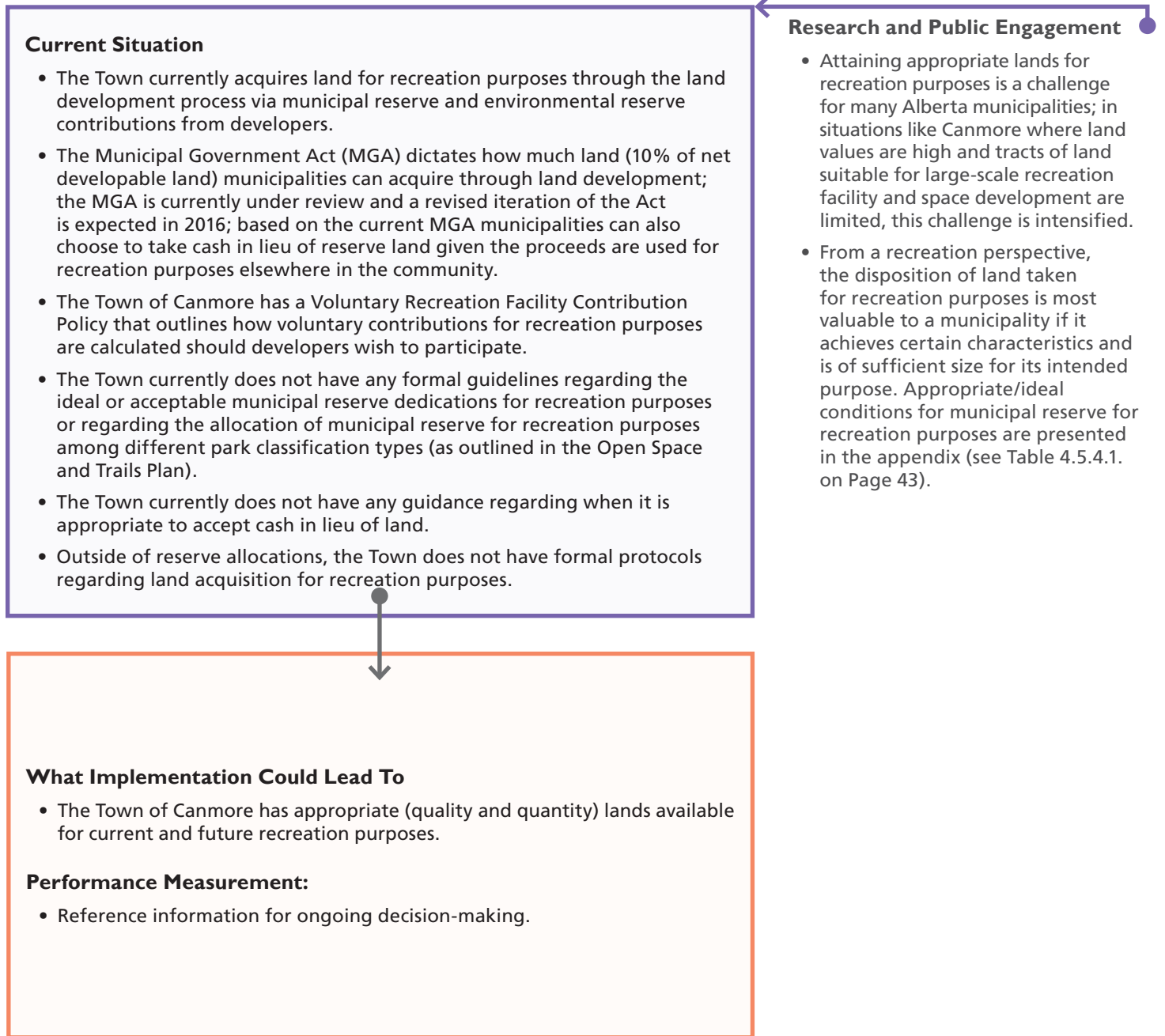
- Sustained or enhanced service provision as outlined in each strategy.
- Completion of site development plans for each regional-level park.
- Completion of a Regional Trails Strategy.
- Reference to priority list for strategic decision-making.
- Recalculation of priorities when new information becomes available; refer to Figure 6.3 in Section 6 (Implementation).



4.5.3. Land Development and Acquisition

Recommendations

- 5.6 Use the guidelines¹ provided when negotiating municipal reserve contributions for recreation purposes.
- 5.7 Use the guidelines provided when contemplating the acceptance of cash in lieu of land for recreation purposes.



1 The guidelines for accepting cash in lieu can be found in Appendix #.



The following considerations are meant to provide guidance when acquiring land for different outdoor recreation amenities.

Table 4.5.4.1. Municipal Reserve Guidelines			
Amenity	Location (residential, commercial, industrial)	Park Type (regional, neighbourhood)	Site characteristics (flat, adjacent to other amenities, etc.)
Sports Fields and Ball Diamonds	Industrial (preferred) and residential	Regional or neighbourhood	Flat, adjacent to other facilities for economies of scale (washrooms, parking), ideally located in multi-field/diamond configurations, site size based on design standards and quantity of amenity.
Walking/Cycling Trail System	All areas	Regional or neighbourhood	Connectivity, open sightlines, well lit, grade limitations exist for accessibility.
Mountain Bike Trails	All areas	Regional	Connectivity, challenging terrain, natural setting.
Nature/Interpretive Trails	All areas	Regional or neighbourhood	Connectivity, challenging terrain, natural setting.
Community Gardens	Residential or commercial	Regional or neighbourhood	Flat, site sized based on design standards and quantity of amenity.
Dog Off-leash Areas	Residential or industrial	Regional or neighbourhood	Site size based on design standards and quantity of amenity.
Water Spray Parks	Residential or commercial	Regional	Flat, site size based on design standards and quantity of amenity.
Sledding Hills	Residential	Regional or neighbourhood	Grade required, site size based on design standards.
Outdoor Swimming Areas (non-pool)	Residential or commercial	Regional	Flat, site size based on design standards.
Campgrounds	Commercial	Regional	Flat, site size based on design standards.
Amphitheatres/Event Spaces/Band Shelters	Commercial	Regional	Flat, site size based on design standards.
Mountain Bike/BMX Park	Commercial	Regional	Flat, site size based on design standards.
Beach Volleyball Courts	Residential or commercial	Regional	Flat, site size based on design standards and quantity of amenity.
Outdoor Fitness Equipment	Residential or commercial	Regional or neighbourhood	Site size based on design standards.
Playgrounds	Residential or commercial	Regional or neighbourhood	Site size based on design standards.
Outdoor Boarded Skating Rinks	Residential or commercial	Regional	Site size based on design standards.
Hardcourts (e.g. basketball, tennis, pickleball)	Residential or commercial	Regional or neighbourhood	Adjacent to other facilities for economies of scale (washrooms, parking).
Speed Skating Oval	Commercial or industrial	Regional	Flat, site size based on design standards.
Track and Field Spaces	Commercial	Regional	Flat, site size based on design standards.
Skateboard Parks	Commercial	Regional	Site size based on design standards.

Land for major indoor recreation facilities is ideally situated adjacent to other community amenities (outdoor spaces, schools, etc.) and can require parcel sizes of 40+ acres. Access and egress via major transportation routes is also important. The inclusion of multiple indoor amenities under one roof can lead to economies of scale related to both revenues and expenses and requires larger parcel sizes to accommodate initial development as well as potential expansion.



5

Implementation

The implementation of this Recreation Master Plan will involve the efforts of a variety of stakeholders. Town program and front-line staff, administration and Council will all refer to the Master Plan to provide operational and strategic guidance. Local community groups and stakeholders will refer to the Plan research in decision-making. Recreation and sport groups and stakeholders will continue to provide valuable feedback and data to the Town to track local trends. Residents will participate in ongoing dialogue and recreation needs assessment.

The Town’s philosophical foundation for recreation services will help to benchmark progress and ensure alignment. Periodic reporting on how each recreation opportunity, facility, and service furthers one or more of the intended Service Outcomes identified will help focus and justify efforts and will be embedded into Town reporting processes.

As it relates to the Town’s interactions with the community, staff will continue the dialogue initiated during the Master Plan process to gather important resident preference information as well as participation and trend information from local recreation groups on an ongoing basis. The Town will also continue to support local groups by offering training and development opportunities, coordinating information sharing amongst stakeholders and promoting and marketing recreation opportunities provided by the Town and others so that residents are aware of opportunities.

Continued support for and increased promotion of fee assistance programs will be key in reducing barriers to participation and getting the most out of existing facilities and services. This support will be in the form of resources for Town-sponsored programs as well as enhanced promotion of other available programs.

As it relates to sustained and new infrastructure, the Plan outlines a number of steps for implementation. Feasibility analysis will be required by Town decision-makers prior to making significant investment in recreation infrastructure. Information requirements outlined will ensure due diligence is conducted to inform decision-making.

Figure 6.I. Recreation Infrastructure Implementation



When new ideas for infrastructure come forward internally, the Master Plan provides a reference for overall amenity priority (via the criteria, weighting and scoring matrix) and outlines a number of key considerations to be considered in feasibility analysis and decision-making. For ideas that come from external groups or stakeholders, the Partnership Framework and feasibility criteria help to control expectations and outline key requirements for projects seeking public support.

New program and opportunity ideas will be generated by program staff in reference to the focus areas presented herein and revisited as new information becomes available (via resident and stakeholder input, industry trends). It will be incumbent upon recreation program staff and administration to continue to scan and research trends and preferences on an ongoing basis.

Whether it is a new program, opportunity or infrastructure project, partnerships should be explored by the Town as it invests in recreation. A partnership framework will help staff understand how and when to engage in partnerships. It will also help groups wanting public support for programs and facilities to understand the priorities of the Town and the requirements and accountability structures it has in place to guide public investment.

Overall, this Master Plan provides strategic-level direction for all aspects of municipal recreation provision. It is important to note that the course of action formulated herein is based upon the State of Recreation in Canmore in 2016. As such, when market conditions change and new information becomes available through ongoing community dialogue and needs assessment, evolving facilities and spaces, and new opportunities for partnership, strategic direction needs to be reconfirmed or changed accordingly. The Recreation Master Plan Cycle outlines when and how new information will influence effort.

Plan implementation will require effort from front-line and administrative staff and will necessitate incorporation into business and operational plans. Annual tactical planning to achieve plan recommendations will need to be reported on considering the performance measurement ideas outlined as well as others that materialize.

Figure 6.2. Program and Opportunity Implementation

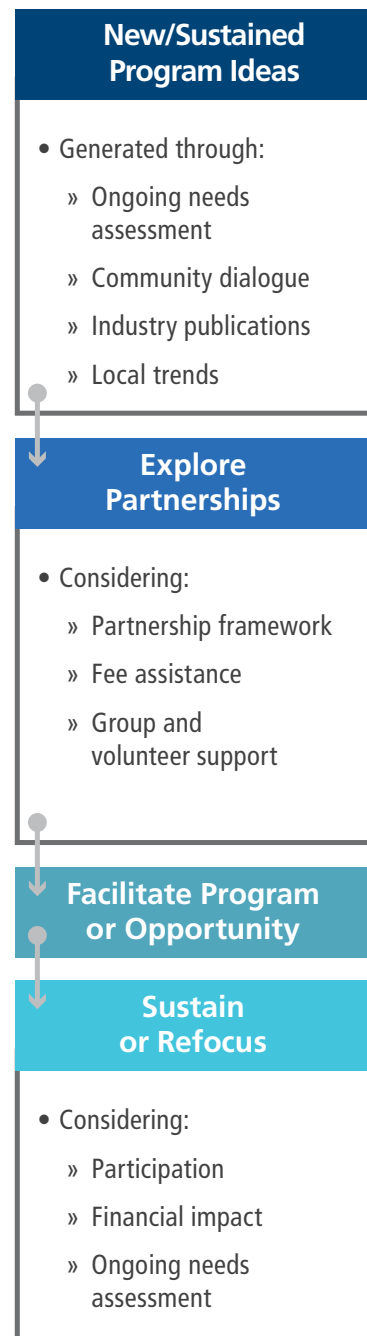


Figure 6.3. Recreation Master Plan Cycle





6

Next Steps

Next Steps

The following next steps have been identified based on Plan recommendations and provide areas of focus for the next number of years. These next steps are subject to change and will need to be revisited and adjusted as new information becomes available.

Short-Term

1. Review and update recreation service policies to reflect philosophical foundations approved through the Recreation Master Plan.
2. Develop new policies where required.
3. Employ Enterprise Model to all applicable Recreation Services areas.
4. Facilitate the development of a regional recreation advisory group.
5. Use program focus areas outlined herein to guide program and opportunity efforts.
6. Develop a community dialogue and needs assessment protocol.
7. Develop a recreation marketing and promotions plan.
8. Develop an inventory of supports the Town could offer to groups.
9. Organize potential stakeholders in the development of a Volunteer Strategy (initially including a volunteer database).
10. Invest in sustaining existing infrastructure and look to expand amenity offerings where feasible when major investment is required.
11. Use amenity strategies and associated priorities to guide direct (Town-driven) or indirect (partner-driven) effort and investment in recreation infrastructure.
12. Coordinate community interest in developing a Regional Trails Master Plan.

Medium-Term

1. Implement agreed-to community dialogue and needs assessment protocol.
2. Offer more consistent and formalized support to organized groups.
3. Develop, with partners, a Volunteer Strategy.
4. Develop, with partners, a Regional Trails Master Plan.
5. Utilize FCI and Project Development Process to undertake a feasibility study related to investment (consider required upgrades as well as modernization and sustainability) in the Canmore Recreation Centre.
6. Invest in sustaining existing infrastructure.
7. Use amenity strategies and associated priorities to guide direct (Town-driven) or indirect (partner-driven) effort and investment in recreation infrastructure.
8. Develop site plans for regional-level parks (Millenium and Lions).

Long-Term

1. Undertake a feasibility study to understand the costs and benefits associated with indoor field development as it is an amenity that is demanded but not currently provided in the Bow Valley.
2. Invest in sustaining existing infrastructure.
3. Use amenity strategies and associated priorities to guide direct (Town-driven) or indirect (partner-driven) effort and investment in recreation infrastructure.

APPENDIX

A

Recreation Goals,
Service Outcomes,
Overarching
Concepts, and
Guidelines

During a presentation to Council and the Project Steering Committee on December 8th, 2015, a basis for long-range planning was presented by the consulting team. This foundation for planning public recreation services in Canmore is consistent with the Town's vision and mission for Recreation Services and consists of three **goals**, and **18 Service Outcomes**. There are also two **overarching principles** which apply to the foregoing and seven **guidelines for prioritization**. Upon further review and ratification based on input received from Town Council and the Project Steering Committee, this foundation will be incorporated into the 2016 Town of Canmore Recreation Master Plan.

This foundation is often referred to as the "Benefits-Based Approach" to planning. The approach assumes that the Town will direct its efforts toward achieving the greatest "public good" possible in return for the investment of limited available public resources designated by Council each year. The following then proceeds to articulate expected Outcomes related to public investment and effort in recreation service delivery. It should be noted that this framework builds on and refines the framework laid down in the recently endorsed **A Framework for Recreation in Canada 2015: Pathways to Wellbeing** (see appendix) and is consistent with and builds on the recently endorsed Town of Canmore Recreation Operating Policy.

Implicit in this approach is the notion that while we deliver direct benefit to users of our service, the real justification for what we do is the indirect benefit to all citizens (embodied in the three bullets above), which is the very definition of a public good.

Goals

The following three goals add direction to and are consistent with the broader Town strategic planning and the benefits-based approach to planning. They will direct decision-making about the delivery of recreation services for the foreseeable future.

1. **The Town will use recreation services to foster the health and wellbeing of its citizens.**

Participation in recreation will help individuals to realize their potential as productive citizens of the community. Recreation opportunities in and around the Town can and do help individuals to grow physically, emotionally, morally and creatively and help them to be the best citizens they can be. Where municipal support is needed to ensure such success, it will be considered in terms of cost/benefit. Healthier, more responsible citizens will clearly benefit the entire community. Therefore, the Town will focus on using such services as a vehicle for individual citizen growth.

2. **The Town will use recreation services as a vehicle to build community health and wellness, spirit, and culture.**

Recreation services in Canmore can be used as a vehicle to connect local citizens more positively to their communities of interest and geography and will enhance their sense of comfort and inclusion within those communities. Where such initiatives require Town support, it will be considered in terms of the amount of public good created in relation to the cost to the taxpayers. The success of such initiatives will clearly benefit all citizens. Therefore, the Town will focus on using such services as a community development vehicle.

3. **The Town will deliver healthy environments as a core public good.**

It will utilize limited available resources to create and sustain healthy indoor and outdoor environments which will facilitate active, healthy citizens and communities within Canmore.

In essence, the Town is in the citizen-building, community-building, and healthy infrastructure business; using the delivery of publicly sponsored recreation services as vehicles in making the Town of Canmore a better place to live, raise a family, work and play in a way that is sustainable and delivers indirect benefits (i.e. public goods) to all citizens.

Service Outcomes

The following 18 Service Outcomes are consistent with, and will ultimately further, the three goals presented. They may be considered as specific public goods under which the goals can be measured. All public recreation initiatives directed toward achieving the three goals can be categorized under one or more of these 18 Service Outcomes or ideal end states once the Service Outcomes have been reached. Of note is that these outcomes are fundamental to and desired by all groups in the Canmore region that deliver publicly accessible recreation services. Therefore, achieving these outcomes is not the sole responsibility of the Town; in fact, it is within these outcomes that alignment and commonality exists between providers in the public, non-profit, and private sectors. The Town's specific role in achieving each Service Outcome is denoted where possible.

Goal Area #1: Individual Health and Wellness

1. All citizens have a basic level of fitness and wellbeing.

Fitness, in this context, is used broadly as a synonym for wellness, and refers to mental and emotional, as well as physical fitness. Opportunities to increase the level of fitness to a pre-determined minimum level should be provided to every resident of the community with additional opportunities available for progress beyond this point. While this primarily means promoting physical activity, it is broader than that. Physical and emotional wellness can be considered within all programs and services, not just those that involve intense physical activity.

2. All children ages 0 – 6 have basic skills in a range of pursuits.

An opportunity should exist for every child (0 – 6 years) to participate with other children in a variety of recreation experience to:

- *Expose the child to social settings*
- *Foster gross motor development*
- *Foster physical literacy*
- *Provide a generally happy and satisfying atmosphere where growth can occur*
- *Teach basic safety skills and attitudes*
- *Celebrate their natural creative tendencies*
- *Foster school readiness*

3. All children and youth have basic skills in a range of pursuits.

A wide variety of pursuits in such areas as sport, performing arts, visual arts, outdoor nature-oriented skills, and hobbies should be identified and basic skill level instruction in each should be provided for school-aged children and teens to:

- *Provide exposure to skills which may form the basis for enjoying lifetime leisure activities*
- *Contribute to gross motor and fine motor physical development*
- *Provide social settings in which social, moral and emotional growth can be fostered*
- *Provide the basis for leisure education (i.e. the teachings of the benefits of and wise use of leisure time)*

Other agencies (e.g. the school system and community organizations) may provide skill instruction in some areas, with the Town coordinating to ensure basic skills are developed.

4. All adults have basic skills in a variety of pursuits.

Opportunities should be provided, at a basic skill level, in a variety of pursuits in such areas as sport, physical activity, outdoor recreation, and hobbies. It is also important to maintain or improve existing skills.

5. All seniors learn basic skills in a range of pursuits.

Opportunities should be provided for senior citizens to participate in recreation experiences at a basic skill level to:

- *Provide opportunities to improve or maintain fitness levels including gross and fine motor skills*
- *Provide social settings that strengthen social connections and continued social involvement*
- *Provide a wide variety of volunteer opportunities to encourage a sense of worth and meaning of life through continued personal growth*

6. Advanced-level skill development is available for some pursuits.

Some opportunities should be provided for those citizens who wish to further develop their interest and skills beyond the basic level. While the Town's role and responsibility for more advanced skill development may be less than for basic skill development, there is still a role to play for the Town's Recreation Services department, working in partnership with others, including, but not limited to, local sports organizations, provincial and national sport organizations, colleges and universities.

7. Healthy opportunities exist for teens to develop in a social setting.

Because all teens are either school-aged children or young adults, basic skills will be learned by teens under other Outcomes. However, the maturing from youth to adult that occurs during teenage years (and to some degree during pre-teen years) is often a critical time in the life of an individual. It is also a time in which individual difficulties may result in severe social problems. Appropriate social settings can contribute to the overall wellbeing of teens by providing a safe and stable venue to:

- *Learn about themselves and how they will react to various social settings and pressures*
- *Develop positive social/emotional/moral skills, principles and convictions*
- *Develop positive leisure lifestyle patterns which will remain with them through adulthood*

Goal Area #2: Community Health and Wellness

8. Special events and celebrations connect the citizens of Canmore.

Special events (e.g. carnivals, fairs, etc.) can and do contribute to a feeling of community identity, spirit, inclusion and cohesion. Therefore, the Town should be involved in supporting neighbourhood, community and Town-wide special events to the extent necessary to ensure promotion of this objective. Such events will not only encourage residents to connect to and relate to their communities of geography and communities of special interest, but will assist them to relate to all communities in Canmore.

9. Local community groups thrive in Canmore.

Local clubs, groups and agencies are and will be organizing and sponsoring recreation opportunities. The "people doing things for themselves" aspect of such groups is socially worthwhile and desirable; helping to develop the social fabric of Canmore. The Town should support such groups in their efforts. Support may occur in a variety of ways, including subsidized access to facilities, community grants, provision of public land, assistance in problem solving or help with leadership training or promotion.

10. Spectators celebrate their community during local sporting events.

Community identity, spirit, pride and culture can be fostered through the environment generated by spectators at athletic events. In such events, sport can be closely linked with community identity and pride. Because of this, opportunities should be provided for spectator experiences at athletic events. The Town has a role to play in ensuring such opportunities exist.

11. Social interaction connects citizens in Canmore.

Because formal and informal social functions are a valuable vehicle to use in developing community cohesion and identity, and reducing feelings of isolation, the Town should strive to ensure that such opportunities exist. This may include provision of formal and informal spaces for social interactions to occur, and may also overlap with supporting local community groups.

12. All citizens of Canmore feel included and welcome.

Community growth and development in Canmore can be fostered through increased contact between people of varying age groups, socio-economic status, and backgrounds within the community. This contact between segments of the community can take many forms. For example, the more contact and interaction between seniors and younger adults and children, the greater the potential for community enrichment and growth. Therefore, in the provision of recreation services, attempts should be made to provide such contact and interaction between seniors and younger residents with a view to transmitting cultural heritage across the generations.

Community enrichment and growth can further be fostered through an integrative mixing of various ethnic and cultural groups so that each better understands and appreciates the difference and strengths of the other. Multicultural recreation services can be used as a vehicle in making the community more cohesive and will be more important in the next 10 years as Canmore experiences increased multicultural immigration.

Community growth can also be fostered by integrating various groups of people who face participation barriers into mainstream programming. Whether individuals have physical, emotional or mental disabilities, recreation can be used as a levelling and integrative force.

13. A strong base of volunteers helps to build our communities.

Volunteerism can be seen as the highest form of recreation. It also is an important building block of community development. Recruiting, utilizing and supporting volunteers is essential to connecting people to their community. Therefore, the Town will support the use of volunteers in the recreation service delivery systems in ways that enhance community identity, pride and spirit.

14. Sport and cultural tourism brings people to Canmore.

As part of Canmore's "brand," the Town wants to be known as a destination for competition, special events and cultural events; striving for spectator-oriented events that bring people to the community for a positive experience. This not only helps the community economically, but also positions the Town well for local citizens who have a positive impression of the community as a host of sporting events. While the Town may strive to achieve this objective, in part, through means outside the Recreation Services department, the department also has a role to play in achieving this objective.

15. Families are supported to recreate as a unit.

The family unit is an integral building block of community growth. Opportunities should be provided for families to pursue experiences as a family unit. The Town can, through its recreation services, support and nurture family units however broadly they are defined. This has implications for a fees and charges policy, facility design and planning, parks development, and marketing/communications efforts.

Goal Area #3: The Health and Wellness of our Environments

16. Canmore's natural environment is interpreted for all to understand and enjoy.

Opportunities should be provided for every local resident to learn about, understand, relate to, and experience all aspects of their built and natural environment and the impacts they have on it.

17. Opportunities exist for reflection and escape from daily pressures.

Often growth can occur through escape, reflection, contact with nature and relaxation in a serene natural environment. Because of this, opportunities should be provided for residents to experience nature.

18. Town facilities are of quality and are sustainable.

The indoor and outdoor spaces which the Town develops for the use of both citizens and visitors are of quality and incorporate all the fundamentals of environmental, social and economic sustainability which ensures their long-term optimal functionality in delivering benefits to the community.

Overarching Concepts

It is important to note two overarching concepts which apply to the achievement of all 18 Outcomes. Firstly, all the objectives are in jeopardy if local citizens do not know how to access existing recreation opportunities. Therefore, **the Town should ensure that all local citizens are aware of all opportunities that are available to them and how to gain access to each opportunity.**

Secondly, it is important to realize that the Outcomes apply to opportunities for all citizens regardless of physical ability, skill level, ability to pay, or any other possible access barrier. It is not good enough to simply provide opportunities and hope that people will take advantage of them. In Canmore, **it is important to proactively ensure that barriers to access are reduced as much as is reasonably possible.**

In order to achieve the 18 Service Outcomes, the Town will provide leadership and coordination where necessary. It may also provide services directly where no other group or agency in town is able or willing to provide the service and the need is great. The Town will also monitor the infrastructure necessary for success in achieving the above Outcomes. For example, a fees and charges system may need to ensure that those with financial barriers to access are also able to take advantage of opportunities.

Guidelines

The following six guidelines constitute overarching considerations that will influence how the decision-making framework will be implemented.












1. The Town should become involved in the delivery of recreation services only if and to the extent that a “public good” (i.e. as measured by the 18 Service Outcomes and the three Goals above) can be demonstrated. In the process of becoming involved, the Town should work with and through other public, not-for-profit and private agencies wherever possible.
2. Services should be provided to people at all levels of ability, from the most talented participants to people who face participation barriers. However, cost-benefit considerations may dictate providing more assistance to the large numbers of people at basic skill levels and below, at the possible expense of serving gifted, high-level athletes or participants.
3. All other things being equal, the Town should put more emphasis on the variety of recreation services rather than the quantity of recreation services when increasing or reducing service levels. Providing some service for those not receiving any will be more important than providing more service to those already receiving some. In fact, encouraging those that are inactive to become active will be much more important than providing more opportunities to those that are already quite active.
4. All other things being equal, the Town should put more emphasis on quality of service rather than on quantity of service when increasing or reducing service levels. Providing services at or above appropriate quality standards will be more effective than providing more services at a low-quality level.
5. All other things being equal, the Town should facilitate and support others to provide the services rather than providing the services directly. The Town cannot do everything to achieve the 18 Service Outcomes. It must leverage what it is able to do by working with other public, private and not-for-profit agencies which share this mandate. It may also opt out of providing some services which do result in public good but require too much public resource in relation to too little public good, in favour of investing in other initiatives which have a greater return on public investment.
6. The Town should attempt to reduce or remove any barriers to public participation in the provision of recreation services including financial barriers.



















B












Recommendation
Alignment












The following table outlines how each recommendation aligns with the Framework for Recreation in Canada 2015: Pathways to Wellbeing and the Active Alberta Policy. These two policies include provincial and national perspectives and influences on recreation delivery. Alignment with these initiatives demonstrates the Town’s ability to further provincial and national mandates and justifies support from other level of government for recreation services.

Recommendation	A Framework for Recreation in Canada 2015: Pathways to Wellbeing Alignment					A More Active Alberta Alignment					
											
	Active Living	Inclusion & Access	Connecting People & Nature	Supportive Environments	Recreation Capacity	Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Pursuit of Excellence
Strategic Theme #1: Renewed Purpose and Alignment											
1.1 Incorporate the Goals and Service Outcomes into a measurement and reporting system that is the foundation for all Recreation Services communications and accountability systems.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1.2 Work to ensure that recreation perspectives are considered throughout the Town of Canmore organization.		✓		✓	✓				✓	✓	✓
1.3 Apply the Enterprise Model to all applicable (user-fee related) recreation amenities throughout the community and use resource efficiencies to reinvest in the municipality.		✓		✓	✓				✓	✓	✓
1.4 Support the development of a regional group to provide broader input into the provision of recreation services and facilities.		✓		✓	✓				✓	✓	✓

	A Framework for Recreation in Canada 2015: Pathways to Wellbeing Alignment					A More Active Alberta Alignment					
Recommendation											
	Active Living	Inclusion & Access	Connecting People & Nature	Supportive Environments	Recreation Capacity	Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Pursuit of Excellence
Strategic Theme #2: Elevating Recreation Activity Levels in Canmore											
2.1 Enhance support and promotion of recreation fee assistance programs.	✓	✓				✓			✓		
2.2 Ensure physical accessibility measures are incorporated into existing and new facilities and spaces where possible.	✓	✓				✓			✓		
2.3 Focus on providing low-cost/no-cost unstructured, spontaneous opportunities for various skill levels.	✓	✓				✓			✓		
2.4 Utilize the program focus areas provided to guide current recreation program and opportunity effort.	✓		✓			✓	✓	✓			
2.5 Revisit the program focus areas through a program and opportunity needs assessment process as new information becomes available via trends scanning, community engagement, and utilization data collection and analysis.	✓		✓			✓	✓	✓			

	A Framework for Recreation in Canada 2015: Pathways to Wellbeing Alignment					A More Active Alberta Alignment					
Recommendation											
	Active Living	Inclusion & Access	Connecting People & Nature	Supportive Environments	Recreation Capacity	Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Pursuit of Excellence
Strategic Theme #3: Recreation Education and Communication											
3.1 Develop and implement an ongoing community input process related to recreation services to enable community input and chart local participation and preference trends.		✓		✓	✓				✓	✓	✓
3.2 Develop, implement, and invest in a formal marketing and promotions plan to enhance awareness and increase resident participation in recreation.	✓	✓	✓	✓		✓	✓		✓		
3.3 Continue to provide a combination of direct programming (Town staff) and support for indirect programming (community groups) to optimize the use of public resources.	✓		✓	✓	✓	✓		✓	✓		✓
3.4 Facilitate the ongoing identification of program needs through community dialogue and a program needs assessment process and disseminate to all appropriate service providers.	✓		✓	✓	✓	✓		✓	✓		✓
3.5 Update the Creative and Educational and Sport Continua as market conditions change. Adapt to emerging demands and preferences, targeting recreation program and opportunity gaps where warranted.	✓		✓	✓	✓	✓		✓	✓		✓

	A Framework for Recreation in Canada 2015: Pathways to Wellbeing Alignment					A More Active Alberta Alignment					
Recommendation											
	Active Living	Inclusion & Access	Connecting People & Nature	Supportive Environments	Recreation Capacity	Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Pursuit of Excellence
Strategic Theme #4: Building Service Delivery Capacity											
4.1 Provide supports to local groups that deliver recreation programs and opportunities that align with the Town's philosophical foundation for recreation services.				✓	✓					✓	✓
4.2 Develop, in partnership with applicable stakeholders and other Town departments, a Canmore Volunteer Strategy.				✓	✓				✓	✓	✓
4.3 Ensure that a database of volunteers interested in recreation-based volunteer opportunities is maintained and marketed to local recreation groups seeking volunteer involvement.				✓	✓				✓	✓	✓
4.4 Develop a Partnership Framework to guide how the Town works with other organizations in the delivery of recreation services.				✓	✓				✓	✓	✓
4.5 Intensify the use of partnerships with regional municipalities and the non-profit and private sectors to deliver recreation opportunities, facilities, and spaces under the guidance of the Partnership Framework.				✓	✓				✓	✓	✓

Recommendation	A Framework for Recreation in Canada 2015: Pathways to Wellbeing Alignment					A More Active Alberta Alignment					
											
Strategic Theme #5: Optimizing Future Infrastructure Investment											
5.1 Develop a Lifecycle Reserve Policy for indoor and outdoor recreation infrastructure.				✓						✓	
5.2 Utilize the Facility Condition Index approach to determine whether or not significant reinvestment in existing recreation facilities should occur or not.				✓						✓	
5.3 Utilize the prioritization framework presented herein to guide current and future recreation resource allocation.				✓			✓			✓	
5.4 Refer to the list of amenity priorities provided to guide current and future resource allocation until new information becomes available.	✓		✓	✓		✓	✓	✓		✓	✓
5.5 Follow the indoor and outdoor strategies included herein as resources permit and until new information becomes available.	✓		✓	✓		✓	✓	✓		✓	✓
5.6 Use the guidelines provided when negotiating municipal reserve contributions for recreation purposes.				✓			✓			✓	
5.7 Use the guidelines provided when contemplating the acceptance of cash in lieu of land for recreation purposes.				✓			✓			✓	



C

Financial
Implications

The following table summarizes the expected financial impacts on implementing Plan recommendations. These indicate order of magnitude impacts; more detailed costs and benefits will be determined prior to ultimate implementation.

Recommendation	Low-Cost Impact	Medium-Cost Impact	High-Cost Impact
Strategic Theme #1: Renewed Purpose and Alignment			
1.1 Incorporate the Goals and Service Outcomes into a measurement and reporting system that is the foundation for all Recreation Services communications and accountability systems.	✓		
1.2 Work to ensure that recreation perspectives are considered throughout the Town of Canmore organization.	✓		
1.3 Apply the Enterprise Model to all applicable (user-fee related) recreation amenities throughout the community and use resource efficiencies to reinvest in the municipality.	✓		
1.4 Support the development of a regional group to provide broader input into the provision of recreation services and facilities.		✓	
Strategic Theme #2: Elevating Recreation Activity Levels in Canmore			
2.1 Enhance support and promotion of recreation fee assistance programs.		✓	
2.2 Ensure physical accessibility measures are incorporated into existing and new facilities and spaces where possible.		✓	
2.3 Focus on providing low-cost/ no-cost unstructured, spontaneous opportunities for various skill levels.		✓	
2.4 Utilize the program focus areas provided to guide current recreation program and opportunity effort.	✓		
2.5 Revisit the program focus areas through a program and opportunity needs assessment process as new information becomes available via trends scanning, community engagement, and utilization data collection and analysis.		✓	

Recommendation	Low-Cost Impact	Medium-Cost Impact	High-Cost Impact
Strategic Theme #3: Recreation Education and Communication			
3.1 Develop and implement an ongoing community input process related to recreation services to enable community input and chart local participation and preference trends.		✓	
3.2 Develop, implement, and invest in a formal marketing and promotions plan to enhance awareness and increase resident participation in recreation.		✓	
3.3 Continue to provide a combination of direct programming (Town staff) and support for indirect programming (community groups) to optimize the use of public resources.	✓		
3.4 Facilitate the ongoing identification of program needs through community dialogue and a program needs assessment process and disseminate to all appropriate service providers.		✓	
3.5 Update the Creative and Educational and Sport Continua as market conditions change. Adapt to emerging demands and preferences, targeting recreation program and opportunity gaps where warranted.		✓	
Strategic Theme #4: Building Service Delivery Capacity			
4.1 Provide supports to local groups that deliver recreation programs and opportunities that align with the Town's philosophical foundation for recreation services.		✓	
4.2 Develop, in partnership with applicable stakeholders and other Town departments, a Canmore Volunteer Strategy.		✓	
4.3 Ensure that a database of volunteers interested in recreation-based volunteer opportunities is maintained and marketed to local recreation groups seeking volunteer involvement.		✓	

Recommendation	Low-Cost Impact	Medium-Cost Impact	High-Cost Impact
4.4 Develop a Partnership Framework to guide how the Town works with other organizations in the delivery of recreation services.	✓		
4.5 Intensify the use of partnerships with regional municipalities and the non-profit and private sectors to deliver recreation opportunities, facilities, and spaces under the guidance of the Partnership Framework.	✓		
Strategic Theme #5: Optimizing Future Infrastructure Investment			
5.1 Develop a Lifecycle Reserve Policy for indoor and outdoor recreation infrastructure.			✓
5.2 Utilize the Facility Condition Index approach to determine whether or not significant reinvestment in existing recreation facilities should occur or not.	✓		
5.3 Utilize the prioritization framework presented herein to guide current and future recreation resource allocation.			✓
5.4 Refer to the list of amenity priorities provided to guide current and future resource allocation until new information becomes available.	✓		
5.5 Follow the indoor and outdoor strategies included herein as resources permit and until new information becomes available.			✓
5.6 Use the guidelines provided when negotiating municipal reserve contributions for recreation purposes.	✓		
5.7 Use the guidelines provided when contemplating the acceptance of cash in lieu of land for recreation purposes.	✓		

APPENDIX

D

Sample Community Input Process

Ongoing community dialogue is important to ensuring recreation efforts are focused, meaningful, and effective. The following Community Input Process has been developed as an example for the Town to consider when developing its actual approach to engaging the general public, recreation participants, and other stakeholders in understanding community sentiment about current and future recreation services.

Tactic	Description	Frequency	General Public	Stakeholder Groups	Special Interests	Student/ Youth
Surveys						
Resident Survey	A statistically reliable survey conducted with residents. Utilizing a similar survey instrument will allow trends to be identified. Each household provides a single response. <ul style="list-style-type: none"> Methodologies: mail-out, online with unique access code. 	4 – 5 Years	✓			
Online Survey	Fielded on those years when the resident survey is not conducted. Provides an ongoing mechanism to gather the perspectives of the public. Responses are by individual person not household.	4 – 5 Years	✓			
Community Group Survey	A survey of organized community groups delivering recreation services to residents. May be fielded online or through hard copy. One response is required per group regardless of size.	4 – 5 Years		✓		
Student/ Youth Survey	A survey of youth in the community. Conducted online or through hard copy and promoted through schools. Fielded with youth in Grades 6 and up.	4 – 5 Years				✓
Focus Groups/Discussion Sessions						
User Groups	Convene discussion sessions with community groups. Typically grouped by similar interests (e.g. ice user groups). Provides the opportunity to understand the perspectives of users regarding a commonly used service.	4 – 5 Years (or As Needed)		✓		
Interest Groups	A collective discussion with communities of interest that are not user groups. These groups could be other service providers (e.g. agricultural societies, developers).	4 – 5 Years (or As Needed)			✓	
Interviews						
Stakeholder Interviews	Interviews/meetings with a small number of people representing a single interest. These enable a more in-depth understanding of the single interest. These interviews provide insight into recreation provision and issues (e.g. partners in service provision, key champions).	4 – 5 Years (or As Needed)			✓	
Other						
Idea Walls	Walls or display boards that residents and visitors can use to share thoughts and preferences are placed at facilities and open spaces throughout town to gather specific input regarding specific or general topics.	As Needed	✓		✓	✓
Block Parties	The Town provides a block party hosting toolkit (i.e. bbq, speakers, tent, games, etc.) to help interested community members host block parties and create dialogue around specific or general recreation topics.	As Needed	✓		✓	✓

APPENDIX

E

Marketing and
Promotions
Considerations

Further educating the public about the recreation opportunities available will enhance the benefits achieved.

Deriving appropriate key messages and delivering them in effective ways contributes to prudent marketing. Enhancing public messaging to include the benefits of recreation and ensuring that as many opportunities as possible are shared with residents will help increase participation, while also building community perception and political support for these essential public services.

The development and implementation of a promotions and marketing plan involves outlining key recreation messages and providing a means for evaluating how effectively the messages are being delivered.

Key messages could include:

- Municipal staff, community-based groups and the general public telling success stories regarding the benefits (achievement of service outcomes) of participating in recreation and parks opportunities;
- Statistically reliable public engagement activities (e.g. surveys in Master Plan process and other public consultations), showing overall public support of, and participation in, recreation and parks opportunities;
- Using participation/usage statistics from recreation and parks programs and facility memberships to generate annual indicators (e.g. % of population participating) or special community participation challenges (e.g. Mayor healthy lifestyle competitions);
- Current research on recreation and parks from external sources, such as ARPA, the National Benefits Hub, and the Leisure Information Network;
- Supporting information/messaging from external but related sectors, such as health services, crime prevention, education, social services, business, and economic development; and,
- Reminding the public that recommended Master Plan initiatives/projects are happening, and that they were developed with the involvement of the community.
- Recreation provision is not isolated from other municipally-provided services, nor is its planning separate. This Master Plan dovetails with, and supports, other municipal plans and initiatives.

It will be important to measure the effectiveness of various media in delivering the key messages. Data could potentially be collected through point of purchase sales, participation surveys and facility exit surveys. Investigation into the most effective social media tools is important in reaching broad user and non-user markets.

APPENDIX

F

Partnership
Framework
Considerations

Partnerships are currently leveraged to achieve a variety of recreation goals and outcomes in Canmore.

Due to the broad nature of recreation services and the benefits they accrue, partnerships can materialize in a variety of ways for services and programs, as well as for physical infrastructure.

Service Partnerships

The benefits of recreation and parks services are not confined to the recreation sector. The Service Outcomes that drive the actions of the municipal recreation efforts have clear and undeniable impacts on issues faced by other sectors such as justice, health, and education; they create broader public good beyond recreation and sport. For instance, playing sports can aid in the integration of newcomers into the fabric of society; connected communities are safer and thus crime prevention efforts are reduced. Thus, a collaborative system for delivering recreation is ideal in optimizing investments and creating the greatest benefits. Collaboration includes continued partnerships with traditional organized interest groups and community associations (and enhanced supports as discussed earlier), as well as broadening partnerships beyond the recreation and sport spheres. The Town currently partners with private sector facility operators in the community as well as with sport groups.

Today's recreation practitioners throughout the province are making cross-sectoral connections in the delivery of programs, marketing and promotions efforts, and through the development of policy and infrastructure. The Framework for Recreation in Canada discussion involved stakeholders from many allied quality of life sectors. These discussions helped in defining strategic directions for recreation across the country. Partnerships in the social environment have been identified as key to broadening the benefits of, and support for, recreation. Municipal staff in Canmore have already expended effort in connecting with other sectors and tackling community issues collectively, and have engaged other sectors in strategic planning (this Master Plan process) and program delivery.

Creating and nurturing cross-sector relationships is important in furthering the recreation agenda and enhancing the benefits and Service Outcomes intended from public investment in these services. These relationships can lead to optimizing use of public funding through partnerships, leveraging different sources of program funding, generating key messages that explain the impacts and benefits of these essential services throughout the area, and in enhancing

community and political support for recreation. The Town already has a number of successful partnerships in place with local school boards, the local Primary Care Network, and the M.D. of Bighorn.

Partnerships in recreation programming and marketing and promotions enable common key messages to be developed and increase the impact of programming and marketing. Coordination of efforts across sectors in areas such as active living and healthy eating optimizes the use of public funding.

Trends and Leading Practices

While the provision of recreation and cultural services has historically relied on municipal levels of government, many municipalities are increasingly looking to form partnerships that can enhance service levels and more efficiently leverage public funds.

Infrastructure Partnerships

Just as the benefits of recreation and parks are not confined to the recreation sector, so too do they also cross regional municipal boundaries. Residents from throughout the area use facilities outside their respective municipal boundaries. As the definition of regional facilities and a discussion on cost sharing has already been presented, it is expected that when new regional facilities are developed, potential partnerships between local governments, as well as non-profit and private sector groups, may emerge.

In order to address partnership opportunities as they come forward, it is important for local municipalities to answer the following questions:

1. Will the relationship achieve **socially worthwhile** outcomes? If so, which identified Service Outcomes are achieved? How can the indirect benefit to the general public be articulated, clarified and measured? If an indirect benefit cannot be clarified and measured, the municipality should opt out of the relationship.
2. Are the outcomes achieved by the arrangement **current areas of focus** for the municipality? The municipality will not be involved in relationships which simply add to outcomes that are already adequately being realized.

3. Can the outcomes be achieved without municipal involvement or support? **Is public involvement necessary** to the achievement of the outcomes? Does it add significant value that cannot be added by any other agency?
4. Could the outcomes identified be achieved **more cost-effectively through another approach?** The municipality will invest its limited available public resources where it can get the best return on that investment. Does the partnership lead to cost savings or financial benefits to the municipality that allow public funds to be leveraged?

Level 3

Although the Town does not directly control the resource, municipal administration representatives are involved in resource delivery during the needs assessment, feasibility, business planning, design, and operating stages. Level three includes facilities and sites that are owned by the municipality and operated through lease agreements or fee-for-service arrangements by delivery agencies. This also assumes the inclusion of local residents in public consultation programs and engagement strategies.

Level 4

The municipality may provide funding for capital and/or operations of resources with delivery agencies with no municipal administrative representation in resource delivery during the needs assessment, feasibility, business planning, design, or operating stages. Although there is no involvement by municipal administration representatives, a prerequisite to collaboration at this level is that residents are included in public consultation programs and engagement strategies (and associated need is demonstrated from a municipal resident perspective). These arrangements could include formal agreements with delivery agents but would consider the provision of opportunities to residents that the Town would likely not provide if no partnership existed.

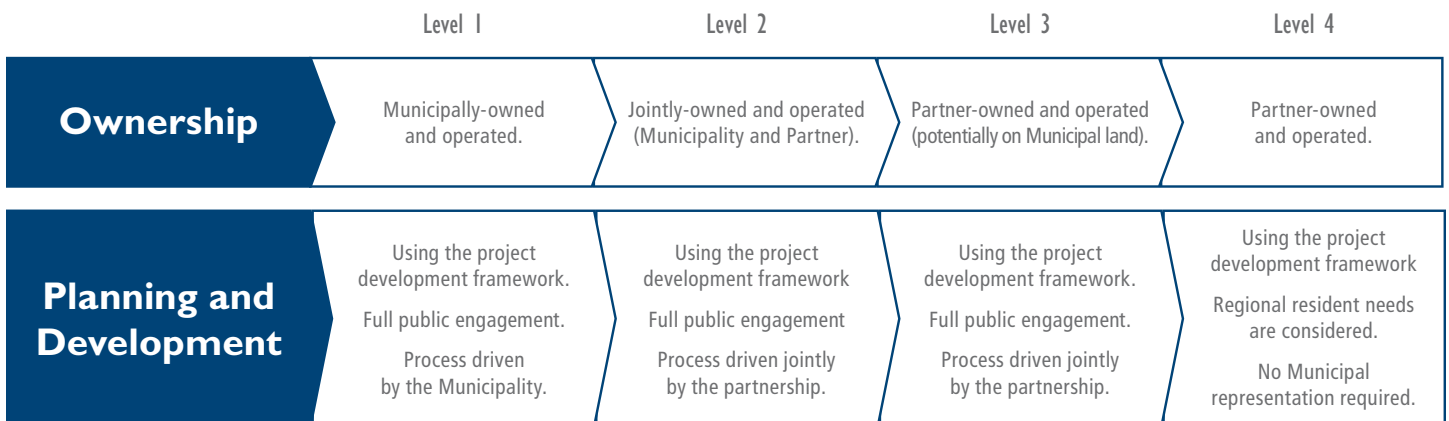
Realizing that these criteria are being met and will be met to varying levels, the municipality can get involved in the planning, development and operations of major recreation facilities and spaces in a variety of ways driven by the most efficient and effective use of public funds in service provision. The different levels at which the municipality can get involved in recreation infrastructure provision (development and operations) are presented as follows.

Level 1

The Town owns, operates and is directly responsible for recreation resources.

Level 2

The Town is a major ownership and operating partner in resource development. The partnership model is based on the municipality having a significant and/or equal stake in ownership and operating responsibility with other partners (i.e. other municipal partners, non-profit and private sector stakeholders, etc.).



Partnership Effectiveness

Further to the organization of existing and potential new partnerships within the framework presented, consideration should be given to including performance measurement into agreements that meet the agreed-to partnership intent. This would entail each partner, including regional municipalities, to be accountable for the roles and responsibilities it has and would demonstrate accountability to regional residents. Performance measurement criteria should be developed collaboratively by, and be applicable to, all parties in the arrangement. Performance measurement will help municipalities attain accountability for public investment by ensuring that Service Outcomes are achieved through partnerships, and will create a mechanism for quality control (e.g. ensuring partner groups embrace the Long Term Athlete Development Plan). These performance measurement tactics can be used for major infrastructure partnerships, but also through partnerships with organized interest groups that access public facilities at subsidized rates or community associations that access annual operating grants.

Active Alberta

Active Coordinated System: All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.

APPENDIX

G

Program Needs Assessment Process

The following graphic illustrates what a program and opportunity needs assessment process could look like if offered by the Town of Canmore. This approach includes a combination of local data gathering and review of pertinent industry data.



APPENDIX

H

Facility Condition Index Framework

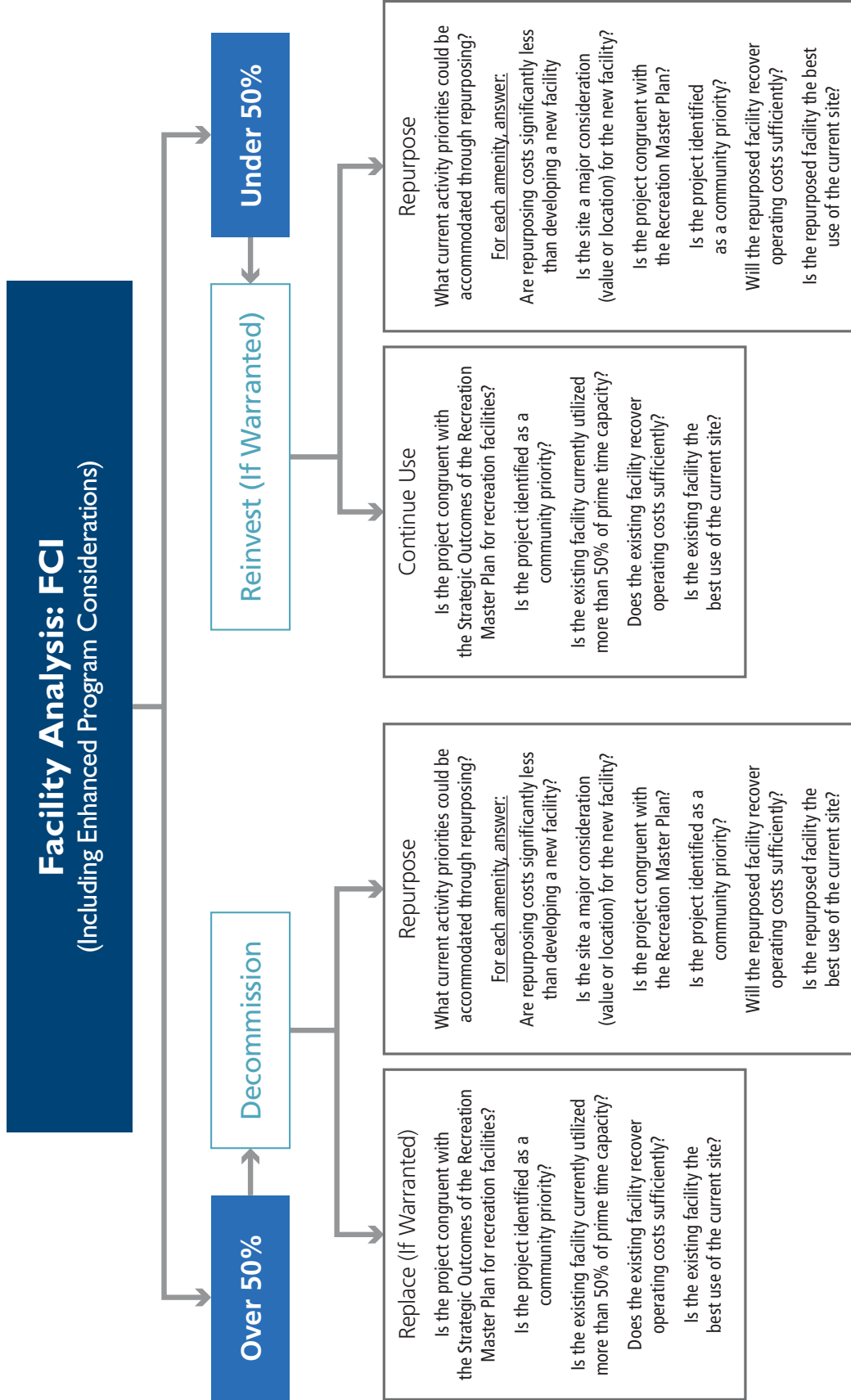
The concept of investing in and sustaining existing facilities can create opportunities to meet new demand through expansion, thereby leveraging past investment and allowing other priorities to be addressed. An important consideration in planning for future recreation infrastructure is the expense and appropriateness of maintaining existing facilities and service levels. If new facility components can be added to existing facilities (i.e. twinning of single sheet ice facilities), then significant costs savings in site acquisition, servicing and administrative, and common-area development may be achieved. Adding to existing facilities can also lead to operational cost efficiencies. In Canmore, future expansion at the Camore Recreation Centre should be considered when required reinvestment occurs. The site has existing site traffic, site amenities such as servicing and parking, represents significant existing public investment, and is already perceived as a recreation hub.

Even municipalities with sufficient lifecycle replacement budgets need to decide what is most appropriate in terms of reinvestment, repurposing, or replacing existing facilities or sites. Repurposing existing recreation facilities has great potential to meet the needs of expanding programs as well as newly introduced activities.

Facilities considered for repurposing must be analyzed in terms of existing usage levels and the costs associated with any changes. Even underutilized spaces are valued by some residents, and repurposing will require some justification. Once a facility or space is identified for repurposing, the Town must engage the local community and facility users, along with the architectural and engineering expertise required to assess opportunities. The **Facility Condition Index (FCI)** is used by many western Canadian municipalities to assess the potential of reinvestment in, or replacement of, publicly owned facilities and spaces. FCI measures required upgrade costs versus replacement value. Facilities or spaces with repair-to-replacement ratios over 50% (FCI) are candidates for repurposing or decommissioning; those with under 50% (FCI) are more likely to be candidates for reinvestment.

Although this approach is accepted, it does not account for the functionality of the facility in question. If a facility is structurally and mechanically sound, for example, the FCI may warrant reinvestment even though the facility does not meet the demands of potential users for functional programming. This issue is accentuated in recreation facilities, as many facilities and spaces have unique uses. The addition of an **“amenity refreshment/modernization premium”** needs to be used when calculating FCI and assessing recreation facilities for reinvestment, repurposing, or decommissioning. The amenity refreshment premium would be the added costs to bring a facility to a modern program standard, beyond ensuring structural, mechanical, and electrical sustainability. Once information is collected, decision-makers must consider the costs and benefits associated with repurposing versus new construction.

The following provides a suggested framework for the decision-making process around facility reinvestment, repurposing, or decommissioning; it can be used when contemplating the future of existing indoor ice facilities. The questions asked in the framework need to be answered by the Town, by community members, or by a combination of both. One way of engaging the public and community partners in decision-making is to establish an ad hoc task force every time the decommissioning or repurposing of a major recreation resource is contemplated. The task force would use the framework and rely on municipal staff to provide the necessary information. It would offer a broad perspective of community need and, if it included members of the public, the perspectives of impacted residents or groups as well.



* If two or more of the questions posed above are answered "NO," then the facility should be decommissioned. If not, the reinvestment/repurpose should be ranked through the system presented in the Recreation Master Plan against other potential projects.

APPENDIX



Cash in Lieu Considerations

The acceptance of cash in lieu of land during the municipal reserve dedication process can be a source of funds for recreation development throughout a community. That being said, the value of land should be considered perpetual and scarce, especially in the case of Canmore where the natural features of the townsite and land valuation enhance land scarcity. The following chart outlines where cash in lieu of land should be considered by the Town during future land development.

Land Classification	Cash in Lieu NOT Recommended	PARTIAL Cash in Lieu to be Considered	FULL Cash in lieu to be Considered
Neighbourhood Residential: Low		✓	
Commercial and Mixed Use: Town Centre		✓	
Commercial and Mixed Use: Mixed Use/Gateway		✓	
Commercial and Mixed Use: Tourist/Service		✓	
Commercial and Mixed Use: Local/Neighbourhood		✓	
Resort Centre		✓	
Industrial: Light Industrial		✓	✓
Industrial: Business Industrial		✓	✓
Neighbourhood Residential: Medium		✓	
Neighbourhood Residential: High	✓		

The above table is meant to provide guidance during the development approval process. It is important to note that cash in lieu considerations are subject to negotiation on a case-by-case basis.

APPENDIX

J

Amenity
Scoring
Results

The following tables outline the results of the indoor and outdoor recreation amenity scoring conducted by the study team. As new information becomes available, scoring is subject to change.

Indoor Amenities

Indoor Amenity	Market Demand	Economic Sustainability	Service Outcomes	Community Accessibility	Current Provision (in Canmore and Broader Bow Valley)	Economic Impact	Cost Savings (Through Partnerships or Grants)	Score	Rank
Walking/running track	3	2	3	3	3	0	0	50	1
Indoor Multi-purpose Field (e.g. soccer, tennis)	3	1	2	1	3	1	0	38	2
Fitness/Wellness Facilities (e.g. exercise/weight room)	2	3	3	1	1	0	0	38	2
Indoor Child Playgrounds	2	3	3	1	1	0	0	38	2
Leisure Ice Surfaces (non-hockey)	1	2	3	1	3	0	0	36	3
Gymnasium-type Spaces (e.g. basketball, volleyball, badminton)	3	1	3	1	1	1	0	36	3
Bowling alley	2	2	2	1	2	1	0	35	4
Youth Centre	2	1	3	1	2	0	0	33	5
Dance/Program/Martial Arts Rooms and Community Meeting Rooms	1	2	3	1	1	0	0	30	6
Indoor Court Space (e.g. racquetball, squash)	2	1	2	1	2	0	0	29	7
Community Hall/Banquet Facilities	0	2	3	1	1	1	0	28	8
Classroom Space	0	2	3	1	1	0	0	26	9
Library	0	2	3	1	1	0	0	26	9
Gymnastics Space/Parkour Room	1	2	2	1	1	0	0	26	9
Seniors' Centre	1	1	2	1	1	0	0	22	10
Aquatics Facilities	0	1	3	1	1	0	0	22	10
Art Display Spaces	0	2	2	1	1	0	0	22	10
Ice Arena Facilities	0	1	2	1	1	1	0	20	11
Museum/Interpretive Facilities	0	1	2	1	1	1	0	20	11
Curling Rinks	0	1	2	1	1	1	0	20	11
Indoor Climbing Gym	0	1	2	1	1	0	0	18	12

Outdoor Amenities

Outdoor Amenity	Market Demand	Economic Sustainability	Service Outcomes	Community Accessibility	Current Provision (in Canmore and Broader Bow Valley)	Economic Impact	Cost Savings (Through Partnerships or Grants)	Score	Rank
Walking/Cycling Trail System	3	3	3	3	1	0	0	48	1
Nature/Interpretive Trails	2	3	3	3	1	1	0	46	2
Tennis Courts	3	3	2	1	1	1	3	46	2
Picnic Areas	2	3	3	3	1	0	0	44	3
Open Spaces (e.g. parks, greenfields)	2	3	3	3	1	0	0	44	3
Amphitheatres/Event Spaces/Band Shelters	2	2	3	3	1	2	0	44	3
Playgrounds	2	3	3	3	1	0	0	44	3
Mountain Bike Trails	3	3	2	2	1	1	0	43	4
Water Spray Parks	3	2	2	3	1	1	0	42	5
Sledding Hills	2	3	2	3	1	0	0	40	6
Outdoor Fitness Equipment	1	3	3	3	1	0	0	40	6
Outdoor Boarded Skating Rinks	2	3	2	3	1	0	0	40	6
Hardcourts (e.g. basketball)	2	3	2	3	1	0	0	40	6
Campgrounds	2	3	2	1	1	2	0	38	7
Pickleball Courts	2	2	2	1	1	1	3	38	7
Dog Off-leash Areas	2	2	2	3	1	0	0	36	8
Outdoor Swimming Areas (non-pool)	2	2	2	3	1	0	0	36	8
Mountain Bike/BMX Park	2	2	2	3	1	0	0	36	8
Beach Volleyball Courts	1	3	2	3	1	0	0	36	8
Speed Skating Oval	1	2	1	3	3	1	0	36	8
Skateboard Parks	1	3	2	3	1	0	0	36	8
Community Gardens	2	2	3	1	1	0	0	34	9
Disc Golf	1	2	2	3	1	0	0	32	10
Track And Field Spaces	1	2	1	3	1	1	0	30	11
Sports Fields (e.g. soccer, football)	1	2	2	1	1	1	0	28	12
Ball Diamonds	1	2	2	1	1	1	0	28	12

APPENDIX

K

Recreation Infrastructure Considerations

Based on the observations and trends identified during the development of this Master Plan, the following key considerations are presented for future decision-making and service provision.

Spontaneous/Structured

The provision of spontaneous, unstructured recreation and parks opportunities should continually be considered by the Town in the programming of existing and new spaces. The supply/demand relationship for spontaneous use areas is not as straightforward as is the case with programmable/rentable spaces. This is primarily due to the fact that capacities cannot be clearly identified for spontaneous use areas, as the point at which a facility is “too busy” and thereby prohibitive to participant use is subjective and based on individual perception.

Spontaneous use of facilities occurs in two ways. A spontaneous user may visit a facility for the purpose of participating in a desired activity or a user may participate in an activity because it is convenient to do so, yet it wasn’t the intended purpose for the facility visit. Recognizing that spontaneous users are comprised of both user types, planning for spontaneous use facilities should consider the following:

- Spontaneous use areas provide users with the opportunity to participate at irregular times, thereby enabling users to partake in physical activity or creative/social endeavors even if they cannot commit to signing up for a scheduled team or program. Therefore, spontaneous use areas must provide optimal flexibility in hours of operation.
- Spontaneous use activities are best offered in clusters depending on the type of activity and the adjacent facility amenities. Therefore, spontaneous use opportunities must be provided in clusters that work well together, including change rooms for both wet and dry uses.

- Spontaneous use activity-clusters must consider cross use and convenience of potential users. Clusters that seem to work well include:
 - » Fitness/wellness and child minding
 - » Leisure/ lap swimming and fitness/wellness
 - » Leisure/lap swimming and child minding
 - » Fitness/wellness and major scheduled use activity (i.e. arenas, fieldhouses, etc.)
 - » Fitness/wellness and therapeutic/program aquatics
 - » Leisure skating and ice arenas

Considering these points, it is apparent that many future spontaneous use spaces should piggy-back on major programmable/rentable spaces. Examples of spontaneous use recreation and parks infrastructure include (but are not limited to) those shown in the chart below. It is important to note that rental spaces such as traditional ice arenas and gymnasiums can also be spontaneous if they are not rented out for exclusive use.

Spontaneous Use Recreation Amenities	
Indoor	Outdoor
Leisure Aquatics Spaces	Trails
Leisure Skating Pads (non-boarded)	Playgrounds
Indoor Child Playgrounds	Passive Green Spaces
Gymnasiums for Youth/Adult Drop-In	Etc.

Standalone vs. Multiplex

The development of large multi-purpose community recreation facilities warrants exploration whenever new facility development is considered. Combining multiple facilities under one roof or at one site can lead to operational cost economies of scale and can increase overall usage. Gathering more users at one site can also enhance the attractiveness of private sponsorship and retail sales and commercial lease spaces at facilities, hence improving revenue streams.

The development of multiple facilities at one site or in one building envelope can also be more cost-effective during the design and construction process. Cost savings can be achieved through professional services as well as other site costs such as parking and site servicing.

Facility clustering of specific facility components using the multiplex approach is appropriate due to both operational economies of scale and complementary uses. Some examples of appropriate clustering include:

- Indoor ice arenas and leisure ice amenities
- Fitness and wellness spaces with scheduled use facility spaces (e.g. arenas, fieldhouses, etc.)
- Fitness and wellness spaces with child minding facilities
- Fitness and wellness spaces with indoor aquatics venues
- Fitness and wellness spaces and indoor walking track facilities
- Ice facilities with indoor aquatics venues (energy sharing)

Furthermore, the clustering examples mentioned here should be considered in the enhancement of existing or development of new facilities.

The Canmore Recreation Centre and Elevation Place are examples of multiplex venues that are able to achieve greater impact than if they were built as independent amenities located throughout the area. The inclusion of multiple amenities and complementary services under one roof can also make a community more attractive for the hosting of special events.

Geographic Balance

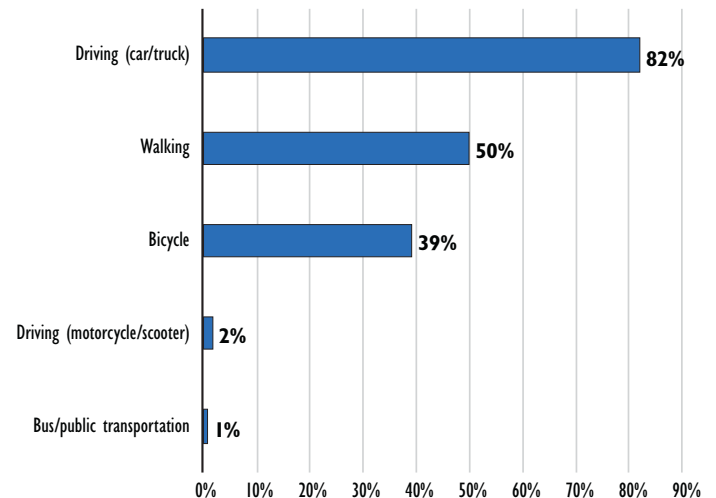
Geographic balance of facilities and sites is an important consideration; ideally all residences would have equal physical access to facilities and spaces. For the Town, geographic distribution of resources is difficult as the townsite is divided by a major highway, active train tracks, and a river. That being said, balanced provision is more pertinent to neighbourhood-level amenities (such as neighbourhood parks¹) than it is to the provision of regional parks (as defined in the 2015 Town of Canmore Open Space and Trails Plan) and to major recreation facilities such as Elevation Place and the Canmore Recreation Centre; major recreation facilities are typically drive, to facilities.

Further complicating an ideal state of equal geographic access is the value and disposition of land in the Town. Land acquisition (as discussed in later sections) is difficult due to land values and the natural features and topography of the

townsite limit the amalgamation of large tracts of land which are typically required for major facilities and major park sites.

Geographic balance should be considered with the realization that equidistant access to facilities for all residences is likely not achievable.

Typical Mode of Transportation to Recreation Facilities/Areas



Infrastructure Design

The actual design of indoor and outdoor recreation infrastructure is typically a reflection of the designer, intended community image, and the active involvement of community stakeholders. That said, the design process and eventual programming of the infrastructure being designed can be enhanced by considering a number of important leading practices. Most importantly, there must be a **balance between designing for the specifically intended uses and multiple uses** in the future. Spaces too focused on one intended type of use will not be sufficiently flexible to meet ongoing changing needs. However, spaces that are too focused on meeting any future use often meet no needs at all.

Other considerations related to regional, provincial, national, and/or international **event hosting capability** should also be reviewed to determine the cost/benefit related to infrastructure elements. As these enhancements and facility components have a sport tourism function, the responsibility for them may be shared between Town recreation resources and other internal and external stakeholders.

Crime Prevention Through Environmental Design (CPTED) principles need to be considered in facility design and development. CPTED is a set of design considerations that are intended to deter criminal

1 As per the Town of Canmore Open Space and Trails Plan, the Town strives to provide neighbourhood parks within a 5 minute walk (400m – 500m) of residences.

activity in facilities of all types and sizes. As community facilities are accessible by a variety of populations and generate public traffic, these considerations need to influence the design of new or enhanced infrastructure. CPTED principles may also be applied to parks design, but caution must be shown when the unneeded removal of forest undergrowth is considered.

When designing a facility or space to **create exposure and promote activity, cross marketing (internal and external sight lines) should be considered** as there is potential to generate revenues for operations and increase overall facility utilization and community activity with different facility designs.

Indoor community facilities typically are found on larger park sites. The **integration of the indoor and outdoor environments** (in terms of design and program) is an opportunity. Designing facilities to reflect the topography of a site, to ensure that outdoor trails connect to the indoor public corridors of facilities and, in some cases, using overhead doors, causeways and glazing (glass) to eliminate the boundaries between indoors and outdoors are all examples of how the indoor and outdoor environments can begin to be integrated.

Designing facilities in the most **environmentally friendly** way possible can lead to significant reduction of the environmental impacts of construction and operation. It can be more costly in terms of capital; therefore, a detailed cost-benefit analysis may be required prior to ultimate decision-making on some mechanical and facility design decisions.

Other **green design principles**, such as ensuring facility patrons have transportation options (e.g. mass transit and active transportation), having associated support amenities (e.g. bike racks), and including **design elements to promote physical activity** (i.e. making stairwells more appealing alternatives to elevators) should also be considered in recreation infrastructure provision. Designating and allocating land for **future expansion** of indoor and outdoor recreation amenities should also be considered to better accommodate future growth and provide flexibility in meeting evolving community demands.

Spectator and User Perspectives

When designing and operating recreation facilities, it is important to consider both user and spectator perspectives. Especially apparent for children and youth, spectatorship is an important consideration. Children and youth are more likely to engage in meaningful activity when parents and guardians are involved in the activity or watching. The spectator experience (e.g. food and beverage, seating options and comfort, heat, places for children to play) can be as important as user considerations such as corridor width in ice facilities (for ease of movement with hockey bags) and dressing room size.

Synthetic Playing Surfaces

More and more municipalities are utilizing synthetic playing surfaces as an alternative to natural turf for the provision of rectangular fields, ball diamonds, and, in some cases, outdoor rink spaces. These surfaces allow for more intense and continuous use regardless of weather, and extend the playing seasons of scarce outdoor spaces. Although synthetic surfaces have higher construction and replacement costs as compared to natural turf, the ability to utilize synthetic surfaces much more intensely also enables increased program and tournament hosting capacity. Other benefits of synthetic surfaces include:

- All weather use
- Extended playing season
- Ease of maintenance
- Reduced injuries/safer playing surface for athletes (subject to further research)

Healthy Foods in Facilities

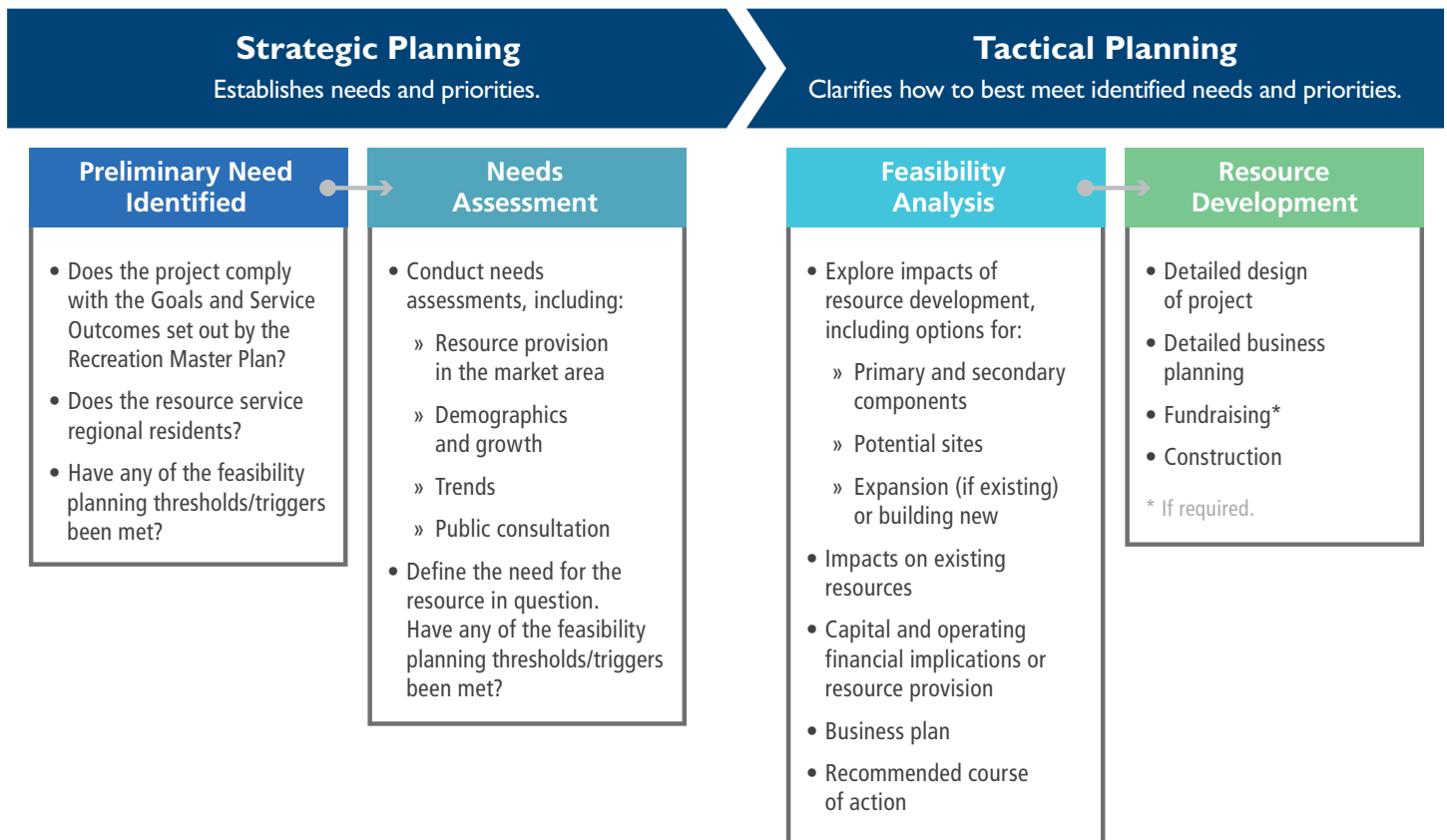
Some Canmore recreation facilities and parks offer food and beverage services. These services are provided through leasehold concession and kitchen areas as well as vending machines. Despite the fact that these recreation facilities and parks promote active, healthy living, it is not uncommon to see unhealthy food choices offered to patrons. Since unhealthy foods can be more profitable for food service providers and are popular with patrons, offering healthy food options along with less healthy options may be a worthwhile compromise for service providers. Affordability of healthy options also needs to be considered to promote healthy eating choices.

APPENDIX

L

Project
Development
Process

The planning and design of future recreation infrastructure needs to balance a number of considerations including growth and utilization in the town and the Bow Valley, the life span of current facilities, desired service levels, and expected trends in recreation participation. As such, planning for public recreation facilities and spaces should include a project-specific feasibility analysis whenever major project development is considered. The following chart outlines the steps associated with major regional recreation facility and space development. The same steps and framework can be applied to local recreation facility and space development as well.



Since feasibility analysis is required to provide decision-makers with the information necessary to make informed judgments, it is recommended that **significant public investments in recreation facilities and spaces should not occur without undertaking market feasibility analysis and business planning.** This applies not only to initiatives championed by the Town, but also to those projects led by not-for-profit groups and associations where public funds are required for the capital and/or ongoing operations of facilities. The entire process, including needs assessment, feasibility analysis, design and construction can take between 18 and 30 months (or longer) and requires the input of a variety of internal and external stakeholders.

Further to this approach, the following planning triggers are proposed to help municipalities determine when and if feasibility analysis related to future facility and space development is warranted. Undertaking a feasibility analysis requires investment and resources, and sets public expectations. Since this is the case, the following **feasibility planning “triggers”** outline when area municipalities could/should initiate (or facilitate in the case of a non-profit-based project) feasibility analysis and business planning.

Market feasibility analysis and business planning could occur when one or more of the following criteria are met.

1. Facility spaces currently being offered approach **80% to 90% utilization levels** on a sustained basis.
2. Facility or facility spaces currently being used have **less than 25% remaining lifecycle or require investment of over 50% of replacement costs** (Facility Condition Index) as a functional and modern resource (as determined by ongoing lifecycle planning).
3. **Current and future demands**, as impacted through expression of needs, as a function of public input, trends and majority impact, and/or market growth, can be proven.
4. The facility in question and program services proposed provide **equitable access** for all residents as a public service.
5. Facility type and function **conform to the core recreation service functions** of local municipalities or new functional areas as contained within the broader strategic planning.
6. Facility type and function are **not currently and/or adequately provided** through other agencies or private sector services in the town and broader Bow Valley.
7. Potential and/or confirmed **operational or capital partners are committed and established** as registered societies, institutions, or municipal governments and collectively represent sufficient membership or market segments to sustain use of the development for the life of the development.
8. The external partner (institution, regional municipality, volunteer and/or non-profit group) leading a facility development initiative has, or **has access to, significant capital and/or operating resources**.

The previously noted process and associated planning triggers will help formalize and prioritize potential recreation projects in the future. If a combination of these planning triggers criteria are met, further feasibility analysis may be warranted. As feasibility analysis requires public investment, the following **general guidelines for feasibility exploration** should be achieved. General conditions for prudent feasibility analysis include:

- There must be **public engagement** in the planning process, preferably through the use of statistically reliable surveys.
- A **market assessment** for component service delivery functions must be completed.
- A thorough and transparent **site/location analysis** must be completed.
- There must be a **biophysical/environmental** impact statement.
- There must be a **concept development plan** including infrastructure planning, costs and impacts of ongoing operations.
- The project must demonstrate **conformity to broader municipal strategic planning, such as the Town’s Strategic Plan and Municipal Development Plan**.
- **Business planning** outlining capital partners, operating partners, sources of capital, capital amortization, and projection of operating costs must be completed.
- **Opportunity cost analysis** must be undertaken, which demonstrates that the project represents the best way of achieving the intended goal.

Should feasibility analysis be warranted, these guidelines will ensure that decision-makers have undertaken the due diligence they need to make informed decisions in the best interests of the community and public good.

