Leisure Services Master Plan

Prepared for the City of Spruce Grove, Town of Stony Plain, and the TransAlta Tri-Leisure Centre

Yates, Thorn & Associates Inc., with
Athletica – Sport and Recreation Design

50 Beach Drive, Victoria, BC, V8S 2L4
250-598-3525

Table of Contents

EXECUTIVE SUMMARY 4

LIST OF STRATEGIES AND RECOMMENDATIONS 5

INTRODUCTION 6

BACKGROUND 7
PROCESS 10

THE COMMUNITY PROFILE 11

DEMOGRAPHICS 11
INFORMATION FROM THE 2006 CENSUS 11
THE JURISDICTIONAL LANDSCAPE 13
THE FINANCIAL LANDSCAPE 14

THE RECREATION DELIVERY PROFILE 18

NATIONAL, PROVINCIAL AND LOCAL RECREATION TRENDS AND PATTERNS 18
RECENT RECREATION PLANNING 20

PEOPLE AND RECREATION 25

THE LEISURE GROUPS OF THE TRI-REGION 27

LEISURE IN THE COMMUNITY 36

THE ORGANIZATIONAL LANDSCAPE 36

THE PROGRAMMATIC LANDSCAPE 43

STRATEGIES AND RECOMMENDATIONS 55

IMPLEMENTATION PLAN 71

Appendix A – Review of Background Documents
Appendix B – Demographics
Appendix C – Consultation Report

Appendices are separately bound and can be provided on request.

Executive Summary

The tri-region of Spruce Grove, Stony Plain and Parkland County has grown rapidly over the last decade and continues to grow at a rapid pace. The recreation system has done well to keep pace. The focus in the last 10 years has been getting the TransAlta Leisure Centre (TLC) built and operating. Without question it has been a tremendous addition to the region's leisure system, and has repeatedly scored well in municipal community satisfaction surveys. It provides primarily spontaneous/drop-in recreation opportunities.

This Leisure Services Master Plan focuses on the broader leisure system, with particular reference to the delivery of a wide range of leisure programs and special events. Our definition of leisure includes recreation, sport, culture and the arts, health and wellness, family and community social services, fitness, and community education.

The leisure system can be seen as having two elements:

- The facilities and amenities that foster spontaneous recreation. This includes recreation facilities such as the TLC, but also includes a variety of other facilities such as arenas, gymnasiums and outdoor pools. It also includes the parks and trails that offer outdoor leisure opportunities. The plans for these sectors have been thoroughly examined in the recent Regional Indoor Recreation and Cultural Facilities Study, and the various Parks and Open Space Strategies that all municipalities have now completed.
- The community leisure system that provides programmed opportunities as opposed to spontaneous opportunities. These are provided through the municipal facilities including the TLC which offers a variety of fitness and wellness multi-week courses and programs. However the primary providers of programmed leisure opportunities are the many not-for-profit organizations -- soccer and minor hockey associations, dance schools and gymnastics clubs, spinners and weavers, cubs and brownies..... and many more.

How the municipal system relates to this second element is the focus of this Leisure Services Master Plan. It recommends that the municipalities take a more holistic approach to leisure services -- an approach which would build stronger partnerships with these not-for-profit groups.

These not-for-profit groups are very much the hearts of the community. They don't just provide recreation/leisure opportunities: they connect people with their neighbors, they strengthen the sense of community, and they build community pride. These are all goals that the municipalities have recognized and committed to in their Strategic Plans and Municipal Development Plans.

These not-for-profit organizations also put on many of the special events in the community -- music festivals, Christmas fund-raising events, summer fun. Working more closely with, and strengthening these organizations, would also make these events more vibrant and sustainable.

The leisure services master plan also looks at those sport competitive events that are classified these days as sport tourism, making various suggestions and recommendations about how the region can foster the economic development that flows from these events.

List of Strategies and Recommendations

Strategy #1 - Build a more comprehensive leisure system

1.1 Develop alternative consultation frameworks designed to enter into an ongoing dialogue with both the representatives of the public and with the not-for-profit and private sector leisure providers.

Strategy #2 - Strengthen the Community System for Leisure Program Delivery

2.1 Commit municipal human resources to building the capacity of the community not-for-profit leisure system and organizations.

Strategy #3 - Stress Collaboration within the Community System

3.1 Encourage the sports and arts communities in the region to form coordinative councils which can play a role facilitating and maintaining partnerships and communicating with a unified voice.

Strategy #4 – Establish Quality Standards

4.1 Develop a quality standards framework for the region.

Strategy #5 - Place Particular Emphasis on Program Affordability

5.1 Develop, adopt and promote policies that ensure that income is not a barrier to participation.

5.2 Ensure that municipal leisure websites, including TransAlta Tri Leisure Centre, clearly display information about program affordability.

Strategy #6 - Develop leisure programs that enhance the sustainability agenda of municipal councils

6.1 Work with not-for-profit groups to develop and promote a set of programs which focus on 'Children and Nature: Fun and Adventure in the Tri-Region Parks'.

Strategy #7 - Strengthen the Linkage with the Health System

7.1 Commission the Tri-Community Healthy Living Partnership to develop an annual report, with recommendations for action, designed to stay abreast of developments in this area.

Strategy #8 – Develop a Cultural Strategy for the Region

8.1 Develop a cultural strategy.

Strategy #9 - Develop a Community Education Strategy

9.1 Develop a community education and experiential learning strategy.

Strategy #10 – Move Toward Schools as Community Facilities

10.1 Meet with the School Divisions to discuss the development of a comprehensive after-school program, as well as participating in a community education initiative.

Strategy #11 – Formalize Special Event Planning

11.1 Develop a Special Events Strategy for the region.

Strategy #12 – Promote Sport Tourism

12.1 Working in conjunction with the sport organizations, develop a sport tourism strategy for the tri-region.

12.2 Host a one day sport tourism planning workshop, sharing information among sport representatives, the tourism industry, and all other involved parties.

Introduction

Located 15 minutes west of Edmonton the 'Tri-Region' is a dynamic, vibrant and diverse group of communities located in Alberta's Capital Region. It is made up of the urban areas of Stony Plain and Spruce Grove as well as the surrounding rural municipality of Parkland County. The combined urban and rural population was 61,000 in 2006 and continues to grow at sustained average rates of between 3% and 5% per year.

The purpose of this Leisure Services Master Plan is to identify needs and priorities for leisure development over the next ten (10) years focusing on sport, recreation, culture and special event program and service delivery. It is also important for the plan to accurately reflect the breadth of leisure opportunities currently available within the Town of Stony Plain, City of Spruce Grove and TransAlta Tri Leisure Centre.

The starting point for this planning is a commitment to certain values and guiding principles, some of which relate to the planning process and some to its outcomes or the objective of a Leisure Services Master Plan that facilitates effective and efficient service delivery. These guiding principles were initially laid out in the RFP[1] – we have added to them as necessary:

Outcome Principles

- To acknowledge the importance of leisure to our daily lives.
- To understand and consider the importance of both structured and unstructured leisure experiences within the mix of opportunities presently available to residents and visitors.
- To recognize the many interrelationships between sport, recreation and culture.
- To recognize the role of community based and privately operated service providers and to consider opportunities for improved partnership and collaboration wherever possible.
- To acknowledge the fundamental importance of the natural environment to the community's well-being and to consider environmental sustainability in the delivery of current and future leisure opportunities.
- To recognize the distinctiveness of leisure pursuits within the respective jurisdictions and identify opportunities for improved partnership and collaboration wherever possible.
- To recognize the uniqueness of the tri-municipal region and the spirit of cooperation to implement a leisure service delivery model that not only maximizes the use of resources but avoids duplication of services.
- To acknowledge the importance of balance between the desires for enhanced public leisure opportunities and the need for responsible fiscal management.

Leisure or free time, is a period of time spent out of work and essential domestic activity. (Wikipedia)
It is a broader term than 'recreation' and includes sports, both participation and spectator, arts and cultural pursuits, and what is generally termed 'community education' (to distinguish it from formal and vocational education.
The role of municipalities within the Canadian governmental system is the provision of recreational opportunities for their residents. This was confirmed in the 1974 definition of recreation, and included in the National Recreation Statement issued by the Federal-Provincial –Territorial Ministers of Sport and Recreation in 1987.

Process Principles

- To make the planning process as transparent, inclusive and engaging as possible.
- To recognize and value diversity of opinion.

[1] RFP page 2.

- To collect and effectively convey public input in regard to the current state and future development of sport, recreation, culture and special events programs and services in the Town of Stony Plan, City of Spruce Grove and TransAlta Tri Leisure Centre (the TLC).
- To understand and consider the community's changing profile and to identify the ways in which leisure can enhance the health and happiness of all people in the region.
- To seek out and incorporate the thoughts and recommendations of our community's children, youth, adults, seniors and those residents with special needs.
- To identify local, provincial, national and international trends in sport, recreation, culture and special events and their relevance to the Town of Stony Plain, City of Spruce Grove and TransAlta Tri Leisure Centre.
- To study examples of best practices and new ideas in the delivery of public leisure and to examine the potential for local implementation.
- To consider the importance of tourism to our community's economic and social fabric.
- To identify sport, recreation, culture and special event tourism potential in relation to the Town of Stony Plain, City of Spruce Grove and TransAlta Tri Leisure Centre current and future leisure programs and services.
- To collaboratively compile resources (staffing, equipment, facilities) available to the region.

Background

In the last 50 years, both Alberta and Edmonton have been growing rapidly in population. Suburban development has been occurring on all the outer margins of Edmonton. On its west side, lay the rural town of Stony Plain with its distinctive heritage and painted past. It lay in Parkland County which was primarily rural, with small communities the core of which was often a church or community hall.

Growth in the 1990s rapidly expanded Spruce Grove, a largely suburban area but with large amounts of commercial and industrial land and development. Soon Spruce Grove was expanding into Parkland County and suburban development was springing up in Stony Plain.

Historically leisure opportunities were always many and varied. There was always lots of open land and space for children and youth to play, a growing sport culture with numerous small arenas and ballfields, and a variety of arts and cultural opportunities.

The elected officials of all three municipalities recognized that their new and growing populations, with their urban aspirations, would require a wider range of facilities. In order to attract and retain population new recreation opportunities were required.

The concept of a comprehensive recreation facility developed in the late 1990s and the TransAlta Tri Leisure Centre opened in 2002. All three municipalities were equal partners, according to population, in its funding and development. They were also equal partners in the Part 9 Corporation that was appointed to manage it. In the seven years since that time, the centre has been enormously successful especially in providing for the spontaneous recreation needs of the community[2]. So successful in fact that a feasibility study for an addition to the Centre has been initiated.

In those seven years since the TransAlta Tri Leisure Centre opened, a new set of relationships have gradually emerged between the Centre, the municipalities, and the other private and not-for-profit groups that deliver recreation opportunities:

- A few businesses, such as King Street Fitness and Court 21 in Stony Plain, have closed.
- Many not-for-profit groups have enthusiastically welcomed the TLC as it has provided a significantly enhanced facility base, and their participation has grown because of it.
- Other groups have not been able to use the Centre's facilities although they remain vibrant, although would like to access equivalent facilities.

[2] For instance, the Stony Plain Community Survey reported that the TLC was the municipal facility with the highest community satisfaction levels (see page 20 of this report).

- The Centre has, especially in the last year or so, taken on a stronger role in supporting and enabling these groups.
- Municipalities have generally left the sports and recreation portfolio to the TLC.

There is no doubt that the region's population is very happy with the TLC's menu of opportunities. However the TLC has focused primarily on spontaneous recreation opportunities as opposed to program development, and there is a sense that a stronger program selection would be good for the community in many ways.

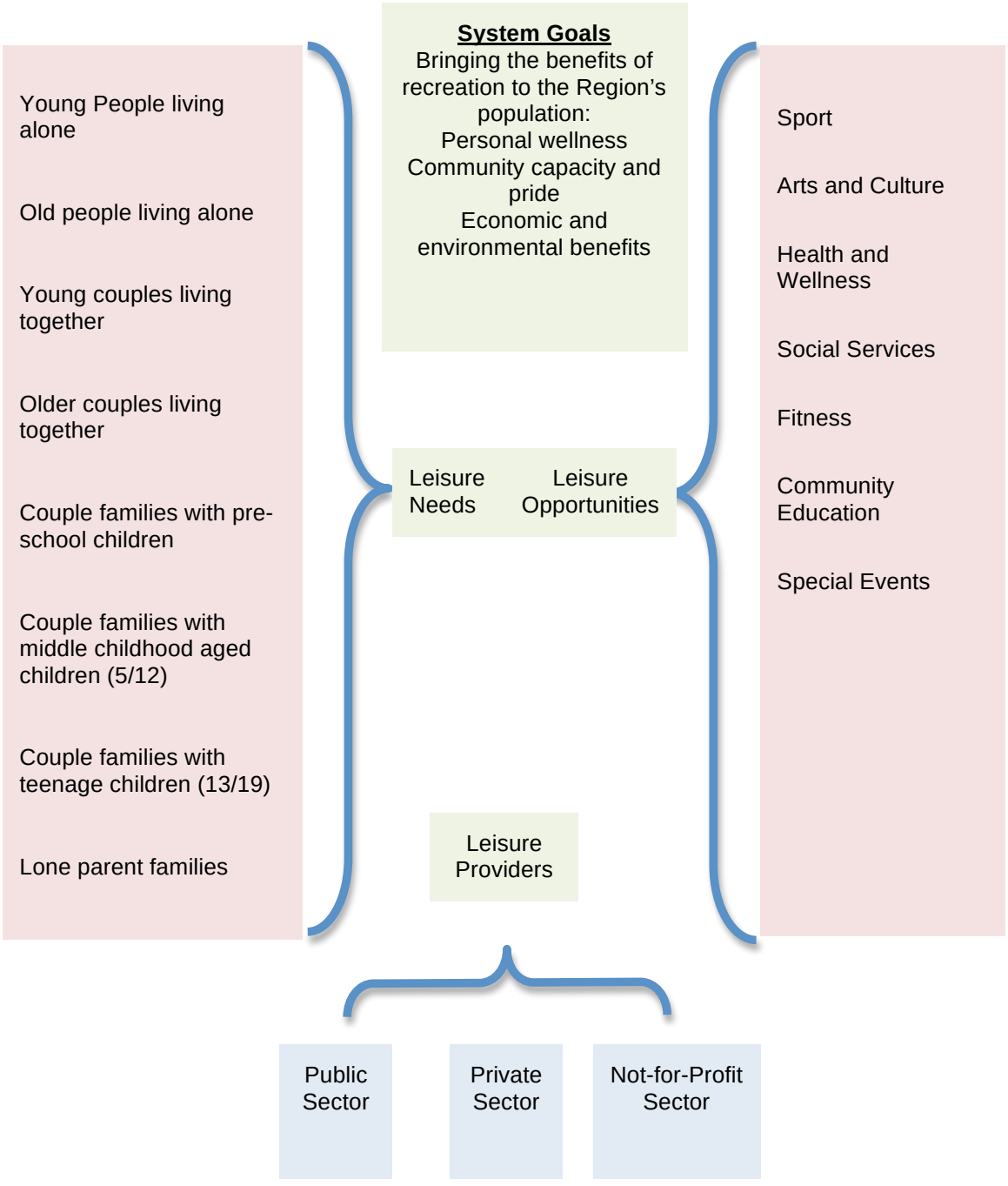
In addition, sport events are seen to have important roles to play in the community through building community pride, strengthening community connectivity, bringing economic benefits to the community, and building health and wellness.

This project explores all these aspects of leisure and community, proposing a set of strategies and actions that will strengthen the community through leisure. Unlike many other leisure master plans, this report focuses firstly on the population of the region by examining the various 'groups'[3] who make up the community. It then examines the leisure needs and interests of each of these groups, linking that set of needs and interests to the opportunities currently provided. The gaps and overlaps in the system thus become apparent, and strategies and recommendations are made to address these.

This conceptual approach is diagrammed on the following page.

[3] This terminology comes from the work of Michael Adams – see Adams, M (1997) Sex in the Snow – Canadian Values at the End of the Millennium.

THE LEISURE SYSTEM



Process

The process of preparing this Leisure Services Master Plan consisted of five phases as follows. The project commenced in March 2009 and was complete by November 2009. All data is contained in this report, plus a series of appendices. Activities, timelines and appendices reference are as follows:

March 2009

Phase 1 – Preliminary Data Gathering
- Project Initiation Meetings
- Background Reports — Appendix A
- Demographics — Appendix B
- Inventories
- Trends

Phase 2 – Community Consultation
- Focus Groups with Organizations — Appendix C
- Consulting Youth

Phase 3 – Developing Strategic Issues
- Comparative Cities Review
- Strategic Issues Inventory

Phase 4 – Draft Report
- Draft Plan
- Presentations
- Open House

Phase 5 – Reporting
- Development of Final Report

November 2009

The Community Profile

Demographics

See Appendix B for more information on the demographics of the region.

Information from the 2006 Census

The region[4] grew rapidly between the 2001 and 2006 censuses, with an overall rate of growth of 15.7%. This is faster even than Alberta as a whole (10.6%), which was itself the fastest growing Canadian province.

Within the region, the two urban areas grew most rapidly, and the additional population was largely accommodated in the urban areas, where Stony Plain's growth was slightly faster than that of Spruce Grove.

The region's total population was just over 61,000 in 2006.

The region's age profile is very similar to the Alberta average, although with slightly more children and youths (29% versus 26%), but also slightly more adults aged 45/64 years, as opposed to the 20 to 44 age group.

The age structure also differs between the three constituent local government units. All of them have roughly the same percentage of children under age 19 years, but Spruce Grove has more younger adults aged 20 to 44 than either Stony Plain or Parkland County. And Stony Plain has a significantly higher percentage of those over age 65 years than either of the other jurisdictions.

The region has many families – over 20,000. About 9,400 are couple families who have children living at home[5] (7,520 are married; 1,885 are living common law), and another 2,125 are lone parent families. The remainder are either couples without children living at home or people living alone.

There are an estimated 20,500 children living in the region. 17,700 are under 20 years of age, of whom 3,800 are aged 0 to 4 years. School age children therefore number about 12,000. Children living in lone parent households are about 16% of the total.

Family incomes are above the norm for Alberta by a substantial amount - $81,500 versus $73,800. However lone parent families, especially those with female heads of household (the majority of them) are below the provincial average, and are only at 46% of the Tri-region average income. However the number of families experiencing low income is well below the provincial average of 12%, at only 5%. There are not many low income families but those there are, are disproportionately poor. As a comment, this paints a picture of a community where it is hard to be financially disadvantaged.

Alberta has fewer residents of non-Anglo or non-Caucasian ethnicity, and in the Tri-region this is even more the case than in other Albertan communities. However there is an increasing number of short-term immigrant workers who are being drawn to the region, and their leisure needs must be addressed.

---

[4] The 'region' has two definitions: in this section, it refers to the sum of the three jurisdictions, which in 2006 was 61,000. However the 'Tri-Region' is also defined as the region served by, and whose population contributes to, the TLC. Only part of Parkland County is included in this definition, and the 2006 population for those purposes was 45,750.

[5] Children are aged 0 to 25 years.

Residents may not be new to Canada, but many are new to the Tri-Region. Only 85% lived at their same address one year ago, and only 59% have lived in the same house for five years or more. But most new residents have moved from elsewhere in Alberta, and only 1% were living outside Canada five years ago.

Education attainment is low in Alberta and has been noted as a concern by the provincial government (see Campus Alberta Initiative); the levels in the Tri-Region are below the provincial average. While the percentages are in most cases only slightly below provincial averages, this is particularly troubling given the young age structure of the population. The categories that are above the provincial average are apprenticeships and a college diploma. University level education is well below the provincial average.

In employment terms, all rates are very close to the provincial average, with three out of four adults in the workforce.

The participation rates for males and females are 81% and 69% respectively, which is again close to the provincial averages. It is likely that the issues of before and after-school care are as significant in the Tri-region as they are elsewhere in Alberta.

All occupations are close to the provincial average except for trades, transport, equipment operators and related occupations, which, at 25%, is 7% above the provincial average. The region has a strong ‘blue collar’ job quotient.

In the region, one quarter of those employed do not have a regular place of work: 10% work from their homes and 16% have no fixed workplace address.

Of the 74% who do have a regular workplace that they go to, only 16% work in the same local government jurisdiction that they live (ie live and work in Spruce Grove). Many no doubt just cross into the other jurisdiction, but many more commute into Edmonton.

And of those who do commute, or the 16% with no fixed work address, almost all (87%) commute as a driver in a car, truck or van. Only 8% commute as a passenger in a car or truck and 3% walked or cycled.

The Jurisdictional Landscape

The Tri-Region is the municipalities of the Town of Stony Plain, City of Spruce Grove, and Parkland County. Together, they form the growing western suburbs of the City of Edmonton.

Their principal leisure facility is the TransAlta Tri Leisure Centre. It represents a regional cooperation between the three communities for the benefit of the residents. The TransAlta Tri Leisure Centre is owned and operated by partnership of three municipalities and receives a fixed amount of funding from them. Capital costs were shared on the following basis:

- Town of Stony Plain – 24.5%
- City of Spruce Grove – 42.0%
- Parkland County – 33.5%

Its construction was funded following a referendum; in addition, the project received a grant of $7m from the Province of Alberta.

The construction of such a collaborative project had been discussed over many years. Input for the TLC's design was gathered through a series of public consultation meetings in October, 2000. Following those meetings, plebiscites were held in each municipality on December 13th, 2000. Enough residents in all three communities voted ‘yes’ for the project to proceed. The Centre opened to the public on June 29, 2002 with over 30,000 people visiting the new facility during that long weekend.

The TLC includes:

- 2 NHL sized Arenas
- Leisure Ice for spontaneous use
- An Aquatic Centre that hosts
- 25 meter pool with 10 lanes
    - leisure pool with play structure
    - water slide
    - hot tub
    - steam room
- Gymnasium with hardwood floor
- 2 indoor fields
- Indoor Fitness Track
- Fitness Centre
- Fitness Studios
- Children's Play Centre
- Meeting Rooms

In the ten years since the TLC was designed, the communities have continued to grow. In July 2009, a facility expansion feasibility analysis was undertaken to examine the viability and sustainability of building and addition to the centre. This feasibility analysis will no doubt draw heavily on the recommendations of this report, as well as those of the Regional Indoor Recreation and Cultural Facilities Study that was completed in the spring of 2009.

The Financial Landscape

The agreement when the TransAlta Tri Leisure Centre was built was that three local governments would share the capital cost and the operating shortfall, and that a Part 9 Corporation (a not-for-profit corporation) would be established to operate the Centre. It was also agreed that the shortfall would be managed by the Corporation at a given amount. Originally, this amount was $600,000, but this was increased for the 2008 operating year to $700,000. It was also agreed that the sharing arrangement would be adjusted to reflect any changes in population distribution.
The current financial statements of the Corporation are summarized as follows:

Tri-Leisure Centre		Actual	
		2008	
Revenues	$5,607,428		
Administration		$488,365	
Arena/Fields		$790,399	
Aquatics		$451,850	
Fitness		$243,555	
Passes		$2,752,332	
Program/ Hall and Gym/ Indoor Play		$180,927	
Partner Contribution		$700,000	
Stony Plain			$191,100
Parkland County			$217,000
Spruce Grove			$298,200
Expenditures	$5,512,689		
Administration		$1,040,933	
Operations		$1,861,367	
Arena/Fields		$204,296	
Aquatics		$893,872	
Fitness		$388,686	
Public Service		$603,401	
Program/ Hall and Gym/ Indoor Play		$295,009	
Capital Programs		$225,125	

- The partner contributions from the three local governments represents 12.5% of the total revenues.
- Administrative revenues (leaseholders, corporate donations, and grants and contributions from other agencies) make up another 9% of revenues.
- The remaining 80% are fees received from users and user groups, of which the largest proportion (48%) is for centre passes and memberships.
- Fees specific to the various elements of the centre make up the remaining 30% of revenues: bookings of the indoor fields and arenas make up 14%, aquatics programming is 8%, with fitness programs at 4%. These are all primarily for programming, either by the many not-for-profit groups which use the facility, such as Minor Hockey or Youth Soccer, or from individuals paying for programs, such as swimming lessons or fitness classes.

Expenditures are structured to balance the budget at the $700,000 subsidy level. Any surplus at year end is generally allocated to established reserve funds.

Apart form the TLC budget, each of the three local governments rent facilities and run a small number of programs. Spruce Grove gather about $200,000 in rental and program fees through their Recreation and Outdoor Development Division, of which about half is for summer program fees. Other programs are run by the FCSS Division, but most are covered by the provincial funding grant. Parkland County also contribute to the cost of FCSS programs delivered through Spruce Grove.

Spruce Grove 2008 and 2009							
Account - Recreation and Outdoor Development		General A/C		Events		Programs	
Revenues	$222,506	$70,206		$29,300		$123,000	
Govt Transfers				$3,000		$18,000	
User Fees		$70,206		$26,300		$105,000	
Facility Rental			$26,500				
Facility Rental - Elks Hall			$36,000				
Facility Rental - Other			$4,706				
Janitorial Overtime Recovery			$3,000				
Sale of Merchandize					$5,000		
Donations and Sponsorships					$16,700		
Summer Programs							$95,000
Other					$4,600		$10,000
Expenditures	$862,346	$528,526		$145,700		$188,120	
Human Resources			$347,298		$0		$123,520
Operations and Maintenance			$181,228		$145,700		$64,600
Account - FCSS							
Revenues	$626,039						
Govt Transfers		$611,289					
Prov. Grant			$405,000				
Local Grant from Parkland County			$206,289				
User Fees		$14,750					
Expenditures	$919,954						
Human Resources		$483,454					
Operations and Maintenance		$436,500					

The Town of Stony Plain offers a number of programs and recreation opportunities separate from the TLC:

- A variety of programs, lessons and functions occur at the outdoor swimming pool, with revenues of $122,000.
- Other programs and workshops run directly by the Town, such as summer programs and at the outdoor rinks, bring in revenues of $42,000.
- The Town also provides grants to various organizations to deliver programs and services, such as the Multicultural Society.
- Other leisure services are provided through other Town departments; the Golf Course is municipally owned and provides a variety of programs and skill building opportunities in addition to spontaneous play.

Stony Plain	Actual 2008				
		Community Services		Cultural Services	
Revenues					
	Community Services (Admin)	$87,894			
	TLC	$0			
	Programs	$41,965			
	Summer Programs		$20,022		
	Workshop[s/Events		$12,149		
	Other		$9,794		
	Swimming Pool	$122,848			
	Handi-bus	$42,727			
	Parkland Building			$14,000	
	Community Centre			$49,162	
	Multicultural Centre			$0	
	FGP - Library				
	Exhibition Society			$10,490	
Expenditures					
	Community Services (Admin)	$327,538			
	TLC				
	Contribution to Facility Operating		$191,100		
	Debenture Costs		$252,404		
	Programs	$122,335			
	Swimming Pool	$214,703			
	Handi-bus	$68,170			
	Parkland Building			$22,718	
	Community Centre			$61,174	
	Multicultural Centre			$55,454	
	FGP - Library				
	Exhibition Society			$44,256	

Parkland County does not deliver its own programs but contributes to the programs, services and facilities of other local governments, primarily Stony Plain and Spruce Grove. Thus it makes grants for recreation programs at the Multicultural Heritage Centre, Pioneer Museum and Centennial Arena in Stony Plain, and Horizon Stage and the Agrena in Spruce Grove. These grants are negotiated annually where not driven by an agreed formula, which is the case with the TLC.

Parkland County		Budget 2008 and 2009		
			2008 Actual	2009 Budget
Expenditures				
	Stony Plain			
		Multicultural Heritage Centre	$41,650	$41,650
		Pioneer Museum	$52,500	$40,000
		Centennial Arena	$35,120	$35,120
	Spruce Grove			
		Horizon Stage	$48,375	$48,375
		Agrena	$69,875	$69,875
	TLC		$210,700	$210,700

The Recreation Delivery Profile

National, Provincial and Local Recreation Trends And Patterns[6]

The Leisure Services Master Plan must look as far into the future as possible to ensure that initiatives put in place today will continue to be relevant in the future. This section looks at changes that might be anticipated over the next 10 to 20 years. Some are unknown, but many, especially those that will impact the next decade, already exist today. It is necessary to analyze trends at different scales in order to capture the totality of influences on parks and recreation. We adopt a three level approach:

- Values – the highest level of trends…those 'really big picture' issues that create the backdrop to everything we do.
- Social and Economic Structures – the main components that make up our society and economy.
- Changing Recreation and Park Delivery – the way we do business.

Values

We must recognize that:

- Recreation plays a key role in bringing people and communities together, supporting community organizations, delivering recreation opportunities and building community capacity.
- Recreation opportunities are products which must be delivered into a competitive marketplace, and must be competitive in relation to both price, quality and service.
- In particular, the needs of children and youth for experience, risk and a sense of adventure must be addressed (if we are to compete with video games, TV, etc.).

Social And Economic Structures

We must recognize that:

- Changing demographic issues must be considered especially when determining programs and services for families, children, youth and seniors, in particular related to program affordability. Albertans enjoy high household income, but public sector recreation and parks must be vigilant in identifying and responding to diverse recreation needs, including the needs of those who are economically disadvantaged despite Alberta's booming economy.
- While recreation is not going "high-tech", our support systems must embrace technological solutions such as using the Internet.
- For retired people, home workers, stay-at-home parents, etc., the recreation centre is the heart of the community.
- There is wide support for environmental initiatives - walking, trails, biking, community gardens, protecting parks, urban farms - all have a role to play in leisure services planning.
- Partnering with other groups and organizations is the way of doing business in the 21st century.
- Volunteers are essential to the recreation system and must be nurtured. A recent Statistics Canada report noted that in Canada, 11% of adults volunteer in sport and recreation organizations, providing 17% of total hours volunteered. The average sport

[6] Given the linkage between this Master Plan and the Regional Recreation and Culture Indoor Facility Strategy, we have integrated some of their research into this section.

and recreation volunteer contributed 119 hours in 2007, down slightly from 122 hours in 2004. Alberta's rates for all volunteers are a little above the national average.
- Active living is a major thrust for programming.
- Alberta's economy is expected to decline in 2009 by over 2%, but is expected to rebound in 2010. The economic significance of recreation and culture is on the rise. In particular, the economic value of sport events is being recognized by communities.
- Alberta is seeing epidemic increases in the incidence of chronic and costly illnesses such as obesity and diabetes

Changing Leisure Delivery

We must recognize that:

- There will continue to be growth required in programs and recreational opportunities for females, families, seniors, and children and youth.
- By 2020, one in five people in some communities may well be classified as "disabled".
- Both now and into the future there will be continuing demand for health and wellness services, for outreach services for seniors, and for the increasing number of seniors who are 'disabled' to some degree.
- There's a general trend away from team and regularly scheduled activities, toward less structured and more spontaneous activities best accommodated in drop-in opportunities.
- The way of doing business in the future will be through linking with other agencies and organizations in program delivery.
- As well, there will be continuing demand for outdoor recreation opportunities especially for children and youth - reconnecting children to nature.
- A focus on facilities that deliver spontaneous-use opportunities, and opportunities for the whole family to take part in different activities simultaneously.
- Decreases in structured/organized activities such as team sport and increases in spontaneous activity participation such as walking/jogging and fitness/wellness activities.
- An increasing number of activity choices for all ages, in particular arts and culture programming, attendance at fairs/festivals/events as a spectator, and low impact/therapeutic recreation pursuits such as visiting leisure aquatics and hot pools, and horseback riding.
- Participation in structured activity, such as some traditional team sports, has declined in the recent past. Citizens are demanding more flexibility in timing and activity choice, moving away from structured team sports to spontaneous activities such as fitness/wellness, leisure swimming, walking, and open gymnasiums for spontaneous activities. People are seeking individualized, informal pursuits that can be done alone or in small groups, at flexible times, often near or at home.
- Competitive sport participation across Canada in many traditional sports has declined over the past several decades, especially for children[7], although with Alberta and the region's growing population, these trends may be somewhat masked in this region.

The 2008 Alberta Recreation Survey identified the most frequently mentioned favorite recreation activities as follows:
- Walking
- Swimming
- Reading
- Golf
- Hiking
- Camping
- Bicycling

As well, 41 % of respondents identified a desire to take up a new activity. It is surmised that participation in these activities will be on the rise as demands increase.
- Gym/fitness
- Dancing
- Swimming
- Canoeing/kayaking
- Yoga
- Curling

[7] According to a June 2008 Statistics Canada article on kids' sports, the percentage of kids between the ages of five and 14 participating in organized sports fell from 57 per cent in 1992 to 51 per cent in 2005. Boys' participation in the same age group dropped a full 10 per cent—from 66 per cent in 1992 to 56 per cent in 2005. Source: Healthy Alberta website.

Recent Recreation Planning

Region-Wide Planning

The three local governments have recently completed an indoor facilities strategy. Its goals were :

1) To provide quality indoor recreation and culture facilities for residents of the Tri-Municipal region, thereby contributing to overall community wellness and quality of life.
2) To build upon the successes of the TransAlta Tri Leisure Centre, its ownership and operating structure and presence in the Tri-Municipal Region.
3) To ensure that existing service levels and facility provision within the region is maintained prior to exploring the development of new facilities.
4) To ensure that all opportunities for leveraging public funds are explored in building, operating and maintaining publicly-funded recreation and culture indoor facilities.
5) To outline a transparent and consistent recreation and culture indoor facility needs assessment, feasibility, design and development process so that all new initiatives can be assessed and associated decisions can be made on an equitable basis.
6) To provide overall direction as to future recreation and culture indoor development priorities and associated development options in the Region.

The facilities strategy identified 25 indoor facility priorities.

Rank Facility Component
1 Fitness/Wellness
2 Gymnasium
3 Child-play Space
4 Community Meeting Rooms
5 Social Banquet Spaces 500+
6 Leisure Pools
7 Climbing Wall
8 Gymnastics Facilities
9 Performing Arts Theatre Space
10 Arenas/Ice Surfaces
11 Track
12 Program/Combatives Rooms
13 Program Pools
14 Library Space
15 Field House
16 School Gymnasiums
17 Art Display Spaces
18 Museum Spaces
19 Outdoor Pools
20 Spectator Ice Arena
21 Arts and Crafts Studios
22 Social Banquet Spaces <500
23 Leisure Ice
24 Racquet Court Sports
25 Agri-Recreation Spaces
26 Curling Rinks
27 50m Pools

It made three short-term and two medium-term recommendations (work has started on #1):

1) Conduct a detailed feasibility study, in conjunction with the TransAlta Tri Leisure Board, to explore the potential of including, but not limited to, the following facility components in expanding the TransAlta Tri Leisure Centre (Type 1: Major Regional):
• Fitness/wellness spaces/expansion,
• Child-play space expansion,
• Additional community meeting rooms/volunteer resource centre,
• Additional program/combatives rooms,
• Art display spaces,
• Arts and crafts studios,
• Indoor climbing wall facilities,
• Indoor gymnastics facilities, and
• Retrofits/upgrades suggested by the facility assessment.
**Timing: 2009*

2) Begin regional discussion/planning immediately for land acquisition to support two sites for Type 1: Major Regional or Type 2: Minor Regional facilities of no less than 15 acres (Type 2) and 25 acres (Type 1).

3) Conduct a detailed feasibility study to explore the potential of additional facility components at the Glenn Hall Centennial Arena including, but not limited to:
• Additional indoor ice facilities (considering spectator arena),
• Fitness/wellness spaces,
• Child-play space,

• Additional community meeting rooms/volunteer resource centre,
• Program/combatives rooms,
• Indoor climbing wall facilities,
• Indoor gymnastics facilities, and
• Leisure ice.
**Timing: 2011*

…. And two medium-term recommendations:

4) Conduct a detailed feasibility study to explore the potential of the development of a new indoor recreation and culture venue at an agreed to site including but not limited to:
• 500 seat performing arts venue,
• Social banquet spaces with capacity of at least 500, and
• Arts and cultural amenities including display spaces and program rooms.
**Timing: 2014*

5) Conduct a detailed feasibility study to explore the potential of the development of a new indoor aquatics venue at an agreed to site including but not limited to:
• Leisure aquatics components,
• Program aquatics components,
• Fitness/wellness spaces,
• Child-play space,
• Community meeting rooms/volunteer resource centre,
• Program/combatives rooms, and
• Indoor climbing wall facilities.
**Timing: 2016*

Spruce Grove Planning

In addition to partnering on the regional indoor facilities strategy, the City of Spruce Grove has developed recently a Strategic Plan, a Municipal Development Plan, and a Parks and Open Space Master Plan.

Strategic Plan
Note: this document is still in a draft stage, with the draft noted here dated 2009/09/01.

In addition to a mission and core values, it identifies a number of strategic goals. Goal 3 focuses on Serving the Community. It proposes five strategies focused on partnering with other municipalities and levels of government, providing municipal infrastructure, strengthening ties between city and community service groups and organizations, promoting and attracting community support services (education and health), and developing a communication plan.

The particular strategy that proposes strengthening ties between city and community service groups and organizations proposes two activities:

- Develop guidelines for service delivery accountability for community and service groups that partner with the City
- Define and implement strategies to enable service and community groups to become self-sustaining contributors to the community.

Goal 4 focuses on growing the economic base of the community and identifies a number of strategies and actions including:

- Define the role of the City in tourism development, in alignment with the regional sports and tourism strategy.

The **Municipal Development Plan** proposes a number of **Plan goals** including a section on Community Life with the following goals:
Goal 8 - Spruce Grove has a strong civic culture and a high quality of life.
Goal 9- Spruce Grove offers diverse cultural and recreational programs in first-class facilities.

Within these goals, the plan lays out a number of **objectives and policies** as follows:

7.1 Volunteerism and Social Capital *Objective* • 7.1.1 Increase community and neighbourhood-level social capital.	7.1.1.1 Implement design strategies and relevant programming to strengthen neighbourhood identity and enhance neighbourhood cohesion. 7.1.1.2 Reinforce the use of gathering places through social, recreational, and cultural programming. 7.1.1.3 Create non-structured informal neighbourhood and community gathering places that encourage sociability and bring people of different ages and stages of life together. 7.1.1.4 Provide a mechanism to promote volunteer opportunities in the community. 7.1.1.5 Continue to encourage a diverse range of community events and festivals. 7.1.1.6 Identify and protect existing civic spaces and create new ones for functions such as parades, marches, festivals, and community events. 7.1.1.7 Explore the feasibility and need for neighbourhood associations. 7.1.1.8 Identify neighbourhoods and undertake non-statutory neighbourhood planning exercises with respective local residents and businesses at the request of neighbourhood associations.
7.4 Culture and Heritage *Objective* • 7.4.1 Foster the development, enhancement, and preservation of cultural resources and opportunities and integrate these into the fabric of the community.	7.4.1.1 Integrate existing and new cultural resources into neighbourhood- and community-level gathering places. 7.4.1.2 Use publicly-accessible City-owned buildings and facilities to showcase and display local arts and culture in a variety of forms. 7.4.1.3 Continue to support innovative and diverse programming at existing and future cultural facilities and venues. 7.4.1.4 Develop and implement a community cultural strategy. 7.4.1.5 Foster a diverse range of cultural opportunities and a network of cultural resources through city-led initiatives and partnerships. 7.4.1.6 Identify and preserve existing historical resources as well as aging heritage resources that will be of significance in the future. 7.4.1.7 Facilitate ongoing public input into community cultural development. 7.4.1.8 Pursue partnership and sponsorship opportunities to procure, display, and maintain public art for both neighbourhood- and community-level gathering places. 7.4.1.9 Explore allocating a portion of all City capital projects to be managed by a public art committee to procure public art for public display.
7.5 Learning *Objective* • 7.5.1 Continue to promote and support both formal and informal learning opportunities through policy initiatives and partnerships.	7.5.1.1 Work with local school boards to identify and plan for the changing needs of elementary and secondary education. 7.5.1.2 Support initiatives to create post-secondary education and other educational opportunities in Spruce Grove. 7.5.1.3 Encourage a range of formal, informal, and experiential learning opportunities to meet the diverse learning needs of community residents. 7.5.1.4 Work in partnership with educational and community-based organizations and other relevant partners to enhance opportunities for learning.

7.6 Sports and Recreation *Objective* • 7.6.1 Foster a diverse range of active and passive sports and recreation options for people of all ages and stages of life.	7.6.1.1 Provide easy access to informal and formal open spaces as identified in the Parks and Open Space Master Plan. 7.6.1.2 Pursue funding opportunities, partnerships, and sponsorships to develop, enhance, and maintain sports and recreation facilities. 7.6.1.3 Pursue partnerships to increase sports and recreation opportunities. 7.6.1.4 Strengthen Spruce Grove as a regional sports tourism destination by reinvesting in existing facilities and enhancing their potential as economic generators.
7.7 Preventative Social Programs *Objective* • 7.7.1 Identify and respond to social needs in the community.	7.7.1.1 Continue to develop, support and promote programs for target populations. 7.7.1.2 Continue to increase community knowledge of resources and assist vulnerable residents in their efforts to connect with these services. 7.7.1.3 Develop and monitor indicators to identify and measure social needs in the community and the outcomes of preventative social programs. 7.7.1.4 Pursue strategies and partnerships to respond to changing social needs and demographics. 7.7.1.5 Support initiatives that strengthen social networks in the community.

The Parks and Open Space Master Plan proposes a number of policy approaches to parks and open space management. There is little mention in the plan of how parks and open space can be used for programming or special events. The plan references public spaces, gathering places and neighborhood gathering places but stays away from what to do in them.

Stony Plain Planning

In addition to partnering on the regional indoor facility strategy, the Town of Stony Plain has developed a Community Sustainability Plan and conducted both a Community Survey and an Employees Survey in 2008.

The Community Sustainability Plan proposes four 'cogs' of sustainability:

Social equity
Cultural vitality
Economic viability
Environmental responsibility

The Community Survey identified various levels of satisfaction with services and facilities. Most, including community programs, were in the 50 to 60% range for satisfaction, with the TransAlta Tri Leisure Centre scoring 76%.

Parkland County Planning

In addition to partnering on the regional indoor strategy, Parkland County has developed a Strategic Plan and a Recreation, Parks and Open Space Master Plan.

Part of the 10 year vision for economic development in the strategic plan (3 years) was:

We will have developed and implemented the idea of a destination location within the County, likely building on sports, recreation and tourism.

One of the strategies focused around increasing quality of life was:

Complete the Recreation Master Plan and use this to form plans for a tri-centre, a sports/recreation destination facility and a conference/resort centre.

The Recreation, Parks and Open Space Master Plan conducted a community survey which indicated that 26% of respondents had used the TLC in the last year.

TransAlta Tri Leisure Centre

The TransAlta Tri Leisure Centre has a Strategic Plan which identifies a key strategic initiative as a need to focus on innovative and diverse programs. Three goals are identified within this initiative:

- Provide dynamic programs to attract a diverse number of user groups
- Increase program offerings and program participation
- Establish ongoing communication and cooperation with the three municipalities to ensure development of programs that meet the needs of the tri-region.

All of the other strategic initiatives focus on internal management issues.

Other Organizations

Other organizations are also planning significant initiatives in the Tri-Region. Two of interest to this study are:

- The Evergreen Catholic Separate School Division, in its 2007/8 Annual Report, notes that a new high school serving grades nine through 12, will be built in Spruce Grove.
- The Gymnastics Association have conducted extensive fundraising and are hoping to expand from their current facility of 8,000sqft to a new 25,000sqft facility.

People and Recreation

All leisure master plans include sections on trends and sections on demographics. They all consult the public and the organizations that deliver recreation and cultural opportunities. Many find some way of consulting the public – or at least that sub-set of the general public that will come out to a public meeting or open house.

Pollsters are also active in gauging our changing attitudes. We are all inundated (notwithstanding the 'Do Not Call' registry) with telephone surveys at dinner time asking who we will vote for and which radio station or breakfast cereal we consume. These surveys always end by asking questions about who we are – where we live, our age, how many children we have. Who we are is about demographics. What we eat for breakfast is about psychographics.

Demographers and pollsters write books that are read by planners.

In the early 1990s, David Foote published 'Boom, Bust and Echo', which looked at the impact that the 'boomer generation', those born between 1945 and 1966, would have on a range of areas from real estate prices to styles of urban living. He noted that the boomers would be followed by a much smaller generation – the Bust Generation – those born after the introduction of the birth control pill, between 1962 and 1975/80. The generation that followed them – the Echo Generation – would be larger in size, being the children of the boomers. Foote noted that each of these generations would have different values and expectations of life. We can clearly see the passage of these generations in the Canadian demographic pyramid.

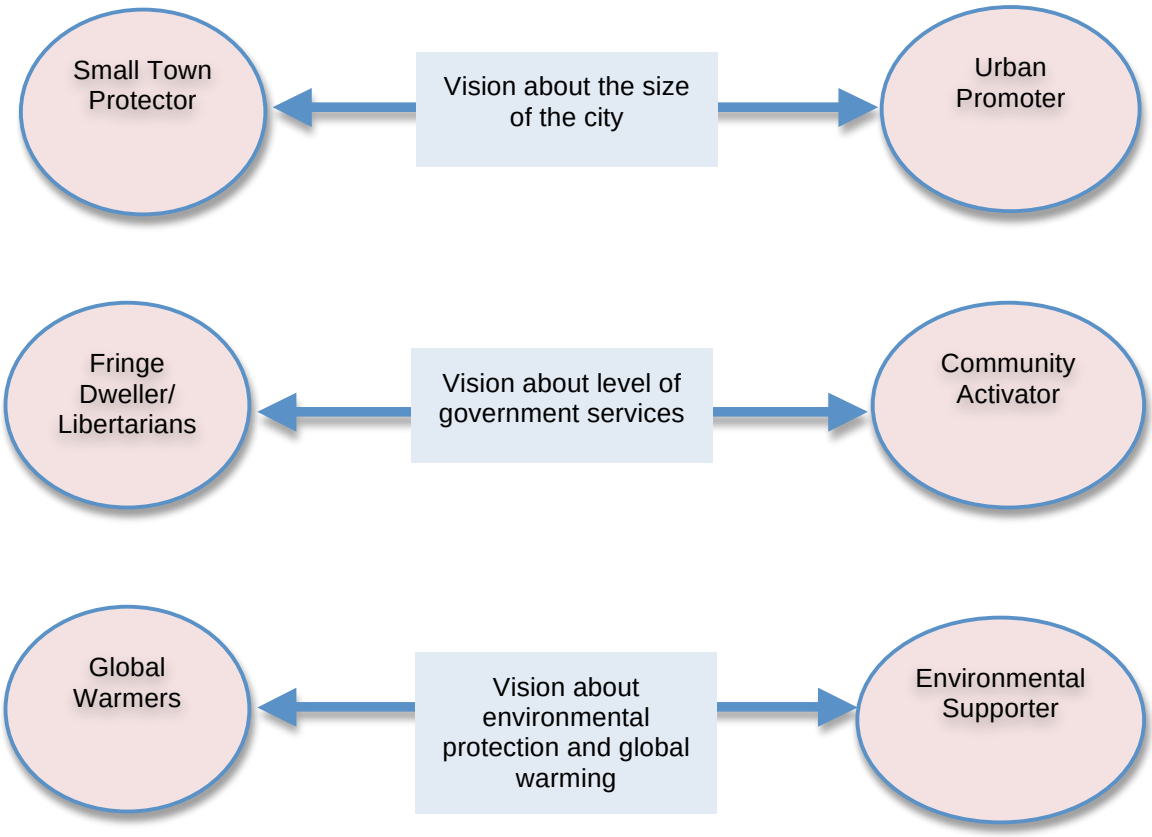
In 1997, Michael Adams, chief pollster with Environics, published the first in a series of books. It focused on the changing social values of Canadians. His thesis is that demographics tells us a good deal about people but that within each of the major demographic groups, there were differences that were very significant…all boomers are not alike. He started with the three predominant groups of adults: the Elders: those born before 1945; the Boomers; and the Bust Generation that he referred to as Generation X. He noted that within each of these generations, there were people who were more 'traditional' in their values, and those that were more 'modern'; and those that were more interested in themselves or in individual values, and those that were more community minded. It was possible therefore to ascribe 'labels' to people based on the answers to pollsters' questions…about which radio stations they listened to, what they ate for breakfast…and about 70 other factors. From this analysis, Adams identified 10 'tribes' of Canadians – we will call them simply 'groups'.

For recreation planners, this was fascinating information, since the questions that we are trying to answer can be redefined as 'what recreation programs and facilities should we offer/build that would attract/appeal/serve the greatest number of Canadians?' This thesis was particularly attractive to those of us who feared that we were serving only a limited subset of Canadians…essentially those that come through the doors of our facilities.

Environics works primarily for those businesses oriented to consumption, but they have made several forays into municipal planning and strategy development. Also some of their promotional work is also interesting. One report, for the City of Kitchener, is worth noting as follows:

Who are you, Kitchener?[8]

This was a major community consultation process in support of the City of Kitchener's strategic plan development. It identified three continua on which each individual could be placed. These were:

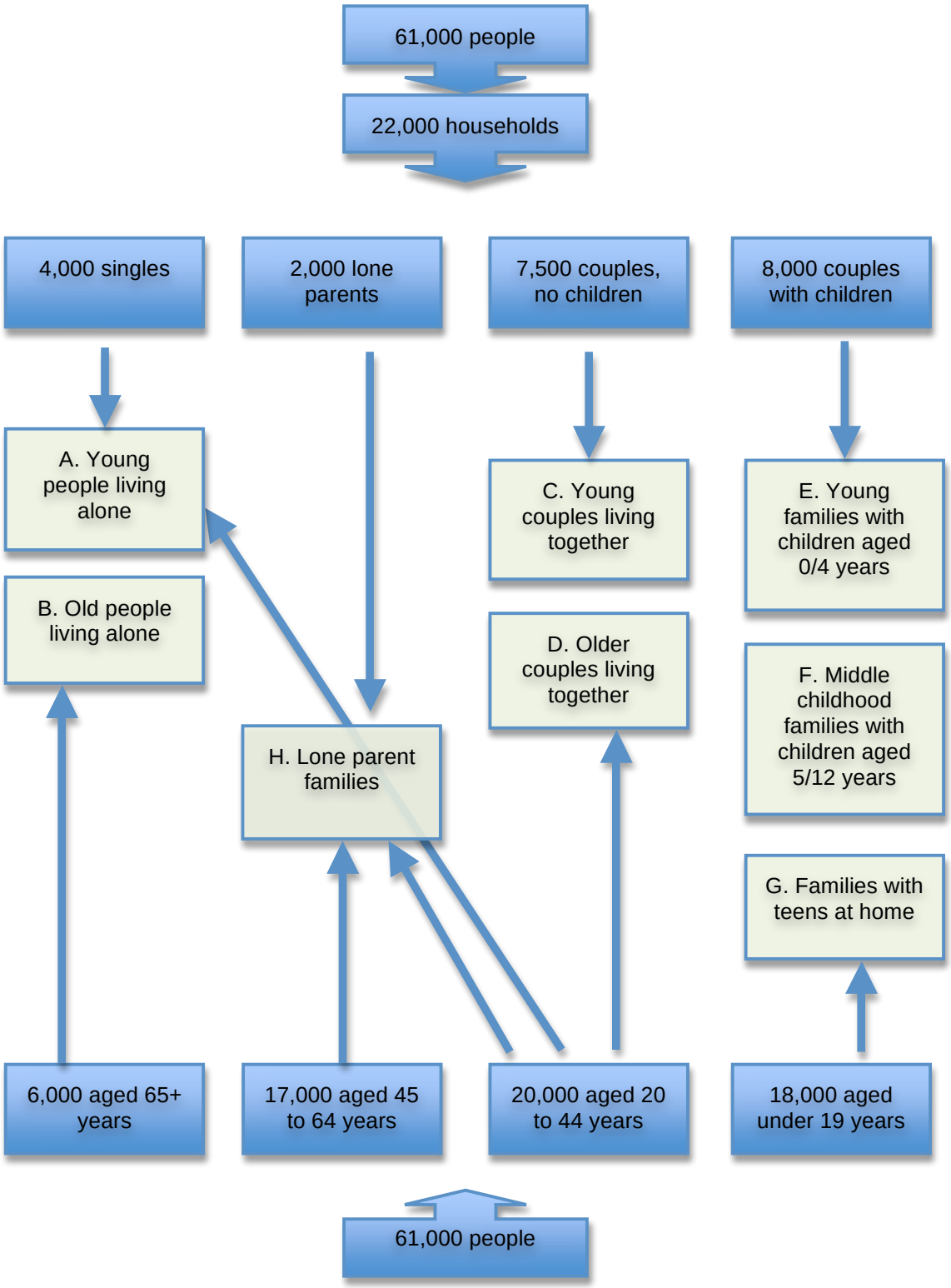


The outcome of this work was a City Strategic Plan that focused on managing these three visions. And as we read the various background reports noted earlier, we are reminded that these are issues which are front and centre with the three Councils in the Tri-Region. Clearly, there are a variety of people, values and characteristics that we need to recognize as living in the region, and whose leisure needs must be accommodated within the leisure system.

This study did not have the capacity to interview hundreds of Tri-Region residents and discover their values; nor did any of the recent strategies, in their consultation processes, ask any questions about values (The Regional Indoor Recreation and Cultural Facilities Study focused on facility use. The TLC Branding Study has completed its research but its findings are not yet public). However it is possible to take the first step in this direction and to use the 2006 census to ask the question, who are the demographic groups that live in the region? We can then move on to ask about their values, needs and preferences related to leisure. That will give us a much better idea about what are the gaps and overlaps in the system.

[8] http://www.who-are-you.kitchener.ca/

The Leisure Groups of the Tri-Region



While more comprehensive data analysis could identify more 'groups', an analysis based on the two most significant variables that determine individuals' leisure choices, age and household/family structure, yields eight groups whose leisure characteristics are somewhat homogeneous and distinguishable from the other groups.

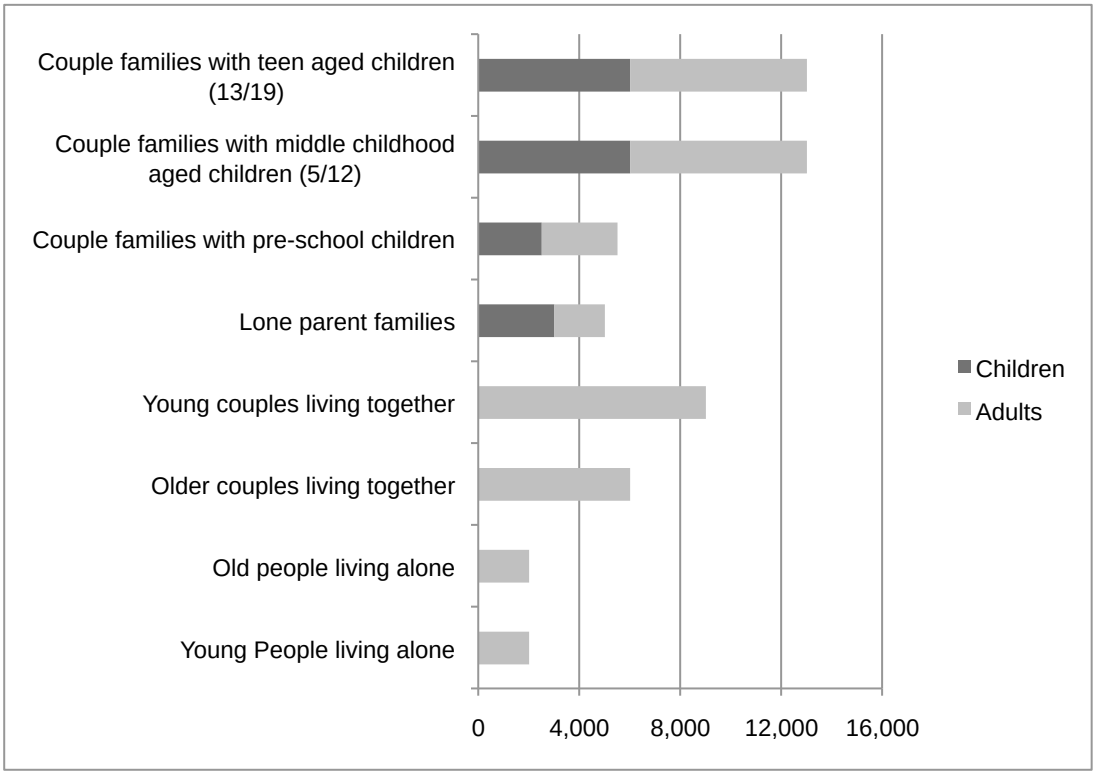
Diagrammatically these eight groups are identified in the graphic on the previous page and their approximate size is as follows:

Demographic Group	Approximate Numbers				
	Households	Children	Adults	Total	%
Young People living alone	2,000		2,000	2,000	4%
Old people living alone	2,000		2,000	2,000	4%
Young couples living together	4,500		9,000	9,000	16%
Older couples living together	3,000		6,000	6,000	11%
Couple families with pre-school children	1,500	2,500	3,000	5,500	10%
Couple families with middle childhood aged children (5/12)	3,500	6,000	7,000	13,000	23%
Couple families with teen aged children (13/19)	3,500	6,000	7,000	13,000	23%
Lone parent families	2,000	3,000	2,000	5,000	9%
Total	22,000	17,500	38,000	55,500	100%

Clearly the largest demographic group in the Tri-Region is couple families with children; this broad demographic makes up 65% of all people in the region. Distinctions within this broad group can be made on the basis of:

- Age of children
- Parents working outside the home
- Interests and activity levels of parents
- Income.

Diagrammatically this patterning looks a follows:



Comments on their leisure habits and facility, program and special event interests are as follows:

Demographic Group	**Leisure Habits**	**Leisure Facility, Program and Special Event Interests**
Young People living alone 2,000 households Apartments and shared households	Leisure is entertainment -- movies, music, technology. Interest in personal looks. Little commitment to public facilities. Some carryover from youth activities -- soccer, football, ultimate, etc.	Spontaneous users of fitness, aquatics, etc. Private gymnasium, women's only fitness. Travel to Edmonton. Link social and physical leisure (drink/coffee after).
Old people living alone 2,000 households Apartments and their old family homes – some seniors housing and retirement complexes.	Plenty of spare time. Often little engagement with community. Some active in community groups. Need for social recreation and minimalist physical activities. Link to health system – lifestyle programs to counter chronic conditions such as osteoporosis, stroke, etc.	Some use of seniors centres. Some in-residence programming. Some access leisure centre, but often no longer permitted to drive. Preference for out-trips. Need for age-friendly community design to facilitate walking, community gardening, etc in summer.

Demographic Group	Leisure Habits	Leisure Facility, Program and Special Event Interests
Young couples living together 4,500 households Apartments and new, affordable houses.	Leisure is entertainment -- movies, music, technology. Interest in personal looks. Little commitment to public facilities. Some carryover from youth activities -- soccer, football, ultimate, etc.	Spontaneous users of fitness, aquatics, etc. Private gymnasium, women's only fitness. Travel to Edmonton. Link social and physical leisure (drink/coffee after).
Older couples living together 3,000 households Single family housing, some apartments	Generally a younger age group than those living alone. Age 45 up. More active with broad range of interests from golf to old timers hockey. Interest in arts and culture. High proportion volunteer.	Use aquatics facility and fitness area, but lower use of more active areas. Income levels allow access of private facilities such as golf clubs. Interest in travel and learning – from ethnic cooking to learn to speak Spanish. Likely to access theatre, etc in Edmonton as well as locally.
Couple families with pre-school children 1,500 households, 2,500 children Single family housing, some apartments	Two groups really – one working parent and two working parents[9] - by 2001, across Canada as a whole, the 'all parents working' family was close to 65% of families in this age group. Other Stats Canada research (89-594-XIE) indicates that 39% of females work full time and 32% work part time. If two working, then search is for childcare, with some limited continuation of previous leisure habits in the evenings and weekends. If one working parent, likely extensive use of daytime programs for parents and tots, with continuation of parents' previous leisure habits in the evenings and weekends.	Extensive use of leisure centre both during the day and in the evenings by children and adults. Little use of private facilities unless subsidized. Start of access to not-for-profit groups offering specialist programming (dance, gymnastics, etc).

[9] See Statistics Canada, The Daily, February 7, 2005 – data from the National Longitudinal Survey of Children and Youth indicated that, in 2000/1, 57% of families with children between 6 months and 5 years, were two parent families where both parents worked. Single parent families where the lone parent worked were another 8% of all families with children in this age group.

Demographic Group	Leisure Habits	Leisure Facility, Program and Special Event Interests
Couple families with middle childhood aged children (5/12) 3,500 households, 6,000 children Single family housing	Need for before and after-school programming. Wide variety of programming is available. Few opportunities to 'just play' or to connect with nature (growing trends). Adult participation levels drop off. Adults often involved in volunteer activities as coaches, referees, etc.	Extensive use of leisure centre facilities – aquatics, arenas, soccer fields, etc. Extensive use of not-for-profit facilities. Opportunities for adults to exercise while youth are engaged.
Couple families with teenage children (13/19) 3,500 households, 6,000 children Single family housing	Youth participation levels drop drastically after age 12. Some involvement in youth-led activities. High school sport is strong. Growing interest in music, social entertainment, technology.	Limited programming due largely to limited interest in being programmed. Some carry over of sports for more talented youth – hockey, soccer, etc. Often the same youth who are engaged in school sport. Alternate leisure opportunities offered through Log Cabin programs, etc.
Lone parent families 2,000 households, 3,000 children (800 under 5, 2,200 5/19) Variety of housing	Combination of the above noted habits and interests. Cost of programs is an added limitation on this group, both children and parents.	As above noted groups.

The key questions are how does the current leisure system serve the needs of each group; and how can the leisure system be improved such that the leisure needs of each group is better met?

Some introductory comments – we will come back to these suggestions for possible improvement in more detail later in this report – are as follows:

Demographic Group	Current needs being met?	Possible improvements?
Young People living alone	The TLC offers opportunities for spontaneous recreation such as the fitness and weights centre, as well as through fitness classes, with drop-in opportunities being preferred by this group. Some young people, graduates of recreational sports such as soccer or hockey, will no doubt be members of adult teams playing pick-up or league sport. The sports bar will cater to the after-exercise social leisure needs of this group. Various new approaches to this age's leisure/active sports interests are being developed[10].	While programming could be strengthened for this demographic, public recreation is unlikely to either be able, or want, to compete with the private sector for the leisure time of this age group. This is particularly true in a suburban community where the lure of Edmonton is both close and easily accessible by car. Having said that, the leisure interests of other groups – young couples living together and couple families with pre-school age children – does overlap those of these mobile singles, and some more consideration to this whole age group of young adults would be worthwhile. Alone, this demographic group are only 4% of the total population, but when those other groups (adults only) are added, it increases to over 25% of the total population.
Old people living alone	The leisure needs of this small but, over the next decade, rapidly increasing group is split between the FCSS of each municipality, the not-for-profit sector, and the health service. The role of the public leisure system within this health/social services mix needs to be clarified everywhere, and the Tri-Region is no exception. The two principal goals for this group are quality of life and positive health, with the added community goal of reducing health care costs.	There are numerous ways in which the public leisure systems could be more closely integrated with the health and social services sectors, both public and not-for-profit, to achieve these goals.

[10] See www.edmontonsportsclub.com

Demographic Group	Current needs being met?	Possible improvements?
Young couples living together	Much of the comment about young people living alone also applies to this group.	
Older couples living together	This demographic, the 'empty nesters', is one which is also growing across the western world, but is likely somewhat 'delayed' in the Tri-Region, given its generally younger age demographics; this is less the case in Stony Plain whose average age is greater. Their interest in and reliance on the public recreation system is less than other groups due to their generally less active lifestyles and their higher incomes which allow a wider choice of leisure pursuits and providers.	The TLC offers a variety of leisure opportunities for this group, both in spontaneous recreation at the fitness centre and pool, as well as fitness programs and pick up sports. Any interests in arts and cultural leisure pursuits are somewhat met through the cultural services programs, Horizon Stage, etc, although these opportunities are somewhat lacking. The not-for-profit system offers a variety of leisure opportunities from golf to service clubs. It is worth noting that this is the age (55/65 years) during which research indicates that key habits for the retirement years are set. If physical activity sufficient to sustain good health[11] is to be embedded in our seniors' populations, it must start occurring at this age, and it is critical that programs are in place to assist this demographic in reaching this level of physical activity. The degree to which this goal can be achieved by offering spontaneous recreation alone, must be questioned. Many in this age group want to start to be more physically active, but need help in getting started.

[11] The current research indicates that 65% of seniors think that their physical activity levels are sufficient to sustain good health, but in reality only 20% meet this level.

Demographic Group	Current needs being met?	Possible improvements?
Couple families with pre-school children	For most families in this demographic, the first question is childcare, either full time or part time, and a more secondary question is leisure for children and parents. And none of the municipalities is in the business of childcare. The TLC offers an excellent range of pre-school programs during the day for the non-working or part-time employed families, however all these programs end around 3.00pm, in part to make way for programs for older children. These daytime programs are also used by some local child care centres as part of their programming. Adult participation no doubt occurs in the evenings and the TLC offers many opportunities for this recreation to occur simultaneously with the children's programming.	There is likely a need for additional options for working parents both for their own and for their children's recreation. Three 'movements' are growing with regard to the needs of this age group of children. Firstly, the drive toward early childhood education is emphasizing the need for children to receive programming and related socialization outside the home, preferably in quality licensed child care centres. Secondly, there is a drive to 'rediscover unstructured play' as opposed to structured programming. Thirdly, there is a drive to 'reconnect children and nature'. All these movements are active in the Greater Edmonton area and should be reviewed to see how they can be integrated into the TLC and the broader municipal set of leisure offerings.
Couple families with middle childhood aged children (5/12)	This is the age range and demographic group for which TLC's spontaneous programming works really well, such as the aquatics opportunities, public and family skates, etc. Middle childhood is also the age range where many not-for-profit groups offer leisure opportunities, some using the municipal facilities and many providing their own facilities – gymnastics and dance are good examples. Children in this age range still need 'family chauffeuring' but are independent enough that the parent can either exercise at the same time, or drop the child at the facility and return later[12].	As noted above, the movements for more unstructured play and greater connection between children and nature are growing in this age group of children. There is also a good range of programming delivered by the not-for-profit groups, but this has little connection to the municipal leisure system, except where facilities are being used, such as soccer and hockey.

[12] Indeed transportation planners note that these kinds of trips are the most rapidly increasing of all trips, with consequent impacts on fuel use, global warming, etc.

Demographic Group	Current needs being met?	Possible improvements?
Couple families with teen aged children (13/19)	Opportunities for this age group of children are currently met in two ways. Firstly there is a strong youth sport element which caters well to youth with sport skill and desire to excel. Secondly, through FCSS, programming is provided on a drop-in basis for all youth. However many youth do not take advantage of either of these programming options. Some use other municipal facilities such as the skate park, while many just 'chill out' with friends at home, in the parks, in the malls, etc.	It is hard to provide programs for an age group that does not want to be programmed. Facilities such as the log cabin provide a range of drop-in opportunities, although these could no doubt be enhanced. Our youth consultation noted a number of opportunities for additional activities including: • Dance • Music • Skateboarding • Video and filming • Rock Climbing • Martial arts
Lone parent families	Lone parent families are very similar to all other families except for the added constraints of only one parent to act as chauffer, etc; and in most cases a lower income so harder to find program opportunities for children and the custodial parent.	Additional focus on non-stigmatizing programs and processes to underwrite program fees are essential.

Leisure In The Community

The Organizational Landscape

In the Tri-Region, as elsewhere, leisure opportunities are provided by the public sector agencies, a variety of not-for-profit groups, and some private sector businesses.

In this section, we survey the organizational landscape, looking at all those agencies of one kind or another that deliver leisure opportunities in the Tri-Region. We have divided them into a number of sectors: sport; arts and culture; health and wellness; social services; fitness; and community education. It should be noted that there are a few other organizations which eluded this classification (hobbies groups for example).

Sport

Not for Profit Groups

Ball
- Stony Plain Amateur Minor Ball
- Parkland Fun Ball
- Spruce Grove Minor Ball
- Stony Plain Amateur Minor Ball
- Stony Plain Slopitch

Basketball
- Parkland Community Basketball League

BMX
- Stony Plain BMX

Boxing
- Spruce Grove Elks Boxing Club

Curling
- Westridge Curling Club
- Spruce Grove Curling Club

Football
- Spruce Grove Minor Football
- Stony Plain Minor Football

Gymnastics
- Aerials Gymnastics
- Kips Gymnastics Club
- Parkland Rhythmic Gymnastics

Hockey
- Fun Team Hockey
- Stony Plain Minor Hockey

Judo
- Spruce Grove Judo

Martial Arts
- Parkland Tai Chi Association

Riding/Equestrian
- Parkland Pony Club
- Stony Riders 4-H Club

Ringette
- Spruce Grove Ringette

Skating
- Stony Plain Skating Club
- Parkland Skating Club
- Subar Power Skating

Soccer
- Spruce Grove Minor Soccer
- Stony Plain Soccer
- Parkland Fun Ball Soccer League

Swimming
- Stony Plain Sharks Swim Club
- Barracudas and Pirates Clubs

Volleyball
- Parkland Ravens Volleyball Club

Private Companies
- Spruce Grove Slash Lacrosse, West Edmonton Blues Minor Lacrosse
- Stony Plain Golf Course
- Silent River Kung Fu
- Trophy Book Archery
- Parkland Academy of Martial Arts
- Stony Plain Kyokushin Karate
- Stony Plain Wado Kai Karate
- Si's Power House Gym
- Chinese Boxing Connection

Note – this is not a comprehensive list of all organizations, but simply a list of those who engaged with us during this process.

At all levels in Canada, the delivery of opportunities to participate in sport is a combination of government agencies and volunteer associations[13]. As more revenue gets generated through sport, the private sector becomes involved. While this is the historic Canadian model, it is based on a strong commitment to voluntarism, with parents volunteering to be coaches and managers of their children's teams and those passionate about the sport managing the overall organization. However other ethnic groups have weaker voluntary sectors and sports from those regions tend to be delivered as commercial ventures; this is most noticeable in the martial arts. Sports which serve higher income demographic groups also tend to use a private sector model to deliver a higher quality product; examples include golf and racquets clubs, as well as ski hills and resorts.

The public sector role in the delivery of sport opportunities in the Spruce Grove/Stony Plain region falls into two categories:

- The provision of facilities for sport participation – local governments provide both indoor and outdoor sport facilities for a variety of sports, in particular sports fields and ball diamonds, and indoor facilities such as arenas for hockey, skating and lacrosse, and gymnasia for volleyball, basketball, etc. The trend is very much for the public sector to be expected to provide for an increasing range of sports and higher quality facilities within sports where they are currently the facility provider. Examples would include:
    - Moving from grass fields to artificial turf fields.
    - Moving from outdoor soccer fields to the provision of indoor soccer facilities.
    - Providing specialist facilities for the widening range of combative sports, especially the martial arts.
- The provision of beginner or skill development opportunities - providing a range of summer camps and 'learn to…' classes.

However there are still many anomalies – we build hockey arenas and indoor soccer fields, but not gymnastics facilities or BMX tracks, although in both these examples, many local governments are recognizing that they can and should play a role with the sport organizations in such facility provision.

The not-for-profit sector - In Spruce Grove/Stony Plain, there is a full range of not-for-profit sport groups, in some cases serving the whole region and in some cases serving one or the other community. Many of these groups use public facilities for their play: ball, football and soccer play largely outdoors in summer leagues; winter sports such as hockey, figure skating, soccer, ringette and curling use the TransAlta Tri Leisure Centre and other public facilities; the gym sports of volleyball and gymnastics use the TLC gyms as well as the many school gymnasia. Some sports however, often those with more specific and single purpose facilities, provide their own facilities. Thus gymnastics, boxing and the martial arts have facilities in other parts of the region, often in the industrial areas, and must cover their facility costs in their operating economics, as opposed to the sports that use subsidized public facilities.

The private sector - The sports in Spruce Grove/Stony Plain where opportunities are delivered by the private sector are of three types:

- Those where there is a franchise, more spectators and participants are paid – an example would be the local junior hockey and lacrosse teams, although the economics of such ventures can be very marginal and heavily reliant on public subsidies (often indirect) and volunteer commitments.
- Those where the facility is more expensive requiring investment up-front and returns over time, such as the golf clubs.
- Those where the culture of the sport is less voluntary and more 'learning from a master' as in the case of many martial arts.

[13] Note: the role played by school sport, and arts in the school curriculum is extensive, but has been excluded here since 'leisure time' is by definition discretionary, and this dimension is often lacking from school sport. However, the role played by schools should be recognized and separately discussed. We would note the Danish school model where all sport and art is delivered in an institution known as 'after school' which is managed by the recreation authority, not the school authority.

Arts and Culture

Not for Profit
Dance
- Carvel Ukrainian Cultural Society
- Parkland Ukrainian Dancers Society
- Wild Rose Country Dancers

Heritage
- Spruce Grove Archives
- Stony Plain & Parkland Pioneer Museum
- Heritage Agricultural Society

Multicultural Organizations
- Multicultural Heritage Centre
- Spruce Grove Canadian/Japanese Society

Music
- Voice Over Quartet
- The Music Ranch

Performing Arts
- Horizon Stage Technical Team
- Horizon Stagelighters
- Horizon Stage Performing Arts Centre
- Shylo's School of Performing Arts

Visual Arts
- Allied Arts Council
- County Quilters
- Parkland Art Club
- Parkland Potters Guild
- Stony Plain Woolworkers Guild

Private
Dance
- Ward School of Dance
- Image School of Music and Dance

Visual Arts
- Inspired Art Studio

Public
Dance
- Town of Stony Plain Ballroom Dance- Dance on Cloud 9

Performing Arts
- Horizon Players Community Theatre
- Horizon Stage Advisory Board

Note – this is not a comprehensive list of all organizations, but simply a list of those who engaged with us during this process.

The public sector role has focused on providing and supporting facilities such as Horizon Stage and multi-purpose facilities that can be used for arts activities, such as the Stony Plain Community Centre and Pioneer Centre.

The private sector – the higher the family income, the greater the proportion spent on the arts. The main elements of the arts system that are within the private sector are dance schools, music lessons and visual artists who can sell their work. This sector is a significant contributor to the local economies of most communities albeit that they operate somewhat 'below the radar'. Their value is also in allowing people to make a living in the arts by providing the base income; the best example is music teachers who earn a living providing lessons to children but are also able to be part of orchestras that cannot pay wages, or manage choirs that perform to enrich the community.

The not-for-profit sector – the vast majority of arts groups are not-for-profit.

Health And Wellness

While one of the goals of recreation programming is to improve personal wellness in its broadest sense, our focus here is on specific linkages with the health care sector.

Not for Profit
- Tri-Community Health & Wellness Foundation
- Northern Alberta Brain Injury Society (NABIS)
- Alcoholics Anonymous
- Gamblers Anonymous
- Parkland Head Injury Association

Public Agencies
- FCSS in both Spruce Grove and Stony Plain
- Tri-Community Healthy Living Partnership; Health Promotion & Community Liaison
- Capital Health
- AHS - Chronic Disease
- Alcohol, Drug & Gambling Youth Services, Alberta Health

Partnerships
- Tri-Community Healthy Living Partnership
- Drug Abuse Resistance Education Program
- Drug Strategy Team

Note – this is not a comprehensive list of all organizations, but simply a list of those who engaged with us during this process.

The public sector - FCSS departments of both municipalities are active in supporting a variety of organizations, as is Alberta Health Services through its many divisions, both locally and through Edmonton-based staff.

The private sector - As seniors age, and are able to do less for themselves, the private sector offers services for profit; examples include housing, transportation and nutrition. However no private companies in the region focus exclusively on health and wellness leisure programming (although the Parkland Rehabilitation and Sports Medicine Centre in the TLC offers parallel services).

The not-for-profit sector - There are many not-for-profit organizations involved in this sector and many volunteer hours are contributed. These organizations tend to guard their independence as it links to fundraising, however many are too small to be able to offer recreational programming, either social or physical, and confine their role to counseling.

Social Services

In Alberta, a sub-set of social service programs are provided by municipalities, focusing on family and community programming. While this programming is not strictly 'leisure oriented', some leisure programming is offered and noted here.

Not for Profit Agencies

Pre-Schoolers
- Young Moms Program
- Alberta Parenting for the Future Association & Parkland Parent Link
- Seedlings Playschool
- Stony Plain's Polar Bear Playschool Society
- Stony Plain Playschool Society
- Loving to Learn Children's Centre
- Stony Day Care Centre

Children and Youth
- Big Brothers Big Sisters
- Roots & Wings (The Family Centre of Northern Alberta)

Seniors
- Golden Age Club (55+)
- Good Samaritan Stony Plain Care Centre
- SAGE - Seniors Association of Greater Edmonton
- Alberta Seniors & Community Supports
- Caring Friends Bereavement Support Group
- Senior Citizen Society of Stony Plain
- Stony Plain Meals on Wheels

Public Agencies
- Town of Stony Plain – Play Daze
- Summer in the City
- Stony Plain Family & Community Support Services (FCSS)

Note – this is not a comprehensive list of all organizations, but simply a list of those who engaged with us during this process.

In the public sector, FCSS takes the lead role as mandated by provincial legislation. It provides the facilities, the leaders and subsidizes most programs.

The private sector - There is little money to be made in this sector, therefore few private businesses. The exception is with seniors' services where private care homes and other services delivers provide their services for those who can afford them.

The not-for-profit sector - A range of not-for-profit agencies are active in this area, with services subsidized by the use of volunteers and by local and other grants and contributions.

Fitness

Fitness programming could be added as a subset of another program area, such as health and wellness, but these program opportunities have become the mainstay of many people's physical activity and leisure experiences, and deserve to be viewed as separate and independent. Also, to add fitness to health and wellness would also 'dilute' the need to focus on improving the health linkage.

Not for Profit
- The S.I.L.V.E.R. Heart Society (for people with disabilities)

Public agencies
- TransAlta Tri Leisure Centre

Private sector
- Curves for Women

Note – this is not a comprehensive list of all organizations, but simply a list of those who engaged with us during this process.

The public sector – the TLC is the principal deliverer of fitness programs in the region. Other community centres, seniors centre, churches and care homes no doubt offer occasional programs.

The private sector - A number of private sector agencies offer specialized fitness programming, such as Curves for Women.

The not-for-profit sector - This is not an area where many not-for-profit agencies are active.

Community Education

Many people prefer to spend their leisure, or part of it, improving their minds as opposed to their bodies. Community education courses cover a multitude of areas: learning languages, local history, cooking courses, technology…and many more.

Not for Profit
- Canadian Parents for French
- Parkland Home Educators
- Tri-Community Adult Learning Association (Tri-CALA)

Public Agencies
- Spruce Grove Public Library
- Stony Plain Public Library
- Connections for Learning
- NorQuest College

Note – this is not a comprehensive list of all organizations, but simply a list of those who engaged with us during this process.

The public sector - The primary public agencies are the libraries and the colleges and universities. Some school divisions offer community education classes.

The private sector - While there are private colleges, none offer programming that would be described as 'recreation oriented'. Some stores, such as computer stores or cooking shops, occasionally offer courses.

The not-for-profit sector - Many of the school based support groups offer after school programming which is of a recreational nature.

The Programmatic Landscape

What programs are actually delivered:

Sport

Sport is everywhere: on our TVs, in the newspapers, on advertizing billboards. It is a medium through which national and local identity is reinforced and lifestyles, both positive and negative (eg alcohol consumption), are promoted and emphasized.

Opportunities	Demographic Groups Served
Recreation opportunities are of two types, structured and spontaneous. **Spontaneous Opportunities** The competitive nature of many sports tend to orient them away from spontaneous opportunities and it has tended to be one niche that the public providers of the facilities have tended to fill through lunchtime drop-in shinny, evening basketball, public skating, etc. This tends to be easier with individual sports than with team sports, but there has been a general trend away from these approaches as fewer participants 'dropped-in' and expensive to operate facilities stood largely empty at peak times. The other side of the equation is the expansion of fitness opportunities which for many people have filled that gap in social and physical recreation[14]. **Programmed Opportunities** Programmed opportunities are what sports groups do really well.	**Pre-school** Few, if any, sport groups offer recreational opportunities for pre-schoolers, although some do have fitness programs based around their sport, such as gymnastics. There is a widening belief that early childhood, and middle childhood, programming should include an introduction to physical literacy[15]. **Middle Childhood** The age group of 6 to 12 years is the peak time for most sports to build participation through programming: soccer, T-ball, hockey, gymnastics, etc. During these years, the recreational element gives way to stronger competition and in some sports participation is already declining by age 12 as those less skilled drop out or realize that they are not going to make the big time. **Youth** Some sports start growing their participation in this age group: basketball and boxing would be examples in Spruce Grove/Stony Plain. However for most sports, especially the big participation sports of soccer, hockey, ball and gymnastics, participation is in decline. **Young Adults** Two factors are working against sport as a recreational opportunity for the 20 to 35 age group. Firstly this group is very mobile and often play at work or university rather than in their home community. Secondly participation continues to drop through these ages as work and family demands restrict time and flexibility. Thirdly team sports are particularly hard hit by these time constraints – two can play squash, but 22 (or close to it) are needed for soccer.

[14] Robert Putnam in his book Bowling Alone, uses the decline of bowling leagues as an example of a loss of community and social capital. He generally fails to note that many bowlers are now enjoying the same physical and social entertainment at the fitness and weight training centre of the local community centre.
[15] See http://www.healthyalberta.com/ActiveLiving/752.htm

Opportunities	Demographic Groups Served
	Fourthly, adult bodies are less able to do some of the sports of youth, although many offer adapted sports; master swimming and over 40's football or rugby would be examples. **Adults** All that is true of young adults is true of the next age group (35 to 55 years), with the exception that increased income and increased time as families grow up, allows more adults to take up a range of sports either that they have played as youth, or as newcomers: tennis, golf, curling are good examples. **More Active Seniors** Again, this is a time of peak golf rounds, but other sports that were good when one was 45 become tough when one reaches even an active 60 (tennis). **Less Active Seniors** Sport participation for the less active seniors tends to be limited to watching, although increasingly sports such as golf and curling are adapting their rules for the less mobile.

Arts and Culture

There is a wide variety of arts and cultural programming, although the density of programming is not as great as in a more urban area such as Edmonton, nor are there as many opportunities as many residents might want, or new residents expect. However the area is as diverse as sports with many disciplines and much variety within each of those disciplines:

- Dance – from ballet to Ukrainian to ballroom.
- Music – both instruments and voice, choirs and rock bands, playing and listening.
- Performing Arts – primarily theatre, and including music.
- Visual Arts – painting, pottery, quilting, woodworkers.
- Heritage – archives and museums.
- Multicultural Celebration – linkages to other cultures which have been part of the region's past, present or future.

Within each of these disciplines, activities divide into watching and doing, and into individual and group activities. And underpinning the whole system is a strong element of learning and training, teaching and coaching.

Opportunities	Demographic Groups Served
Spontaneous Opportunities The 'collegial' nature of arts and cultural activities tends to make spontaneity hard to achieve. Somewhat like sports programming, you need 'two to tango', there are more symphonies than sonatas, and a rock band by definition has more than one player. Some arts activities can be solo efforts and can be spontaneous if the right facilities are provided: for instance visual arts and pottery opportunities can be provided on a drop-in basis if there is an arts centre that has the right facilities. Many of these individual activities are those where the artist is working alone, in their own studio; this is often 'recreation' but for many there is a 'for profit' element as well, although the likelihood of covering all costs is as rare as with aspiring sport participants. However in the arts, this level of 'semi-professional' activities occurs very much in the private domain. **Programmed Opportunities** All activities which involve groups of people need to be programmed. This would be dance classes, programs at the heritage centre, choirs singing for recreation, a quilting bee, a 'learn to' class, a theatre production.	**Pre-school** Most pre-school programs tend to include drawing, painting and singing, sometimes dancing – all of which are the beginning of arts awareness and literacy. **Middle Childhood** Arts education and training starts in this age group with a multiplicity of classes available – dance, voice training, learning to act. Many of these activities are also part of the school curriculum. Some organizations, such as the Multicultural Heritage Centre, specifically support the school programs with speakers and curriculum materials. **Youth** A continuation of opportunities but often with higher time commitments, higher quality teaching and attendant cost. However no shortage of opportunities for those who can afford it. Many agencies offer incentives for youth to participate: $5 tickets for high school students through EyeGo.org, youth theatre (Cranked and the MHC Teen Theatre). **Adults** Many options are available for adults and seniors through the many not-for-profit organizations.

Health and Wellness

Health and its even more elusive cousin, wellness, like community education, is closely related to recreation and leisure. Without positive physical and social leisure experiences, wellness is hard to achieve.

The WHO definition of health, first developed in the 1986 Ottawa Charter for Health Promotion is pertinent; it defines health as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity". The majority of health expenditures are on addressing or ensuring the absence of disease. The leisure and recreation systems have a role to play in the other part, namely helping people to create the state of complete physical, mental, and social well-being.

Opportunities	Demographic Groups Served
Spontaneous Opportunities In one way, all spontaneous leisure activities are related to health – walking, gardening, bird watching for instance – all activities which Albertans note as at the top of their recreation activity lists See 2008 Alberta Recreation Survey). Municipalities clearly have accepted a role in facilitating these activities such as through the construction of the Spruce Grove trail system. **Programmed Opportunities** Programmed activities at the interface of health and recreation tend to focus on the at risk groups who fall into the following categories: • Seniors – age is an indicator of health risk • Chronic illness – recovery from chronic illnesses such as stroke or MCI, or management of conditions such as Alzheimer's, Diabetes, Osteoarthritis • At risk conditions – such as pregnancy and post-partum in women and their babies up to one year, obesity and overweight in children, and early stages of drug use in youth There is ample evidence that recreation programs have a positive impact in all these situations. There is a close liaison between FCSS and AHS.	**Pre-school and Middle Childhood** A variety of fitness and lifestyle programs are offered in the community (see fitness, social services listings). In addition, AHS offers programs through the Pediatric Centre for Weight and Health, although only in Edmonton at present. **Youth** A variety of youth programs are offered in the community which deal with health issues of drugs and alcohol, weight, obesity and body image, mental health, and sexuality. **Adults** FCSS and AHS offers programs for young parents and single parents. Very few programs specifically focused on adults, even those with some kind of health issue. While some fitness programs include a 'wellness' element (eg discussion re nutrition), most are activity focused, such as pilates. **Seniors** For more active seniors, some over 55 fitness classes are offered, but again the focus is on fitness with only a small, if any, health element. Seniors residences offer recreation programming but limited and more focused on social recreation. The Golden Age Club, operating out of the Pioneer Centre, offer a wide range of social recreational programs and a few physical programs (floor curling, carpet bowling, snooker, etc). In Stony Plain, the Senior Citizens Society and the Multicultural Heritage Society offer a similar range of programs. Various organizations support people with specific chronic conditions, many going beyond counseling to social recreation, but few have a capacity to deliver physical recreation activities. One example would be the Good Samaritan Society which supports those with Alzheimer's and Dementia. The TLC does offer some programs for this target market, in particular through a partnership with Tri-Community Health and Wellness Foundation. This Foundation also supports similar programs at other locations such as the MHC's Seniors Nostalgia program.

FCSS/Social Services

While FCSS is a separate department from recreation, they are the providers of a range of leisure programs which the users (and most people) would regard as recreation. Therefore it is important that they be included in the overall program and special event review. These programs are generally offered for children, youth, seniors and persons with a disability.
A range of other agencies also offer social service programs that have a recreational element.

Opportunities	Demographic Groups Served
The nature of programs delivered by FCSS differs from those offered by the Recreation departments in as much as the purpose of the programs are for the delivery of either information (dissemination or sharing) or support. Whether they are delivered in a spontaneous mode or as structured programs depends on which of these purposes is the primary goal of the program: support programs are more likely to be delivered on a drop in basis, while information programs are delivered as structured programs. **Spontaneous Opportunities** There are a range of drop in programs offered by FCSS and other agencies that provide support for pre-schoolers and their parents, for children before and after school, for youth after school and in the evenings, and for seniors. Essentially they provide social recreation with an element of physical recreation for children and youth worked into the program offerings. **Programmed Opportunities** Within this 'drop in' framework, are a number of structured programs aimed at providing recreational experiences, as well as counseling and other support. Again the focus is mostly on social recreation with information sharing and group support being the reason for programming a time for the activity.	**Pre-school** A wide variety of pre-school programs are offered by FCSS and by not-for-profit groups. Preschools are generally structured as not-for-profit societies, while childcare for this age group is more frequently delivered by private agencies. The TLC offer childcare services but only in support of parents using the facility (parent must remain on the premises). **Middle Childhood** FCSS deliver a couple of programs aimed at this age group. There are hardly any after-school programs[16] offered through the schools. The Log Cabin allows 'tweens' to access their drop in programs. **Youth** Again a variety of drop in opportunities often combined with youth counseling and mentoring. Some specific programs are offered for this age group but they are more skill development (eg cyber safety, babysitter safety, junior gourmet) rather than recreation. Big Brothers Big Sisters also works with this group with one focus being to mentor around recreation skill development. **Young Adults** Recreation for young parents is a key part of the pre-school programming. **Less Active Seniors** A range of physical recreation programs are sponsored by FCSS, such as Seniors Dance Night, but the majority are more oriented toward social recreation. A range of not-for-profit organizations offer drop in and structured programs such as the Golden Age Club, SAGE, and the Senior Citizen Society of Stony Plain. Getting seniors to programs is also a critical service and this is provided by the Spruce Grove Specialized Transit Service and the Stony Plain Handibus. There are other services offered by the private sector, including taxis.

[16] The Alberta Recreation and Parks Association recently released a report focused on stimulating after school care programs.

Fitness

As physical activity in our daily lives has been replaced by labour saving devices, many people have turned to fitness activities in order to 'keep fit'. For some, this is exercise machines in their homes, but for many it is 'going to the gym' at one's lunch break from work or in the other waking, non-work hours. The gym has become the social centre for many, from stay at home parents to home based workers. Fitness programs are also broadening their curricula to ensure that the 'fitness message' is accompanied by one focused on health and wellness.

Opportunities	Demographic Groups Served
Spontaneous Opportunities Most fitness activities are spontaneous, and this is what attracts people to them – they can be done anytime, any waking hour. The TLC fitness centre is going 18 hours a day, and lane swimming is offered at many times during the day. There are also a range of drop-in sport opportunities in the evenings at TLC (volleyball, basketball) and most likely in other venues throughout the community organized by other groups, such as churches. In addition, a variety of dryland fitness classes (Pilates, yoga, etc) are offered on a drop-in basis at TLC and other venues. **Programmed Opportunities** Fitness programs in activities such as yoga, Pilates, spinning, jazzercise are all also offered at specific times of day.	All demographic groups are served by fitness classes. **Pre-school** Parent and tot fitness classes are offered every morning and many afternoons – Fun Factory, Gym and Swim, Move and Groove. They all facilitate improved fitness for both parties, encouraging physical literacy, instilling a love of movement in the young and allowing parents to socialize and get fit. Swim lessons also start for this age group, with Bubble Blowers, etc. **Middle Childhood** There are few fitness classes for the 6 to 12 age group: they are not old enough to use the fitness studio, and activities tend to focus on activities that are marketed directly at this age group. Also elementary school students take PE at school, with a goal being Daily Physical Activity. What are offered are a variety of day camps and summer break programs with a fitness focus (eg TransAlta Tri Leisure Centre Mini Olympics), as well as swim lessons and some skill development classes offered in water sports (Synchro for Kids). Birthday parties sometimes have a fitness element included (beyond the cake and balloons). **Youth** At around age 13, youth can receive an orientation to and then start using the fitness studios at TLC. Swim lessons continue and swim leadership courses are added for those interested. **Young Adults, Adults and More Active Seniors** Again there are a wide variety of fitness programs available for all adult ages – Body Blast, Yoga, Spinning, etc, with programs offered morning, afternoons and evenings. Other fitness programs are offered – trail running, golf conditioning. And the weight room offers round the clock access. The pool offers a variety of aquatic fitness and adult swim times. **Less Active Seniors** The TLC has developed a program with Windsor Estates called Walk and Talk as well as offering a range of programs such as Osteofit. Other fitness centres also offer a range of programs for the physically less mobile senior or those recovering or experiencing chronic illness such as stroke or heart attack.

Community Education

Recreation for the mind is community education. Low literacy is also related to low activity levels among adults and children.

Opportunities	Demographic Groups Served
Spontaneous Opportunities The library is the location for drop in activities related to community education. **Programmed Opportunities** Community education programs and courses are offered by a variety of players – again the library is active, while more employment oriented courses are offered through NorQuest College which has a Stony Plain campus. Literacy programs are offered by the Tri-Community Adult Learning Association which is part of a province-wide network of agencies.	**Pre-school** A variety of storytime programs are offered through the library. **Middle Childhood** Again the library offers reading and story writing courses, as well as a variety of summer reading programs. **Youth** The Log Cabin offers a Homework Café, as well as various media learning nights. **Adults and Seniors** A variety of programs are offered in creative writing, book clubs, memory scrap-booking. Some programs (eg Walk it off) are more physical recreation oriented. NorQuest focuses on courses which have an employment focus, but include such things as computer skills.

Special Events

It is often hard to distinguish special events from programming that is simply periodic. An example would be the Triathlon that occurs once per year and is regarded as a special event, whereas hockey tournaments occur frequently, but each one is in some way 'special'.

However the current inventory of special events is as follows:

- Sweet Sounds of Stony
- Volunteer Appreciation Week
- FCSS Block Party
- Seniors Week
- Canada Day Street Performers Festival
- Winter Carnival
- Blueberry Bluegrass & Country Music Festival
- Seniors Week Strawberry Tea
- Farmer's Days & Kinsmen Rodeo
- Great White North Triathlon
- Harry's Auto Show & Shine Car Show
- Annual Yard and Garden Tour
- Rotary Carol Festival
- Museum Events
- Tri-Community Festival of Trees
- Canada Day Celebration & Bike Parade
- Stony Plain Christmas Light Up
- Cowboy Poetry
- Grove Cruise
- Christmas in Central Park
- Halloween Hoopla
- Remembrance Day Ceremonies

This is clearly a range of events that reflects the interests and heritage of the communities. Some are organized by the municipalities, but most are community organized, with one or two having a quasi-commercial orientation.

From this list of special events, it is possible to suggest a set of goals that they are designed to meet:

Community connectivity

- There are events during the year that the whole community should have the opportunity to celebrate together: Christmas and Canada Day are examples. There are parades and opportunities for people to gather and connect with each other in the spirit of the day, often with ancillary activities: street performers, food drives, etc.
- There are events where remembrance is the goal: November 11 is the main day in Canada for this, but others might be appropriate, such as Founders Day.
- For other events, remembrance takes the form of appreciation, as in Volunteer Appreciation Week.
- Some special events celebrate the multicultural heritage of the community, while others celebrate its farming or agricultural heritage: from Cowboy Poetry to the Kinsmen Rodeo.
- Other events encourage people to connect by offering opportunities at specific times of the year: for instance Winter Carnival.

Economic Value or Economic Opportunity

- Most special events offer the participants an opportunity to spend money, or encourage them to at the very least think about spending money later. This can be a reason to host some sport events, such as the Triathlon, the Farmers Market, or a not-for-profit fundraiser such as the Festival of Trees. In most cases, this element of the special event is somewhat subliminal; indeed, the definition of sport tourism is really when the economic value of the event hosting becomes the primary reason for hosting.

Town or Regional Profile

- Most special events attract people from outside the immediate area and thus provide opportunities for the region to profile itself within the greater geographic region. We did not discern any of the events where this was the primary reason for staging, although it likely occurs with many of them.

Part of the Organization's Role

- It should not be forgotten that for most sport and arts groups, events are simply part of the role: sport without competition is…simply recreation…and competing against those outside the region is how participants benchmark themselves. The same applies, perhaps in a more subtle way, in the arts, where art shows, choir festivals, etc are ways for participants to get together and discuss their art, but a little friendly competition is included.

These are all good reasons to host special events and most organizers would identify several of the goals as applying to their particular event. However for each event, there is an enormous resource and energy component required to stage it, and our discussions with organizers noted a number of issues, most of which related to resources or energy:

Facilities were a frequently noted issue:

- Lack of appropriate facilities – many sport groups noted that the facilities that the region has are not adequate to attract provincial or higher level competition. The other noted lack was a large banqueting hall capable of seating 500 event participants; this was noted by a variety of groups, and is also noted in the Regional Indoor Facility Study. Young people in Spruce Grove also commented that there was no real centre or heart to the town in a physical sense that allowed events to go on into the evening in the way that was possible on Edmonton's Whyte Street.
- Displacement of other groups – concerns were raised both by the groups hosting special events and from the groups which were displaced by that event. In particular, the use of the TLC soccer fields for a variety of events during the soccer season was one example. There is also a likelihood that even within a sport there are concerns when regular league play, say in hockey, is displaced by a hockey tournament.

Volunteers and Human Resources

- Lack of volunteers and volunteer burn out – this is a universal problem, and was noted by various groups. The data from Statistics Canada indicates that fewer people are volunteering, but those that are contribute more hours…a recipe for volunteer burn out.
- Lack of volunteer recognition – one reason volunteers note for not coming back, is that no one said thank you.
- Lack of volunteer training – while not noted as an issue by most groups, it is an issue which lurks below the surface in most communities, with the issue being how do we increase the skills that are required in volunteers and capture the learning that occurs during events, and transfer it to other events?

Organizational Barriers

- Need for multiple departmental approvals – any event that uses the streets in the region requires multiple approvals from police, engineering departments, etc, as roads must be closed temporarily, traffic held up or re-routed, etc. None of these may take long in themselves (although they can), but there is little 'one-stop shopping' that is possible.

Financial Issues

- Difficulties in getting sponsorship – local businesses were seen as supportive, but the 'big money' was in Edmonton and getting support for local events was a challenge.
- Cost of renting equipment – there is a variety of equipment that is only required once per year for 'the event' and it has to be purchased and then stored. This was a challenge also for many groups, as well as a disincentive, particularly among sport groups, for going after events.

There is a need for an overall strategic approach to special events, with the municipal role clearly defined.

Learning from Comparable Cities

Spruce Grove/Stony Plain is a 60,000 population region on the outskirts of a major Canadian city; how are similar regions delivering their leisure programs and services? This is an important question, and a major study in itself: we chose to look at the online and downloadable leisure guides from some of these communities, to see what could be learned from a cursory look[17].

The mega recreation centre is primarily an Alberta phenomena. The communities that we look at on the outskirts of Vancouver and Toronto all had more recreation facilities, small in size, and closer to where people lived. However whether in one facility or several all these communities had approximately the same mix of amenities. Some of the BC communities have developed interesting partnership arrangements with not-for-profit groups; this is particularly the case with gymnastics, squash and racquetball, and tennis. For instance the Burnaby Tennis Centre is on municipal land but is a not-for-profit organization and delivers programming for both members and the general public.

Recreation guides are often over 100 pages long and come out two or three times per year. Some municipalities have already gone partially or completely online, but in most cases it would seem there is still a printed or downloadable guide which is available. The Red Deer guide spring/summer edition was 112 pages long. Aquatics is always a major piece, in most cases running between 10 and 20 pages. However many of the other recreation guides provide extensive lists of programs in the arts, health and wellness, etc. The North Vancouver guide has over 25 pages devoted to arts and cultural programming.

Three approaches to not-for-profit organizations are discernible from these recreation guides:

- Minimal -- really the only reference to not-for-profit organizations is a listing of contacts in the last couple of pages of the guide.
- Fairly comprehensive information about not-for-profit groups in the community, often providing them with a quarter or half page advertisement in the guide.
- Linking of the booking systems of public and not-for-profit programs -- in some cases not only was there information about the not-for-profit group and its programs, but also the ability to use the municipal program booking system to register. In most cases it appeared that this applied to programs that were organized by the not-for-profit group but actually delivered within the municipal facility. In no municipality did it appear that all not-for-profit programming advertized in the guide was bookable through a central municipal booking system, although this would seem to be a goal for some of these municipalities.

In most cases where this more inclusive approach was in place, private providers of leisure services were treated the same as the not-for-profit groups.

Most of the leisure guides had adverts for both not-for-profit and private service providers, although it was hard to determine which were listings provided free and which were actually advertisements. Many of the leisure guides also had advertisements for restaurants, chiropractors, car dealerships, etc.

Information on access to recreation programs for those on low income was generally provided within the leisure guide. In some cases, it appears early in the guide, prominently displayed. On the other hand, some recreation guides provided little information and what there was was very hard to find; this would likely indicate a lack of policy in this regard in these municipalities.

A cursory look at the programming that was provided indicates that there is a lot of innovative programming available, and also probably indicates that the recreation programmers get together frequently to swap ideas!

[17] We also know some of these communities from personal and professional experience.

In terms of community education programming, it would seem that about half of the municipalities included such programming in leisure guides. Examples include conversational French, Irish history, etc. North Vancouver has strong community education programming linked closely to their arts and cultural programming -- a wide range of programs are available.

In terms of family, children and social service programming, the Alberta communities clearly provided a wide range of programming through FCSS. This was less so in BC communities, while Ontario communities tended not to have any great range of this kind of programming.

Some of the leisure guides indicated that there was a strong system of community associations, often with community-run community centres. Those municipalities with such systems also tended to be the ones with the strongest linkage in programming terms with the not for profit leisure systems.

Most of the leisure guides have some kind of listing or calendar of special events, although there was great variety in what was actually included in these calendars in terms of different kinds of events. It would seem in most cases that these calendars were primarily used to announce dates for registration for programs etc.

Strategies and Recommendations

Having reviewed all aspects of leisure programs and organizations, as well as the various 'groups' of the region, we propose the following strategies and recommendations. We have also included comment on 'best practices' – where can additional information on the approaches that we are recommending be found:

Strategy #1 - Build a more comprehensive leisure system

Discussion:	Our assessment of the leisure system is that the gains and advances of the last ten years, primarily driven as they have been by the phenomenal success of the TransAlta Tri Leisure Centre, need to be followed by a focus on strengthening the overall leisure system, and the linkage between the municipalities and the community not-for-profit system and organizations. The primary focus of the TLC has been on providing for the desire of the public for spontaneous leisure activities. The aquatic centre, the fitness facility, and the drop-in programs of public skate, shinny, evening volleyball, etc have provided for this community need. The whole region uses the TLC and it is well regarded by the public, as is clearly evident in the resident satisfaction surveys that the municipalities periodically commission. In addition, many of the region's not-for-profit organizations use the TLC for the facility base of their programming. Examples are the soccer and minor hockey groups, the various swim clubs, water polo, and many others. Other groups use other municipal facilities. The many agencies that make up the system are the life blood of the community, and their influence and service delivery extend well beyond the recreation and leisure system. In some ways therefore, what we are suggesting is that a much more broad-based approach be taken to these community organizations. Indeed nurturing the system will enrich all aspects of community life, which in turn is a strategic priority of both municipal councils. Using the community not-for-profit system, based as it is on volunteers, is also a very sustainable and cost effective way of delivering leisure opportunities. The costs of supporting volunteers, such as through recognition and training, are returned many-fold in the value that those volunteers bring to the community. Community capacity building through strengthening of community organizations is not explicitly included in the TLC's mandate, although in the last year or so they have started to work with their client organizations, by assisting them in the allocation of facility space. There are further opportunities for the TLC to support local sport organizations through the collaborative application of the Sport Canada's Long Term Athlete Development Plan. Additional synergies may exist around the development of coaches and officials. Some kind of consultation mechanism needs to be established to allow discussion on an ongoing basis between TLC staff, municipal staff, and officials of the various not-

	for-profit agencies. The coordination of this process also needs to be within somebody's job description. Once this is done then the question "what programming?" can be asked. Only following that, should the question turn to "what does the public sector need to do?"
Strategic Directions:	Adopt a more holistic, community capacity building approach to leisure programming. Develop an approach to leisure programming which focuses on the needs of specific demographic groups. Approach the process of leisure program development from the viewpoint of what these groups need or want (as opposed to what is possible to suit available space). Consider key priority areas for leisure program focus as follows: • Developing a young people's strategy – to address the leisure needs of those aged 18 to 30 years, recognizing that this demographic includes both those without children and those with young children, and is a key age group of new residents to the region's urban areas. • A 'Getting Your Life In Shape' or 'Fit for Life' strategy – to address the leisure needs of those aged 55 to 65 years, being the key years in which habits for the senior or retirement years are set. • An 'Early Childhood' strategy – focused on the needs of the 0 to 6 age group of children and their need for physical and social literacy in these pre-kindergarten years. • A 'Just Play' strategy for the middle childhood children aged 6/12 years, which would focus on unstructured play outdoors and in natural settings. • An 'afterschool care' strategy for 6 to 12 year olds which would link with the 'Just Play' strategy noted above. Establish a set of consultative committees, one for each age group, to annually review and discuss the present and proposed program mix. Then form advisory committees for each of the strategies once adopted. Include interested not-for-profit groups in these advisory committees. For any strategies that focus on or include children, ensure that they are consulted directly as to their interests, not just through their parents. Once the relationship with not-for-profit program providers has been established, review the program mix to determine what programming needs to be provided by the public agencies.
Recommendations:	**1.1 Develop alternative consultation frameworks designed to enter into an ongoing dialogue with both the representatives of the public and with the not-for-profit and private sector leisure providers.**
Best Practices	Many communities do a good job of linking with the not-for-profit and private sector recreation organizations, however the City of Red Deer is one Alberta community that can be singled out as providing the kind of holistic approach that we think the Tri-Region should aspire to. Its Community Services Department: • Has an extensive Activity and Program Guide distributed three times per year.

	• Integrates and promotes the program delivery of public programs, not-for-profit organizations, and private providers. • Supports 18 neighbourhood based community associations. • Delivers a wide range of arts and cultural programs (including a number that could be considered 'community education' – see strategy #9). Having said that, while its programs do offer extensive leisure opportunities for many of the demographic groups we identify above, there does not appear to be any specific marketing to those groups. Other communities do this: for instance a number of Vancouver Island municipalities (eg Oak Bay Municipality) with large adult and seniors populations publish specific program guides for these populations.

Strategy #2 - Strengthen the Community System for Leisure Program Delivery

Discussion:	If the community not-for-profit system is to play the role envisaged for it in the previous strategy, then it must be strengthened. There are lots of ways that this can occur. Some organizations already have paid staff, but others would benefit from a subsidy for this purpose, or the provision of a generic office where resources could be made available (e.g. Internet access, space for community meetings, etc.) Volunteer training could also be provided, especially around the issues that are of particular concern to the TLC and the three municipalities, such as quality standards, and accessibility and affordability policies and procedures. There are also many "organization in a box" computer programs to automate registration, finance, etc. and the adoption of one such package and assistance to staff/organizations to use it, would also provide a consistent format for data collection, etc., and make it possible for greater consistency to be made available for people signing up for courses/programs, as well as for volunteers moving between organizations.
Strategic Directions:	Find ways of increasing support to community organizations. Establish or strengthen the volunteer training and recognition programs. Work with the organizations to establish an organization support package, such as might include a common registration module. Increase training of volunteers with regard to quality standards (e.g. *High Five*). Increase municipal support for volunteer week. Consider creating one or more community development positions; one position could focus specifically on sport; other positions, perhaps added later, could focus on other aspects of the community system.
Recommendations:	**2.1 Commit municipal human resources to building the capacity of the community not-for-profit leisure system and organizations.**
Best Practices	The City of Red Deer has a division in its Community Services Department called Social Planning; within that division, there is a position of Community Facilitator whose job description includes *:…providing*

	facilitation and professional program and administrative consultation to individuals, groups and agencies who are working collaboratively to develop, direct, operate, monitor and evaluate a wide range of social programs or who wish to address an emerging need in the community. Examples of sport organization software packages: • Active sports • SportsPilot • Sportssignup • Ramp interactive A quick review of the benefits that such packages can deliver can also be found at thefreelibrary.com.

Strategy #3 - Stress Collaboration within the Community System

Discussion:	The community system of not-for-profit organizations involved in the leisure field is fragmented. Sports groups for instance, even though they have lots in common, tend to compete against one another for resources, facility times, etc. The same is true with the arts and cultural organizations. This fragmentation has resulted in limited voice in the governance and management of the leisure system, often to the detriment of the system. Many communities have formed councils as a way of facilitating two-way communication within a sector, such as an arts council[18] or sports council: Edmonton has both a Sports Council and an Arts Council. The Province of Alberta has also established the Premier's Council on Arts and Culture whose mandate includes providing: *a voice for Albertans in significant matters pertaining to culture and play(ing) a key role in facilitating and maintaining critical partnerships with the private sector, cultural organizations, agencies and foundations.* The region needs both a sports council and an arts council, with a mandate statement not unlike that of the Premier's Council.
Strategic Directions:	Establish a Tri-region Sports Council and a Tri-Region Arts Council.
Recommendations:	**3.1 Encourage the sports and arts communities in the region to form coordinative councils which can play a role facilitating and maintaining partnerships and communicating with a unified voice.**
Best Practices	Edmonton Sports Council; Calgary Sports Council. Edmonton Arts Council.

[18] The Allied Arts Council does not fulfill this coordinative role and it should be encouraged to change its name to something more akin to its purpose as an artists collaborative.

Strategy #4 – Establish Quality Standards

Discussion:	Parents like signing their children up for publicly run courses because they know that they are purchasing a product of consistent quality. Increasingly quality standards are being used in business as a way to differentiate services, as a way to drive business to one supplier as opposed to another, and to increase the quality and value of the product to the consumer. In part this is what is happening between the TLC and the programs of other community organizations. Above all however, program participants need to know, and organizations need to ensure, that the courses are well run and delivered in a professional manner. To a lesser extent, participants are concerned that any qualifications that they receive are transferable -- examples would include the Red Cross' progressive swim levels, and the Canadian Yachting Association's White Sail program. There are a variety of programs and program areas where the application of quality standards would significantly improve program quality: • Child and youth programming – where *High Five* is the emerging quality program nationally and provincially. • Sports programs – where programs such as the Sport Canada Long Term Athlete Development plan, National Coaching Certificate Program, and Athletic First Aid all provide for quality enhancement. In addition there are a range of sector specific standards such as the CYA and Red Cross programs noted above, but these are invariably already being used by specific organizations as the program standards. Of course, there are costs involved in establishing such systems – for workshops, trainers, etc. However the gains in quality of coaching, safety within programs, and in other areas will be worth it. Opportunities exist to keep the costs to sport groups to a minimum such as by ensuring that staff at the TLC are certified as trainers in key areas. It should also be noted that some of these elements, such as coaching certification, will be required for Alberta Winter Games sports. Additionally, the provision of trained and certified officials and sport medical personnel is often a requirement for provincial and national events, if the region were aiming to bid on such events as part of a sport tourism program.
Strategic Directions:	Establish quality standards for all program delivery, starting with publicly delivered programs, then those using public facilities, and then other programs. Focus on the High Five program and the NCCP program to begin with. Ensure that the planning for children and youth sports programs ties into the Sport Canada Long Term Athlete Development plan, as well as tying into the proposed quality standards. Consider dedicating the legacy from the 2012 Alberta Winter Games to building the quality standards and system, upgrading community coaches qualifications in Games sports, etc.

Recommendations:	**4.1 Develop a quality standards framework for the region.**
Best Practices	The High Five program was developed in Ontario and is well developed in many communities throughout the province. Two leading edge communities are the City of Peterborough and the Town of Port Hope. The NCCP program is also well established in many communities throughout Canada; again the linkages between recreation and sport programming, sport tourism, and volunteer training, are particularly well developed in Kamloops.

Strategy #5 - Place Particular Emphasis on Program Affordability

Discussion:	While FCSS do focus on programs that are more oriented to social services than to leisure, they are a critical partner in supporting the delivery of programs and leisure opportunities to those challenged by low income, and program supports, including leisure programming, for people experiencing social dislocation. It should be recognized that FCSS funding does not go directly to leisure programs, but the province recognizes and in many cases funds the staff positions that make such programs possible. Indeed having FCSS programming as a municipal function (or an arm's length organization as in Stony Plain) is one of the most powerful and sensible aspects of the Alberta municipal system, and these close working relationships make for strong programming for those who are socio-economically challenged. Therefore it is imperative that FCSS are included in this leisure service planning in order to ensure that the system works holistically. However it is also necessary that the policies and practices are in place to ensure access to programming is not denied to those who are socio-economically challenged; and that these practices operate in a non-discriminatory manner, making it easy and obvious that these practices are in place. This is not the case at present: it is hard to find any information on either Town, City or TransAlta Tri Leisure Centre website that indicates that there are such policies in place, or how to go about requesting free or subsidized program admission. And having to ask at the front counter is not non-discriminatory. Information about other agencies whose programs cater to these same goals should also be available. The TLC website does direct customers to Kidsport.
Strategic Directions:	Ensure that FCSS is a partner in the recreation programming system, as their clients are prime candidates for inclusion within publicly funded programs. Ensure that municipal policies and practices are in place to provide access to leisure programs for those who are socio-economically challenged. Include information about other agencies programs that support these same goals.

Recommendations:	**5.1 Develop, adopt and promote policies that ensure that income is not a barrier to participation.** **5.2 Ensure that municipal leisure websites, including TransAlta Tri Leisure Centre, clearly display information about program affordability.**
Best Practices	Many communities have policies or have adopted the program that is now both Alberta and national in scope, Everybody Gets To Play. The Ontario Parks and Recreation Association have also recently released an excellent report entitled Access Policy Framework for Ontario. An example of a cross-municipal policy approach would be the LIFE program developed by all the Greater Victoria municipalities.

Strategy #6 - Develop leisure programs that enhance the sustainability agenda of municipal councils

Discussion:	There is a real "push back" to the world of high-tech, video games, twittering, TV, etc. It is coming from many sectors: • Healthcare professionals who see the results of physical inactivity in all ages, especially worrying in children and youth. • Educators who are seeing increases in ADHD and other problems, especially among boys, for which "running off steam" is increasingly being recognized as part of the solution. • Parents who worry about these issues, but cannot find time to go for a walk themselves, let alone take the children to the forest or lake for a couple of hours. But primarily it is coming from children and youth themselves who want to "just play with their friends" as opposed to being "safe" at home (in front of the TV or Internet)[19]. Solutions are emerging within the public sector, with recreation departments offering more drop-in opportunities and out trips, and in the not-for-profit sector where organizations like Cubs and Brownies are seeing a resurgence with their message of fun and adventure. The Tri-Region has a wonderful legacy of land, organizations and culture to build on and likely has lost less of the child/nature link than other communities. It also has immense resources in terms of parks and trails; programming them should be part of the new leisure system.
Strategic Directions:	Focus on linking parks and open space with recreation programming. Work with the emerging movements for child and nature, and unstructured play. Ensure that "nature is built in everywhere". Include programs that use the trails, especially with children and young people.
Recommendations:	**6.1 Work with not-for-profit groups to develop and promote a set of programs which focus on 'Children and Nature: Fun and Adventure in the Tri-Region Parks'.**

[19] See Middle Childhood Inside and Out: The Psychological and Social World of Children 9-12, page 14

Best Practices	For best practices in this area, it is necessary to look farther afield, to the US and to Europe. This is in part because the region's children are likely in closer contact with nature than those in more urban areas…but the causal factors of children's disaffection from nature – technology, perceptions of risk, etc – still abound. However the 'child-nature reunion movement is getting underway in Alberta (through ARPA) and in Canada (see Child & Nature Alliance), although much of the best documentation is on the Child & Nature Network website which is primarily US sources; an example of a best practice would be the Maryland Partnership for Children in Nature Action Plan for 2010. The issue is also the lead item in the November 2009 'The Nation's Health', the official newspaper of the American Public Health Association.

Strategy #7 - Strengthen the Linkage with the Health System

Discussion:	For well over 20 years, there have been moves to bring the leisure and healthcare systems closer together. Some progress is being made, and administrators in both systems are keen to make them work. However there are many obstacles to overcome: • Healthcare is a provincial jurisdiction which is harder for municipal administrators to tackle. • Attitudes to patients and customers differ between the systems. Healthcare workers are reluctant to entrust their "patients" to the municipal leisure system where training is at a lower level, aimed at mass markets not one-on-one interventions. • Doctors and health care workers are often unaware of the opportunities available within the TLC, for example for fitness and health conditioning. • Health clients who, after a health incident such as a stroke or heart attack, often do not know where to begin their health renewal. More and more leisure centres are working on all these issues and there are many good models to learn from: • Hiring new staff, and training existing staff, to the required levels. • Working with local doctors on referral procedures. • Establishing a buddy system. • Special programs for stroke and heart attack clients, back fitness, osteo-fitness, etc. TLC staff are working on these issues and already deliver a variety of programs. The region has an advisory group in the Tri-Community Healthy Living Partnership. We also found other members of the health care profession open, indeed keen, on all these ideas. However the issue will need more staff time than is currently committed, and some additional funding for piloting programs, etc, if progress is to be made on this kind of system integration.

Strategic Directions:	Develop the current working partnership with the health and wellness system. Build on the program successes that are already in place. Work both locally and provincially to resolve issues around staff credentialization. Agree referral routes for specific chronic ailments. Ensure that leisure counseling is available within the health system for clients who would benefit from a more active lifestyle. Establish a buddy system for health referral clients. Expand the concept of "seniors day at the tri" to other groups.
Recommendations:	**7.1 Commission the Tri-Community Healthy Living Partnership to develop an annual report, with recommendations for action, designed to stay abreast of developments in this area.**
Best Practices	Many communities are experimenting with innovative ways to tie leisure services more closely to their health outcomes. A series of best practices can be found in the winners of the ARPA's 2008-9 Community ChooseWell Awards. Examples noted include: • *Building Community Resources through Partnerships* – Village of Kitscoty • *Reducing Barriers to Healthy Living for Tweens and Teens* – Village of Warburg • *Providing Wellness Education* – Town of St. Paul • *Creating Healthy Opportunities* – Town of Edson • *Building Community Resources through Partnerships* – Bridgeland Riverside Community Association, City of Calgary • *Reducing Barriers to Healthy Living for Tweens and Teens* – Town of Irricana • *Providing Wellness Education* – Red Deer Active Living Association • *Creating Healthy Opportunities* – Town of Cochrane

Strategy #8 – Develop a Cultural Strategy for the Region

Discussion:	Many people told us that arts are still considered somewhat of a frill within some parts of the region. This is a shame since media literacy and creativity are key skills and attitudes that all major employers are seeking. Culture and the arts are also growing areas as the population ages and the ability and interest in high activity sports declines. The recent Spruce Grove Municipal Development Plan notes the need for a cultural strategy and the recent indoor facility study was commissioned with a terms of reference that included looking at indoor cultural facilities. Its recommendation for a number of cultural facilities with a timeline of 2014 is welcomed, as it provides time for the development of a culture and arts strategy which can then be fine tuned to look at what arts facilities would reinforce the strategy. We would very much suggest that the arts and culture strategy be a joint effort across the tri-region as this will allow differing approaches to the arts to be addressed.
Strategic Directions:	Develop a cultural strategy for the tri-region. Ensure that arts and cultural facilities fit with this cultural strategy once it is in place. Use the development of the cultural strategy to address differing approaches/attitudes to arts and culture among the three municipalities.

Recommendations:	**8.1 Develop a cultural strategy.**
Best Practices	Many communities have developed arts/cultural policies or strategies. Examples include: • Capital Regional District, BC – Regional Arts Strategic Plan • City of Fredericton – Fredericton Municipal Arts Policy • City of Port Moody – A Cultural Strategic Plan • City of Sault Ste. Marie – Cultural Policy • City of St. Catherines – Municipal Cultural Policy • Halifax Regional Municipality – Cultural Plan • City of Kamloops – Cultural Strategic Plan • Prince Edward County – Strategic Cultural Plan • Red Deer – Community Culture Master Plan • Region of Waterloo – Arts, Heritage, Culture Master Plan • Town of Ajax – An Integrated Community Arts and Cultural Plan • West Vancouver – Arts & Culture Strategy and Cultural Policy

Strategy #9 - Develop a Community Education Strategy

Discussion:	Alberta has many educational challenges[20] that cannot be discussed in this report. However the area of community education, which we define as educational courses that people take in their leisure time, should be considered as part of this Leisure Services Master Plan. These are courses for learning Spanish, Asian cooking, and many more. They used to be delivered as part of the public school or community college systems, but both these agencies tend now to focus more on academic and career education programming. Communities need this component and it should be a matter of discussion with the school divisions (who have the perfect facilities), NorQuest College (who are the provincial government post-secondary education steward for this area), the Tri-Community Adult Learning Association, and other agencies such as the Public Library as to how these programs are provided. Leadership in this discussion will need to come from the municipalities. The high school linkage is also an opportunity to extend some experiential learning to secondary age students to enrich their resumes and lives with programs delivered at high school such as lifeguarding, food safe, mountain guide, etc. These programs could be delivered in conjunction with the Recreation and Outdoor Programming departments of the municipalities. The City of Spruce Grove Municipal Development Plan identifies the need to promote community education and experiential learning.
Strategic Directions:	Develop a community education strategy, partnering with the school divisions, NorQuest College, Tri-Community Adult Learning Association, and perhaps Edmonton schools to identify programs and courses.

[20] See the Province's Campus Alberta Initiative.

	Link closer with the school divisions to deliver recreation programs through schools that provide skill enhancement/resume building for students (e.g. lifeguarding, Red Cross, food safety, mountain guide, ATV operator).
Recommendations:	**9.1 Develop a community education and experiential learning strategy.**
Best Practices	A review of any recreation guide for a major BC community will reveal a range of leisure programs that would be defined as 'community education' or 'leisure education'. For instance the municipality of Oak Bay (population 16,000) offers courses in cooking, dance, gardening, meditation, music, photography, languages, writing and many more. In addition, many community colleges offer community education programming. In Alberta, these are often within the mandate of FCSS, but often their focus is more social/educational that leisure education. In terms of developing the linkages between recreation and experiential learning, there is a fine example underway between the Grande Yellowhead School Division (and other school divisions) and Parks Canada in the Palisades Stewardship Education Centre in Jasper National Park.

Strategy #10 – Move Toward Schools as Community Facilities

Discussion:	People also noted that the school facilities need to be considered as part of a leisure services master plan. The region has many new schools with a range of facilities. Some of these facilities, especially gymnasia, are heavily used in the evenings. However many other facilities are little used after 3.00pm and hardly ever used at weekends (including gymnasia). Some of these facilities could be used for a range of leisure programming: arts, culture and community education in particular. While there are often bureaucratic barriers that impede use, access has been achieved in many Alberta communities, with Edmonton schools for instance following the lead of Grande Prairie[21] and designating schools as "community knowledge campuses". The need in particular for after school programming for school age children should be addressed in conjunction with the School Districts, individual schools and their home and school associations/school councils. This was one aspect of the Indoor Recreation/Cultural Facilities Strategy that was not covered, and the potential here is so great that this aspect should be pursued. If it is not possible to see these changes made with existing schools, certainly for any new schools, such as currently proposed by the Evergreen Catholic School Division, every effort should be made to maximize their community leisure potential.

[21] See the Grande Prairie Coca Cola Centre.

Strategic Directions:	Consider developing a strategy to make capital changes to schools to increase their usability for leisure programming. Consider this in particular when new schools, especially secondary schools, are in the planning stage. Revisit the Indoor Recreation/Cultural Facilities Strategy to ensure it fully considers this community capacity development approach.
Recommendations:	**10.1 Meet with the School Divisions to discuss the development of a comprehensive after-school program, as well as participating in a community education initiative.**
Best Practices	The ARPA has just produced a detailed report on after school care and programming that provides many recommendations for action that can be adopted in the Tri-Region. Engaging school divisions in planning schools as community facilities has been successful in many communities. The experience noted above of Grande Prairie is one example. In BC, Richmond has many schools which also serve as community centres (see Cambie Secondary School), as does Saanich (see Royal Oak Middle School) and Victoria (Colquitz Middle School).

Strategy #11 – Formalize Special Event Planning

Discussion:	Special events are important to the community in lots of different ways: they build a sense of community, they provide profile outside the community, and they bring people to the community who spend money and generate economic impact. However a review of the list of special events that currently occurs indicates that it has grown like topsy. Many of the events have a strong following, and they appeal to people of all ages (many youth noted "parades" as things they wanted more of). There needs to be a consistent approach or policy which guides municipal support of special events. This needs to be based on a set of goals and objectives about what the community wants to support and why special events are a "public good". In addition experience from other municipalities is worth exploring. For instance the City of Vancouver has a 'one-stop shopping' approach which assists special event organizers; it is a cross departmental group of municipal officials, called the Festival Expediting Staff Team (FEST) which meets once a month to deal with all issues at one time. Another example is the City of Kamloops which has a community equipment rental program, which provides tents, marquees, sound equipment, radios, etc. to event organizers, obviating the need for multiple different groups to purchase and store this equipment themselves. Event organizing is also a time-consuming activity. It would be a wise move for the municipalities to review their staff commitments to special events and focusing on those events which have true impact in either economic or social terms. The policy noted above should include a mechanism for this impact analysis.

	The value of the special events should not be underestimated. Some communities have focused their entire branding around festivals and events. While both communities have recently been through branding exercises, it would be a worthwhile activity to see how special events can be fitted more closely with these civic brands and used to reinforce them. Even a cursory look at the present inventory of special events indicates that there are many additional opportunities around which special events could be created, and which would in turn contribute to the civic image. It should also be noted that Edmonton has branded itself as *the Festival City* and has various events around which the Tri-region can take advantage. This is already occurring: the inclusion of the Street Performers Festival in Canada Day, links with the Edmonton Street Performers Festival which is held in the week following. Both Jubilee Park and Stony Plain's renovated Heritage Park (formerly Exhibition Park) will be wonderful family special event centres, but energizing both communities' downtowns for evening festivities will also provide positive venues for special events or those parts of special events which focus on the young non-family age group.
Strategic Directions:	Develop a consistent set of goals and objectives for special events focusing on the role of these events as community connectors, economic generators, and profile builders. Use these goals as part of the collaborative approach to special event planning. Identify resources for organizations delivering special events primarily focusing on grants in aid, although recognizing that there will be other ways in which the municipalities provide resources and support. Establish a set of equipment that is rentable, at very low cost, from the municipality to assist event organizers. Investigate the equipment packages provided by, and the experience of, other municipalities which provide the service (e.g. Kamloops, Kelowna). Host a brainstorming workshop for community representatives, municipal staff, councilors to see what other special events are possible, if there are aspects of the overall strategy (community connectors, economic generators, profile builders) which are undeveloped. Work with the two planning department to encourage land uses which would identify locations, such as in the respective downtowns or in 'urban village' areas, where specific land use designations would support special events. Consider making this part of a Young People's strategy.
Recommendations:	**11.1 Develop a Special Events Strategy for the region.**
Best Practices	Many cities have been faced with the issues around special events and have adopted strategies to ensure that event organizers receive efficient service and that city staff and services are recompensed. As noted above, the City of Vancouver has a Special Events Coordinator who works with a cross-departmental committee to handle issues such as insurance, permits, route closures, grants/costing, marshals and civic representation/visibility. The Vancouver Park Board receives an annual calendar and an annual report from staff.

	In addition, many cities link sport tourism with events and festivals with the strategies for these areas coordinated. The City of Kamloops takes this approach.

Strategy #12 – Promote Sport Tourism

Discussion:	Sport tourism has been recognized for over 30 years as a key part of a municipal economic development strategy. Edmonton was one of the very first cities to recognize the value of hosting major events, being the host in 1978 of the Commonwealth Games; since that time it has used major events to upgrade its facilities, hosting the World Student Games and in 2001 the World Track and Field Championships. Other cities that have been active in sport tourism include Kamloops, which brands itself as the Tournament Capital of Canada; and Prince George which since 1992 has been fine-tuning its leisure facility construction to ensure that it has the facility base for event bidding and hosting. All these communities have different approaches but the same goal: to host events which bring participants and spectators who will spend money in the community. The Tri-region is at the beginning of this process. The Bruce and Jeannette Fuhr Sports Park is the first real hallmark facility in the region with the potential to attract provincial and higher-level events. Other regional facilities also have potential. The Alberta Winter Games in 2012 will be the region's first major multisport event in many years. However sports tourism needs to be carefully planned if it is to yield the maximum benefits for the minimum of capital and operating investment. It is essential that the community determine what its goals are for hosting sports events and then go after events that meet those goals... and say "no" to those that don't meet the goals. This requires action on a number of fronts: • Planning – the Canadian Sport Tourism Alliance have a planning template (developed by YTA) which will assist the community in working through the many decisions that face them, and will deliver a draft plan which can then be fine-tuned to meet community needs. • Facilities -- while a good start has been made, it is important to understand that return on investment is maximized when facilities are built to serve the community first, and the sport tourism community second. The key, as noted by the Prince George strategy above, is to build for local needs but to upgrade when constructing to ensure that sport competition needs are also met. • Organizational support -- it is critical for sports tourism planners to remember that volunteer sport organizers are not in the business of "heads in beds". While event organizers are happy to work with economic development planners and representatives of the tourism system, the volunteers must share in the economic benefits that flow from the events, even if they flow firstly into the

	pockets of hotel operators and restaurant owners. • Accommodation -- while Stony Plain has a good inventory of hotels, Spruce Grove has relatively few (although more are planned). While this imbalance will likely correct itself over time any accommodation strategy would be wise to look at other possibilities: o Camping and recreational vehicles, especially for events which have this as part of their culture (e.g. equestrian). o Sport Hotel or student accommodation is a new form of sports tourism accommodation which is growing across the country in communities where there is also a need for student accommodation (e.g. Kamloops/Thompson River University). Overall, given the situation that the region is in related to sport tourism, a wise move would be to host a sport tourism workshop at the earliest convenience.
Strategic Directions:	Working in conjunction with the sport organizations, develop a sport tourism strategy for the tri-region. With all new recreation, sport and park facility construction, consider how design adjustments could enhance sports tourism. Establish standards for the sports tourism/local recreation balance (for example sports tourism use not to exceed six weekends and two weeks per year per facility). Identify key facilities in the tri-region to designate as sports tourism venues. Ensure that they are evenly distributed across the region. Identify a set of sports which have potential to deliver economic benefits through the hosting off provincial, national or international sports competitions. Think outside the box: field lacrosse, martial arts, boxing, judo, gymnastics, BMX, dance, volleyball (volleyball currently hosts a national championship once per year -- all schools have full height gymnasium). Develop an accommodation strategy which links with the sports tourism strategy. Consider the possibility of linking with the establishment of post secondary education campus in the region, with the potential to link college accommodation and sport tourism accommodation planning (review the Kamloops/Thompson River University model). Also ensure that camping and the use of recreational vehicles is included in this accommodation strategy.
Recommendations:	**12.1 Working in conjunction with the sport organizations, develop a sport tourism strategy for the tri-region.** **12.2 Host a one day sport tourism planning workshop, sharing information among sport representatives, the tourism industry, and all other involved parties.**
Best Practices from Other Communities	Many communities across Canada have developed a sport tourism strategy and actively pursue sport events as a part of their economic development portfolio. The City of Edmonton has an excellent structure and clearly links sport development at the community level with the

	hosting of sports events at all levels. Any discussion of a Tri-Region Sport Event Strategy should start with discussions with Edmonton. There are other communities on the edge of major cities whose strategies will likely also be of interest to the Tri-Region, and discussion with them will yield information about when to partner with 'the big city' and when or how to 'go it alone'. Burlington and Oshawa, on Toronto's outskirts, both have sport tourism strategies, as does Gatineau (outside Ottawa) and Burnaby and Langley in BC. The easiest way to meet and discuss issues in depth with these and many other cities is to attend the annual conference of the Canadian Sport Tourism Alliance (CSTA). The one day sport tourism workshop could use the Sport Tourism Planning Template that is available through the CSTA. This was developed by Yates, Thorn & Associates, and has been used in a number of communities to develop or refresh community strategies (eg Brantford).

Implementation Plan

Strategy #1 - Build a more comprehensive leisure system

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
1.1 Develop alternative consultation frameworks designed to enter into an ongoing dialogue with both the representatives of the public and with the not-for-profit and private sector leisure providers.	This recommendation must be led by the municipal administrations and TLC staff – the alternatives proposed and the final structure should be consistent across the region.	Limited initial cost, but there will be ongoing costs if an annual consultation process is to be undertaken.	Short-term and urgent, although the pace at which a broader approach is adopted can be adapted to the demands and the budgets available.

Strategy #2 - Strengthen the Community System for Leisure Program Delivery

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
2.1 Commit municipal human resources to building the capacity of the community not-for-profit leisure system and organizations.	Each municipality and TLC through respective annual budget processes.	$100,000.	Consider for 2010 budget year.

Strategy #3 - Stress Collaboration within the Community System

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
3.1 That Councils encourage the sports and arts communities in the region to form coordinative councils which can play a role facilitating and maintaining partnerships and communicating with a unified voice.	Community driven, but will require some staff facilitation.	Consideration should be given to a start-up grant for each Council.	2010 While this should be a key element supporting strategies 1 and 2, it will need time for the respective organizations who will be members of each council to gel.

Strategy #4 – Establish Quality Standards

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
4.1 Develop a quality standards framework for the region.	This recommendation must be led by the municipal administrations and TLC staff – the framework should be consistent across the region.	Primarily for staff time and consultation in the first year or so, with funding for training, etc, budgeted for year 2/5.	This recommendation will take time to develop.

Strategy #5 - Place Particular Emphasis on Program Affordability

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
5.1 Develop, adopt and promote policies that ensure that income is not a barrier to participation.	Individual municipal/TLC staff to research and prepare policy for Council approval.	The experience of most municipalities when implementing such strategies, is that take up of low cost access is not as great as perhaps hoped.	2010 for policy development – 2011 budget year.

5.2 Ensure that municipal leisure websites, including TransAlta Tri Leisure Centre, clearly display information about program affordability.	Municipal/TLC staff.	No costs – would be part of regular upgrade of websites.	2011

Strategy #6 - Develop leisure programs that enhance the sustainability agenda of municipal councils

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
6.1 Work with not-for-profit groups to develop and promote a set of programs which focus on 'Children and Nature: Fun and Adventure in the Tri-Region Parks'.	Municipal staff to lead process to develop strategy, programs and promotion.	$40,000	2010

Strategy #7 - Strengthen the Linkage with the Health System

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
7.1 Commission the Tri-Community Healthy Living Partnership to develop an annual report, with recommendations for action, designed to stay abreast of developments in this area.	Tri-Community Healthy Living Partnership	No cost. Recommendations may have cost implications.	2010

Strategy #8 – Develop a Cultural Strategy for the Region

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
8.1 Develop a cultural strategy.	Municipal staff to lead process to develop strategy.	$75,000	2011

Strategy #9 - Develop a Community Education Strategy

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
9.1 Develop a community education and experiential learning strategy.	Municipal staff to lead process to develop strategy.	$40,000	2011

Strategy #10 – Move Toward Schools as Community Facilities

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
10.1 Meet with the School Divisions to discuss the development of a comprehensive after-school program, as well as participating in a community education initiative.	City/Town administrators to set up meeting. Staff to support.	Little cost unless more study is required.	2010

Strategy #11 – Formalize Special Event Planning

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
11.1 Develop a Special Events Strategy for the region.	Municipal/TLC staff or consultant support.	$40,000	2012

Strategy #12 – Promote Sport Tourism

Recommendation	Lead	Order-of-Magnitude Cost	Priority/Timeline
12.1 Working in conjunction with the sport organizations, develop a sport tourism strategy for the tri-region. 12.2 Host a one day sport tourism planning workshop, sharing information among sport representatives, the tourism industry, and all other involved parties.	Municipal/TLC staff or consultant support.	$40,000	2010