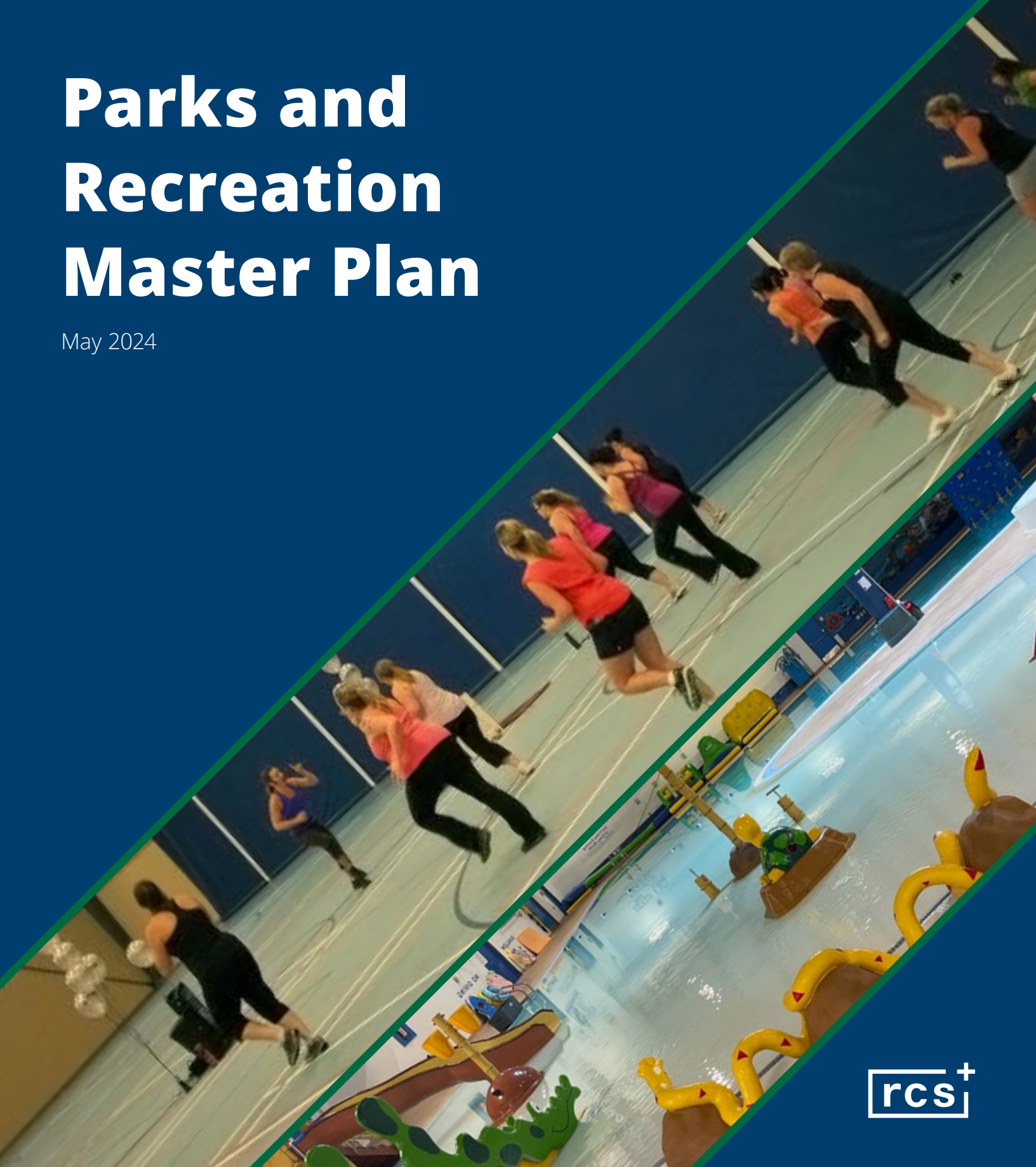


# Parks and Recreation Master Plan

May 2024



## **Land Acknowledgement**

The Town of Westlock acknowledges the traditional land on which it is situated in Treaty Six Territory. The Town honours and respects the diverse status and non-status Indigenous peoples who call this territory home including the Metis, Cree, and Woodland Cree peoples.

# EXECUTIVE SUMMARY

The Town of Westlock provides parks and recreation services to town and regional residents, as well as visitors. These services are valued and important municipal services; those who have access to quality opportunities are proven to be healthier, happier, and more connected to their community. Parks and recreation can spur economic activity, attract residents and visitors, and create a source of community pride and spirit. It is for all these reasons that the Town of Westlock invests in these services and why residents have come to expect the quality and quantity of current facilities and spaces as part of their everyday lives. The Town of Westlock has completed this Parks and Recreation Master Plan to proactively manage the current and future provision of these valued quality of life services.

## Master Plan Foundation

### Vision

Westlock is a community that offers a range of accessible recreation and parks opportunities for its residents and visitors to enjoy. These opportunities contribute to the overall health and wellbeing of individuals and families in Westlock and strengthen their connection to the community. The Town is a regional destination for its recreation and parks opportunities. Westlock hosts events in which residents participate and view.

### Goals

1. *Individuals maintain and enhance their physical, mental, and spiritual health.*
2. *Individuals strengthen their sense of community belonging and identity.*

### Guiding Principles



**Fiscally responsible / viable**



**Inclusive and accessible**



**Collaborative**



**Data Driven**



**Responsive and flexible**



**Environmental impact**

# Strategic Directions

## Service Delivery

1. Communicate the Benefits of Parks and Recreation Provision.
2. Continue Communication and Promotion Efforts.
3. Develop a Parks and Open Space Classification System.
4. Enhance the Strategic Collection of Data to Support Decision Making.
5. Develop a Fee Setting Process.
6. Expand Efforts to Build Capacity Within Community Organizations.
7. Continue Efforts to Address Barriers to Participation.
8. Identify Opportunities for Enhanced Revenue Generation.

## Programs & Events

1. Encourage and Enhance Collaboration in the Delivery of Programs and Events.
2. Consider Programming Opportunities Based on Gaps and Community Requests.

## Infrastructure

1. Follow Asset Management Practices.
2. Follow the Planning Process Framework.
3. Complete a Service Level Assessment.
4. Undertake a Prioritization Assessment.
5. Implement the Amenity / Facility Plan.

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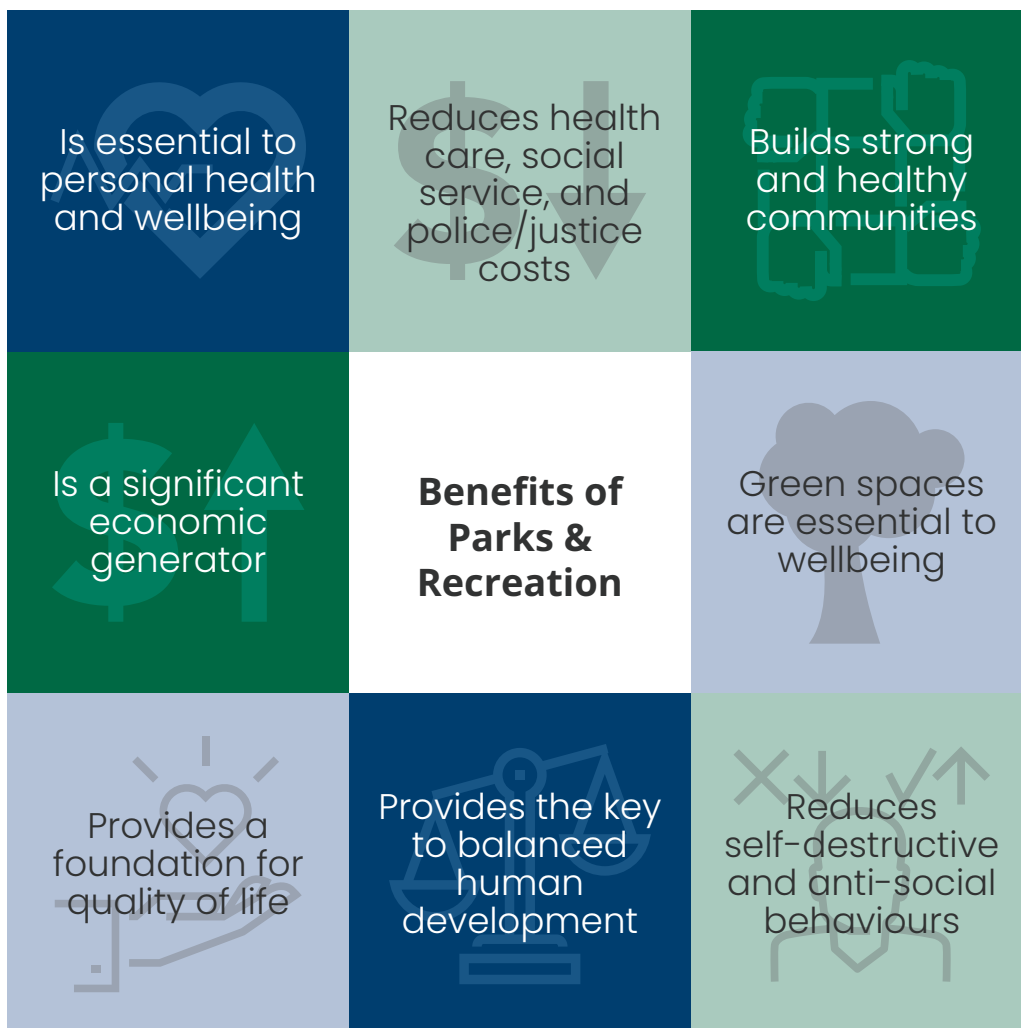
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# 1.0 INTRODUCTION

The Town of Westlock provides parks and recreation services to town and regional residents, as well as visitors. These services are valued and important municipal services; those who have access to quality opportunities are proven to be healthier, happier, and more connected to their community. Parks and recreation can spur economic activity, attract residents and visitors, and create a source of community pride and spirit. It is for all these reasons that the Town of Westlock invests in these services and why residents have come to expect the quality and quantity of current facilities and spaces as part of their everyday lives. Because of the importance of these services and the significant investment required to provide them, effective management of parks and recreation services is critical. The Town of Westlock has completed this Parks and Recreation Master Plan to proactively manage the current and future provision of these valued quality of life services.





# 1.1 About the Master Plan

This Master Plan provides direction to the Town of Westlock Council and Administration regarding the delivery, development, redevelopment, and enhancement of the Town's parks and recreation facilities and programs. The Master Plan presents a road map for the next 20 years including implementation steps and budget implications. As well, because parks and recreation services are subjective, there is a need to identify a vision, goals, and guiding principles to assist decision making.

A four phase process was implemented in the development of the Parks and Recreation Master Plan. The first two phases involved thorough programs of research and engagement. Using the findings from the research, the content of the Master Plan was developed - culminating in this document.



The research and engagement findings are presented in two separate, but companion reports to this Master Plan.



This document is structured in the following manner.

- **Research Synopsis.** The detailed findings from the primary (engagement) and secondary research are presented under two separate covers as noted above. In this section, a synopsis of these findings is presented.
  - **Master Plan Foundations.** This represents the initial elements of the Master Plan. A vision, goals, and guiding principles for the provision of parks and recreation in Westlock are presented.
  - **Strategic Directions.** The recommended strategic directions of the Master Plan are described in this section. The directions are categorized as Service Delivery, Programs & Events, and Infrastructure.
- For each strategic direction a description is provided as well as steps that lead to implementation. These steps are accompanied by some relative timelines. Finally for each strategic direction an order of magnitude costing is identified.
- **Summary Table.** The strategic directions, implementation steps, timing, and magnitude costs are presented in a succinct table.
  - **Appendices.** The specific scoring for each of the parks and recreation amenities using the service level and prioritization frameworks is presented.



# 2.0 RESEARCH SYNOPSIS

Some of the key findings from the research and engagement work are presented in the following pages. The intent is to create a connection between the directions in the Master Plan and the research and engagement.



*Photo from Town of Westlock*

## 2.1 Key Engagement Takeaways

A diverse program of engagement tactics was employed to gather input from the community. As illustrated in the table, members of the public were able to share their thoughts as were organized community groups, community agencies, and stakeholders.

Tactic	Participation
Sounding Boards	3 locations
Coded Access Survey	144 responses
Open Access Survey	54 responses
Group Survey	10 responses
Community Conversations	4 meetings (1 virtual, 3 in-person)

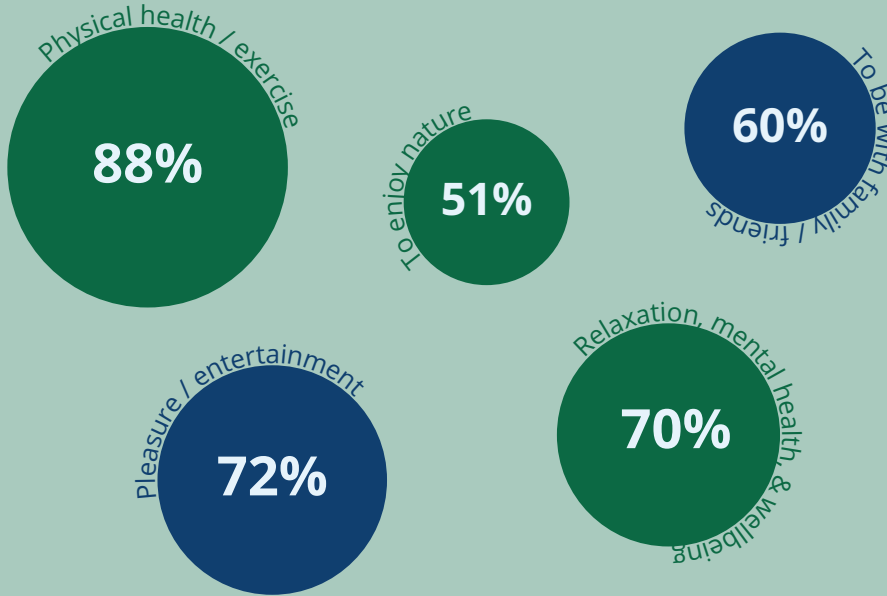
The selected engagement findings on the following two pages are from the Coded Access Survey.



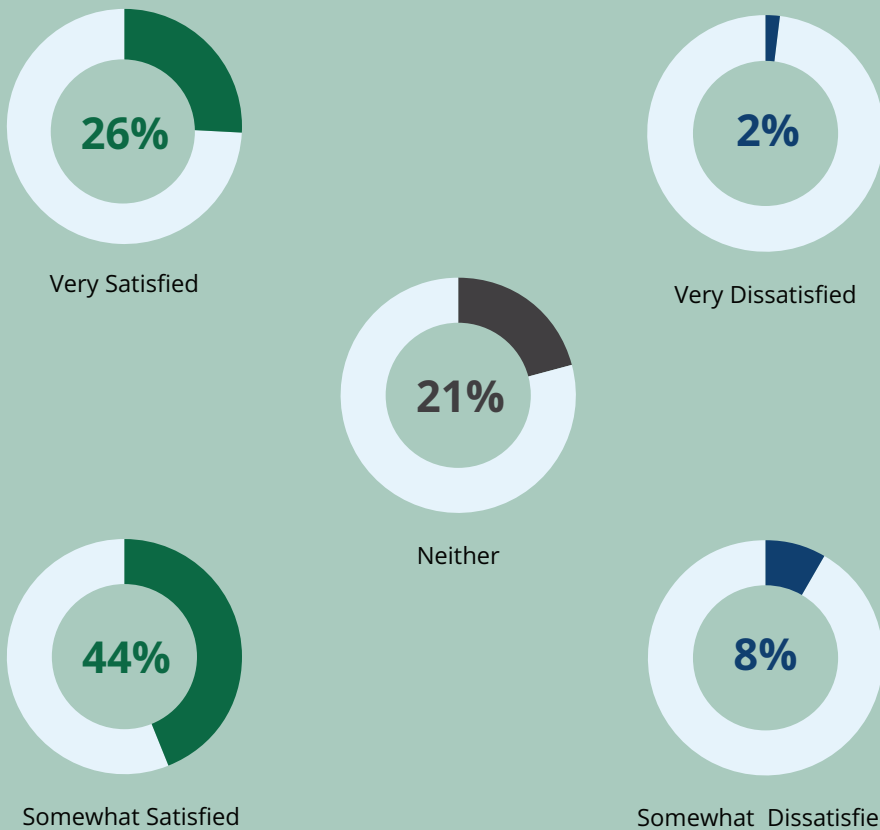
Photo from Town of Westlock

# Findings from the Coded Household Survey

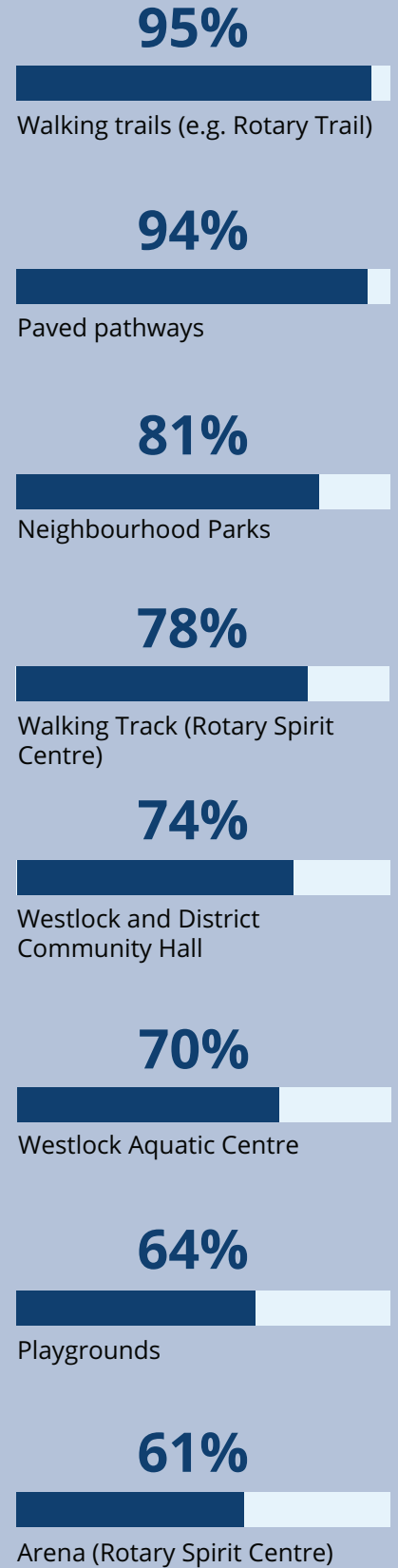
## Main Reasons Household Members Participate in Recreation Activities



## Household Satisfaction with Parks and Recreation Facilities and Spaces in Westlock

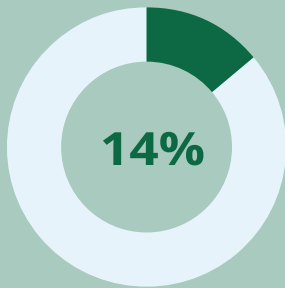


## Most Used Indoor and Outdoor Facilities & Amenities by Household

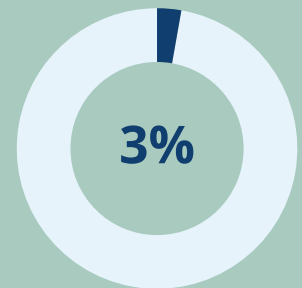


# Findings from the Coded Household Survey

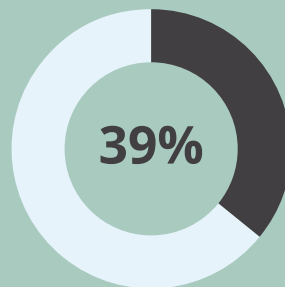
## Household Satisfaction with Parks and Recreation Programs and Events in Westlock



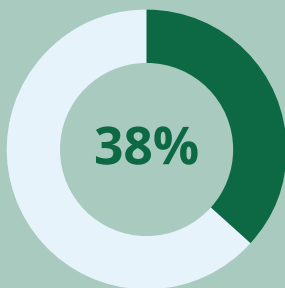
Very Satisfied



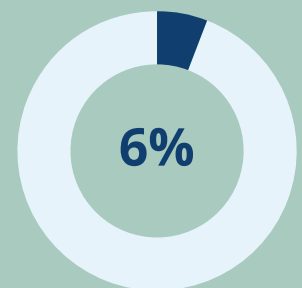
Very Dissatisfied



Neither

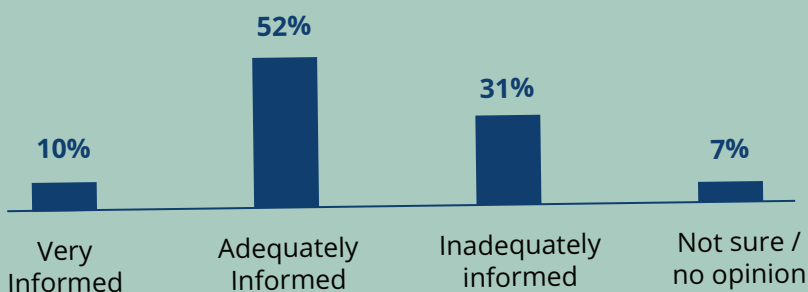


Somewhat Satisfied

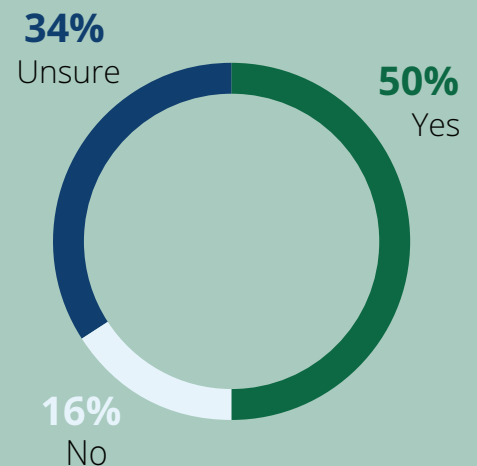


Somewhat Dissatisfied

## How Well Informed are Households About Parks and Recreation in Westlock



## Are There Adequate Indoor and Outdoor Parks and Recreation Facilities in Westlock?





## 2.2. Key Research Findings

The research report includes several sections including a community context, a background review, service delivery, inventory and utilization, benchmarking, and trends and leading practices. Some key findings from each of these sections of the report are presented below.

### Community Context

- Westlock is a service centre for the region for services such as business, recreation, and health care.
- Westlock is an aging community. The population aged 55 years and older is growing in proportion to the overall population.
- Over the last few census periods, the Town has experienced low growth.

### Background Review

- Town guiding documents point to the importance of parks and recreation provision.
- The Strategic Plan states that Westlock is to be a regional destination of choice for recreational amenities.
- The Municipal Development Plan presents a vision in which Westlock provides a high quality of life to all residents through a variety of recreational and cultural amenities.

### Service Delivery

- Parks and recreation services are delivered through the Town's Community Services Department. The Department includes specific units for the Spirit Centre and Aquatic Centre.
- The Town directly delivers some special events and programming. It also provides most of the outdoor and indoor facilities.
  - » The Recreation Assistance Program offers reduced rates to Town facilities and programs.
- Many programs and events are delivered by entities in Westlock other than the Town.
- The Town has several by-laws, policies, and agreements that guide the provision of parks and recreation services including Joint Use Agreements with both school jurisdictions.

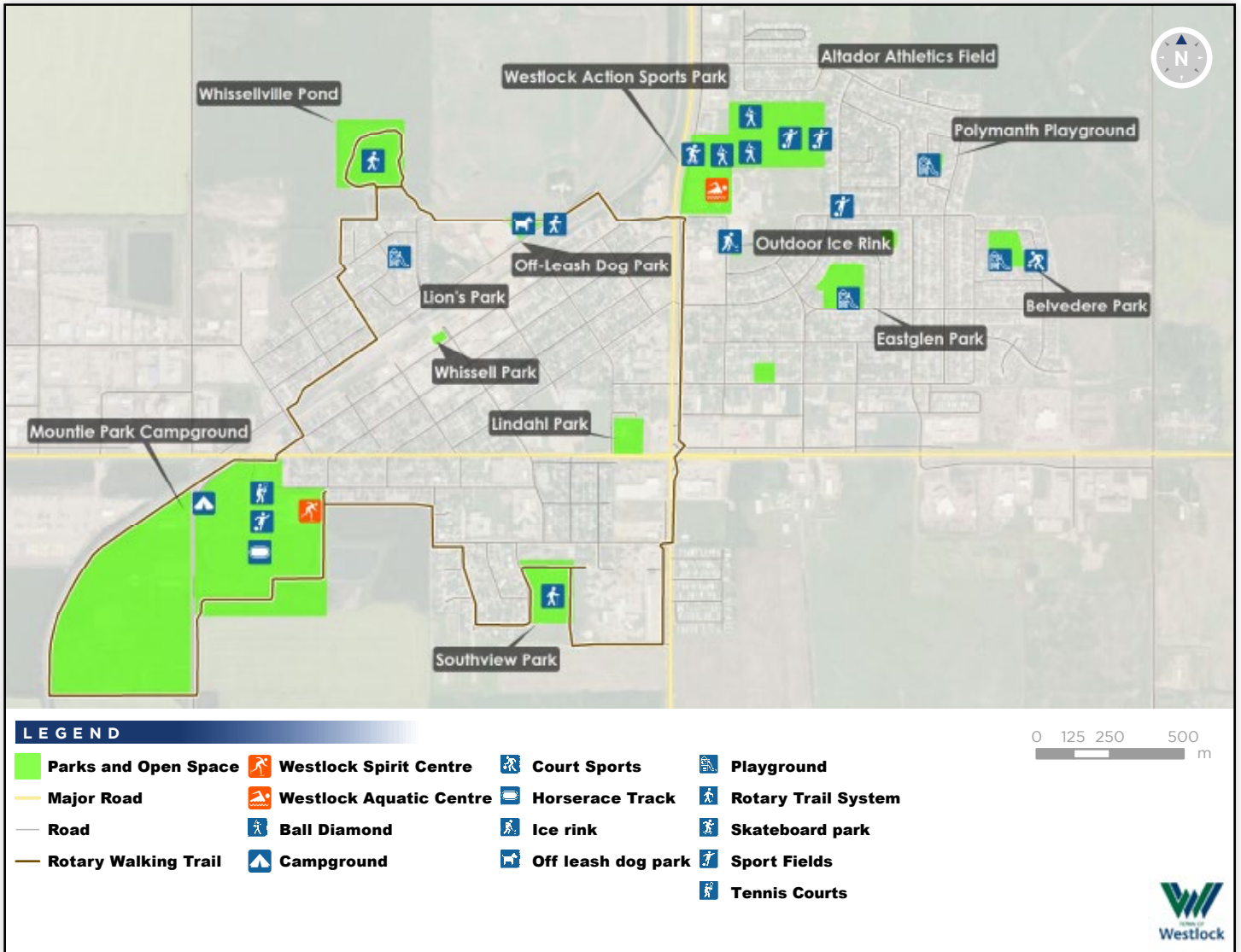
### Inventory and Utilization

- The Town provides a rich array of both outdoor and indoor parks and recreation facilities & amenities.
- The two primary indoor facilities are the Westlock Rotary Spirit Centre and the Westlock Aquatic Centre.
- 2023-2028 Capital Budget identifies parks and recreation projects totalling \$3.7 million over the next four years.
- Utilization
  - » Generally, visits to the Aquatic Centre are increasing. In particular, increases in swim lesson registration have been observed in the last three years.
  - » Prime time utilization in the arena is approaching 100%. Minor hockey accounts for about half of ice use. Ringette has increased its bookings.



Photo from Town of Westlock

## Parks and Recreation Infrastructure



## Benchmarking

- The provision of outdoor and indoor parks and recreation facilities & amenities was benchmarked against: Barrhead, St. Paul, Vermilion, Olds, and Innisfail.
  - » Westlock is in a relatively better position in providing:
    - o Indoor: dedicated performing arts theatre, field house type space, fitness centres, youth dedicated space.
    - o Outdoor: pickleball courts, track
  - » Westlock is in a relatively weaker position in providing:
    - o Indoor: arena pads
    - o Outdoor: community parks, disc golf, rinks, spray park

## Trends and Leading Practices

- Infrastructure trends and leading practices:
  - » Aging Infrastructure; LEED/ Sustainable Buildings; Active Transportation; Multi-Use Facilities; Age Friendly Communities; Integrating Indoor and Outdoor Environments; Recreation Facilities as Community Hubs; Multi-Dimensional Play Spaces; Natural Play.
- Activity Trends & Preferences:
  - » Older Adult Participation in Recreation Activities; Spontaneous and “Unstructured” Recreation; Wholistic Approach to Recreation; Pickleball; Paddle Sports; Declining Participation Among Females and Young Girls.
- Service Delivery:
  - » Facility Allocations; Intermunicipal Collaboration; Data Collection; Equality and Inclusion; Leadership and Volunteers; Revenue Generation in Parks.



# 3.0 MASTER PLAN FOUNDATIONS

The foundations of the Master Plan include a vision, goals, and guiding principles. Together they provide a series of tools that can be used by the Town as decisions are made. The vision presents a future for Westlock. Initiatives that are implemented and decisions that are made should ideally assist the Town in reaching this future. The goals are high level outcomes that the Town should be working to achieve through implementation of the Master Plan. Efforts expended in the provision of parks and recreation should contribute to achieving the goals. Finally, the guiding principles provide a lens through which decisions are made. These are invaluable and can be used by staff and management as they consider their actions and decisions. Together the elements of the framework provide tools that can shape parks and recreation service delivery beyond what is identified within this Master Plan.



## 3.1. Vision

The vision describes a desired state in Westlock related to the provision of parks and recreation services.

*Westlock is a community that offers a range of accessible recreation and parks opportunities for its residents and visitors to enjoy. These opportunities contribute to the overall health and wellbeing of individuals and families in Westlock and strengthen their connection to the community. The Town is a regional destination for its recreation and parks opportunities. Westlock hosts events in which residents participate and view.*

## 3.2. Goals

Two goals are presented that identify the outcomes that are desired in Westlock through the provision of parks and recreation services.

- 1. Individuals maintain and enhance their physical, mental, and spiritual health.*
- 2. Individuals strengthen their sense of community belonging and identity.*

## 3.3. Guiding Principles

Guiding principles are similar to guideposts or lenses to use – a filter through which potential decisions are viewed. They are particularly valuable when faced with choices for which explicit direction has not been provided. These principles can work together, helping ensure that the best, most responsible decision is made.



**Fiscally responsible / viable**



**Inclusive and accessible**



**Collaborative**



**Data Driven**



**Responsive and flexible**



**Environmental impact**



**1. Fiscally responsible / viable.** Decisions need to be made considering their financial impact. This is not to suggest that everything needs to be in a net positive financial position. Rather it is important to understand the financial contributions associated with a program, event, amenity, or any decision and then determine whether the contribution is commensurate with the outcomes it helps to achieve. For example, one program may need to be subsidized while another one may not. If the former one can help advance an objective to a great degree in a manner that is more in line with the vision and goals delineated previously, then there may be a great case for that financial investment.



**2. Inclusive and accessible.** Parks and recreation services should be available and accessible to all people in the community. For example, the extent to which people feel welcome can impact their levels of use or participation. Offering a service is one important component but it is important that those in the community see the service as something that is truly for them. Accessibility has several different facets. It can include physical accessibility related to people with disabilities; it can also reference transportation challenges. In decision making, viewing the service from a comprehensive perspective related to inclusion and accessibility is important.



**3. Collaborative.** Working together with other entities can make great sense from a resource perspective but also from a creative perspective. Multiple groups working together can leverage the limited financial resources any one group has. This can be reflected in shared promotions and marketing and shared amenity provision. Working together can also be manifested in the development and provision of unique programs and events. Where possible, the Town should encourage those in the community to collaborate with others. The Town should, where it makes sense, collaborate with others as well.



**4. Data driven.** The use of data can be invaluable when making decisions. While staff and management can be attuned to the community and make decisions about services delivered based on this understanding, comprehensive data can help ensure a data based decision is made. There can be challenges with having access to the appropriate data. However where and when possible, objective information should be brought to bear as decisions are made. This is not to suggest that objectivity is the only type of data considered; it is to suggest that data is included along with any qualitative and subjective information available.



**5. Responsive and flexible.** At some point, ideas and requests will arise that the Town was not expecting or ready to deal with. It is important that the Town is not rigid, dismissing all ideas or requests that are presented to it simply because they do not fit into existing planning. While it is critical that the Town develop plans and use them to conduct its business, there needs to be some flexibility to shift course or consider something that arises and is unexpected. Doing so can leverage resources that may not have been available previously (e.g. grant funding, volunteer support) or it may be an opportunity to support a service that the community would really appreciate. Considering emergent opportunities can help achieve the parks and recreation vision and goals.



**6. Environmental impact.** The environmental impact of decisions needs to be considered as responses to community demand are formulated. Climate change, biodiversity, and human health are some of the aspects that comprise environmental impact. Amenities can have a range of impacts related to climate change. An indoor facility can serve as an emergency hub during natural disasters; they can be command centres during emergencies as well as shelters from inclement and hostile weather. The maintenance and energy utilization should be considered from an environmental perspective. Facilities can be large consumers of energy. Sizable amounts of resources may be used in the maintenance of outdoor amenities (think watering and grass cutting). Bringing an environmental lens into decision making is imperative.



# 4.0 STRATEGIC DIRECTIONS

The Strategic Directions serve as recommended actions for the Town in this Master Plan. They are presented on the following pages and are worded as an action statement. Because each Strategic Direction is a single statement some description is included to ensure understanding. A table indicates its connection to the research and implementation considerations that accompany each Strategic Direction. This table includes steps that could be taken to implement the Direction as well as timing that indicates when the Direction should begin. The table also shows whether each step is a discrete action or whether it is ongoing. Finally, an indication of the incremental resources needed to take each step is shown.



# 4.1. Service Delivery

## 4.1.1 Communicate the Benefits of Parks and Recreation Provision.

### Description

Parks and recreation programs, events, facilities, and amenities are invaluable services in Westlock. They certainly provide direct benefit to those who actively participate in them. Consider residents who participate in pickleball or walk the indoor track. Think about people playing in the park or attending an event. These people all receive a benefit from their participation in activities and use of indoor and outdoor spaces. The primary reason people participate in these activities is for physical health / exercise, pleasure / entertainment, relaxation / mental health, and to be with family and friends.

The provision of these parks and recreation opportunities is not without cost. Facilities require significant costs to operate and maintain. Programs and events need planning, promotion, and hosting or convening. This necessitates an investment of financial resources but also human resources in both staff and volunteer time. The benefits users accrue are important and ideally participation rates and utilization of all opportunities are maximized. The more use of a facility or amenity means the resources invested in their provision is maximized. The same can be said for the provision of programs and events.

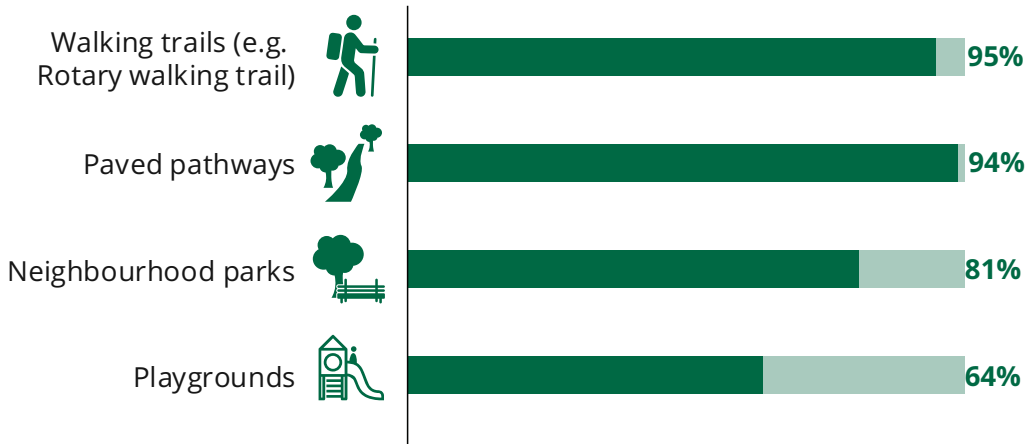
*“Parks and rec are vital to overall community health and growth. I know the economics of facilities are not always great. As a community we need them. Don’t ever lose the vision of them.”*

Survey respondent



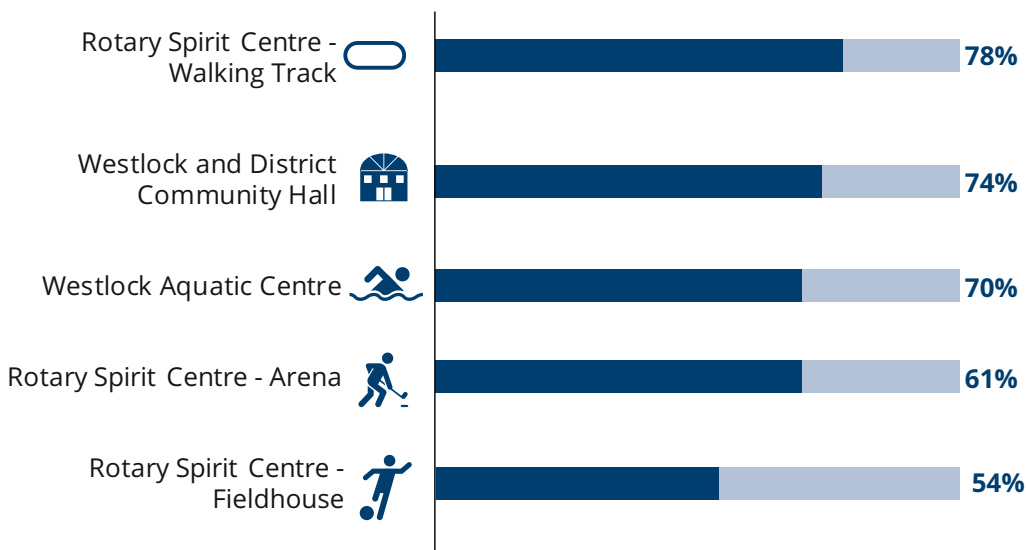
## Utilization

### (Outdoor Facilities and Amenities)



## Utilization

### (Indoor Facilities and Amenities)



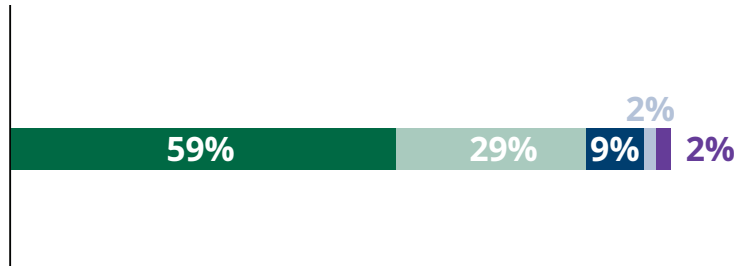
While it would be great to maximize usage and participation, it is not realistic to expect that all people in Westlock will avail themselves of all opportunities. All people do however realize benefits even if they are not receiving them through direct participation. Parks and recreation services contribute to the attraction and retention of people and of businesses. Facilities, programs, and events can assist with economic development as people (and teams) come to the community to avail themselves of these services. Enhanced community pride and belonging can be the result of these services. Living in a community in which people are engaged; in which there is a stronger sense of attachment; and in which people are active and healthy is something that benefits all in the community. At a more micro level, seeing people out and participating in the community can contribute to an individual's satisfaction.



## Level of Agreement with Values and Considerations

- Strongly Agree
- Somewhat Agree
- Neither Agree or Disagree
- Somewhat Disagree
- Strongly Disagree

Recreation and parks services benefit all residents in the community even if they don't use them directly.



The Town should continue to promote the benefits of providing (and supporting) parks and recreation opportunities. While people understand that those participating receive personal benefit, some people and entities in Westlock would not think about the indirect benefits.

### Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
✓	✓	✓	✓	✓	✓	✓

### Implementation Considerations

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Identify (develop a list of) direct and indirect benefits of parks and recreation provision.	S	D	NC
Develop key messages related to the benefits (direct and indirect).	S	D	NC
Develop a marketing / communication plan related to the key messages. (See 4.1.2 Continue Communication and Promotion Efforts).	S	O	NC

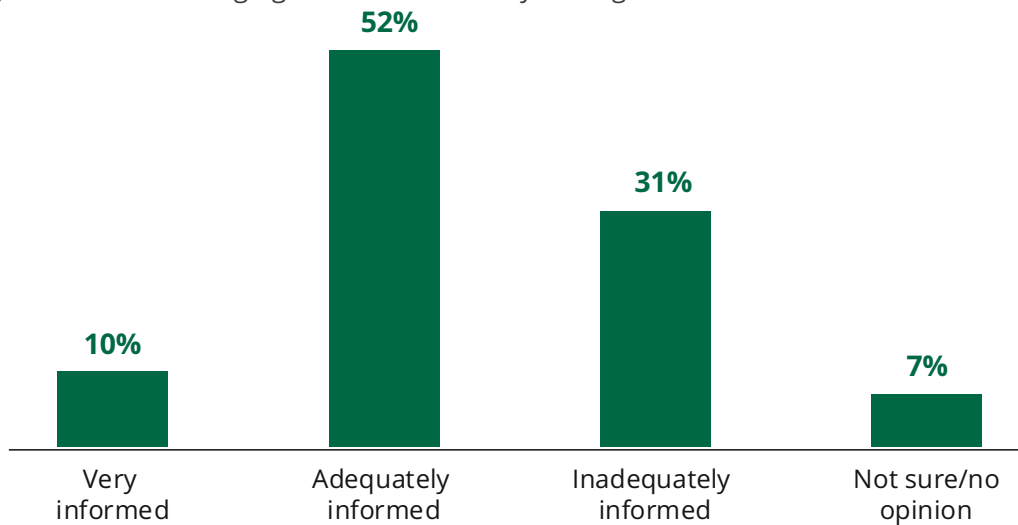
## 4.1.2 Continue Communication and Promotion Efforts.

### Description

While approximately two-thirds of respondents said they are very or adequately informed about parks and recreation in Westlock, approximately one-third of respondents are inadequately informed. Communication about parks and recreation opportunities – including programs, events, and facility opportunities – is an ongoing effort. Those who are actively participating will be well aware of some opportunities but may not be aware of others. Others may be less active and may be unaware of opportunities that may be of interest to them. As well, people's levels of activity and interest change. Continuing the provision of communication efforts is important to ensure that when people are interested in finding an opportunity, the information is available to them. Ultimately the participation of community members in all the parks and recreation opportunities available is the desired state. Having people miss out on opportunities because of a lack of awareness is not optimal.

### How Informed Do You Feel About Parks and Recreation in Westlock?

In addition to the messaging itself, the channels for communication are varied. The Town needs to consider the vehicles through which the messaging is delivered. Survey findings indicated that the Town's website and social



media are the top communication vehicles for residents. It is imperative that these channels are exploited. These channels have the advantage of timeliness and responsiveness over more traditional means of communications. Survey respondents however did identify more traditional methods as important as well (e.g. newsletters, posters, roadside signs). While online techniques need to be utilized, it is important that a varied program of tactics is used.

Some other communication challenges can be related to the multitude of sources for information. Some opportunities are promoted solely through the organization delivering them which necessitates the public knowing where to look. It is recommended that the Town develop a parks and recreation specific communications plan based on the template presented below. It is also recommended that such a plan be based on the principle of continual engagement – that opportunities are communicated more frequently and widely, with feedback and input solicited on an ongoing basis. At the same time, being more strategic in communications is also recommended. For example, if a new event or initiative is being introduced, a clear communications strategy should be in place that aligns with the overall parks and recreation plan.

***“I feel that Westlock does have a ton of programs and I know there are many for different ages but I don’t feel like it is advertised enough for people to know about.”***

***-Survey respondent***

Communication Plan Template				
<b>Project Title:</b> Establish the project, service, event, or initiative				
<b>Why?</b> Why are you communicating and for what purpose? Clearly understand the role and value of communications as it relates to the overall success of the project, service, event, or initiative.				
For Who	What	How	When	By Who
<p>Who should be part of the communication process? Who are likely target audiences, stakeholders or partners?</p> <p>Identifying all communication beneficiaries is critical; it is through recognizing and respecting the role of others that meaningful communication evolves and relationships are fostered and sustained. Do not forget internal communication stakeholders and partners. It may be helpful to identify audiences according to their internal or external status.</p>	<p>What information needs to be communicated?</p> <p>Remember one communication “hat” does not necessarily fit all. Each of the audiences identified in the plan may have different information requirements.</p>	<p>How is it best communicated? Are there existing methods, publications, etc., to assist the communication efforts?</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• Paid advertising</li> <li>• Media releases</li> <li>• Council/committee meetings</li> <li>• Staff meetings</li> <li>• Reports, letters, memos</li> <li>• Presentations</li> <li>• Newsletters</li> <li>• Posters</li> <li>• Brochures</li> <li>• Intranet</li> <li>• Website</li> <li>• Email</li> <li>• Public meetings, open houses, forums, workshops</li> </ul>	<p>Timing is important; be specific and meet deadlines.</p> <p>Be aware of and note milestones in the project, plan which trigger a communication “event”. These events could include a public presentation, a news release, a project launch, etc.</p> <p>Tip - It is smart to have internal communications established before external.</p>	<p>Assign communication responsibilities.</p> <p>Communication plans are active documents and are designed to be implemented. Be clear on who takes responsibility for a communication task and, of course, ensure that the person/group assigned to that task is aware of any role or responsibility.</p>

## Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
		✓				✓

## Implementation Considerations

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)	Ongoing=O Discrete=D	Small=S Medium=M Large=L No Change = NC
Identify existing communication channels.	S	D	NC
Identify existing messaging along with channels used and timing.	S	D	NC
Develop Communications Plan as outlined above.	S-M	O	NC
Implement the Plan.	S-L	O	S
Monitor the Plan and its effectiveness.	M-L	O	NC
Adjust Communications Plan.	M-L	O	S



## 4.1.3 Develop a Parks and Open Space Classification System.

### Description

Currently the Town of Westlock does not have a parks and open space classification system - it is recommended to develop and implement one. A classification system offers many benefits and allows the Town to effectively manage these assets and to plan for future provision.

A classification system sees each park and open space classified (or identified) as a particular type of space. Typical classification types include:

- **Neighbourhood parks.** While available for use by all in Westlock, the primary purpose of these parks is to provide for local neighbourhood use. These parks often have some green space to accommodate unstructured play and may include smaller play structures. These may have smaller or less formal sports fields or diamonds developed to a lower standard (e.g. diamonds may not have defined infields or outfield fences, backstops may be limited).
- **Community-wide parks.** Larger than neighbourhood parks, community-wide parks are intended to be destinations for all Westlock residents. The amount of land is greater than a neighbourhood park and the amenities available are larger (bigger playground structures) or are offered here but not elsewhere (such as seating, washrooms, or shade). Sports field complexes may be included in these parks that serve as main sites for organized play, certainly for play at higher levels.
- **Trails and pathways.** Include commuter or active transportation trails and pathways as well as those more structured for recreation uses. Description of the width, surface type, and maintenance standards are included here. Typically, there are subcategories of trails and pathways that need to be included such as multi-use trails, connectors, and interpretive trails. The Transportation Master Plan (2010) includes the pedestrian network.
- **Natural areas.** This relates to the environmental and sustainability principles of this Master Plan's foundations. This can include ER (environmental reserves) whose purpose is to protect sensitive environmental areas within the Town and to offer natural areas for flora and fauna and for the appreciation of residents.

Identifying the classification of parks and open spaces has an impact on development and provision decisions as well as maintenance standards. Resources can be more appropriately allocated for maintenance tasks such as mowing, watering, snow clearing, etc.

The amenities available in a community-wide park should not be expected in a neighbourhood level park. A playfield in a neighbourhood park should not have the same expectation for maintenance standards as that of a sports field in a community-wide park. The amenities offered in a community park should not be expected in a neighbourhood park. Different considerations come into play when locating or siting these different classified parks and open space. Community-wide parks, because of their intent to support the broader community, need to be located in areas that are more easily accessible by Town residents and can accommodate the traffic and parking. There are multiple ways to classify these assets; it is important that a system is developed and implemented.



## Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
	✓			✓	✓	✓

## Implementation Considerations

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Confirm purpose for the development of a classification system.	S	D	NC
Conduct secondary research and examine classification systems being used in other municipalities.	S-M	D	S-M
Using insights and information gathered from other municipalities, draft the parks and open space classification system.	M	D	S-M
Present and review the system with the community, finalize, and implement.	M	O	S-M



## 4.1.4 Enhance the Strategic Collection of Data to Support Decision Making.

### Description

The Town, through its various facilities and amenities, provides numerous spontaneous and unstructured drop-in opportunities in addition to scheduled uses. It can be difficult for municipalities to track or estimate the level of utilization generated by spontaneous or drop-in users. Therefore, most utilization data that is available is based on booking calendars. Such data is subject to seasonal variability (e.g. some activities only take place in fall/winter) and can paint an overall picture that facilities are less utilized than they are. Other data sources include program registration numbers. While the Town does not offer a lot of direct programming, it can work to ensure that it is gathering appropriate and strategic data from service providers and community groups.

There is a basic need for the Town to have the right data to understand what is occurring in its facilities and programs. Basic participation figures provide important insights useful for decision-making, but often more granular data is required. For example, if it is determined that most swim lessons are at capacity, this may suggest that new sessions are needed. However, this data does not provide any insight on whether underserved users or community members that face barriers are utilizing existing program offerings. By working with service providers to collect more detailed data and by expanding the scope of data collected, a greater level of detail is available for analysis and decision-making. At the same time, registration and participation data is often a necessary component to intermunicipal agreements and cost-sharing agreements.

### Trend

**Performance measurement is becoming increasingly common in municipal recreation and parks departments. Effective performance measurement requires adequate data be available to evaluate whether key indicators or metrics are being achieved. At the same time, it is also important that data being collected is well-aligned with key measurements. Measurements, too, should be focused on a small number of broader outcomes – such as improving community health – rather than more narrow outputs – such as having “x” number of participants in “y” program.**

The focus of the Town is to ensure that facilities and amenities are operational and available to the public and groups for activities and programs. Interaction and liaison with the groups who book the space can be a time consuming process. The conception of programs and activities to satisfy community interest, and then their delivery, occupies programming staff as well. This strategic direction recognizes the decisions the Town is increasingly needing to make and the role that data serves in making these decisions. To ensure decisions are made that best serve the Town’s vision and outcomes requires a strategic look at utilization and participation. This continues to be a more nuanced exercise and requires the appropriate support data.





This strategic direction suggests that data being collected should be examined more thoroughly to understand effectiveness of programs, policies, and to measure outcomes of decision-making. As well it suggests that a more comprehensive array of data be collected. For example, the Town collects information to facilitate registration and bookings that captures some of the needed information. An opportunity may exist to slightly adjust the information that is being requested from users through booking and registration processes. Another valuable source of data can come from service providers and community groups that deliver programs and other opportunities for Westlock residents. For some service providers or groups, the Town may be able to request user information as part of space provision agreements or leases.

In terms of identifying what data is needed, the Town should consider the decisions that are to be made, the goals and outcomes to achieve and then determine whether information is currently being collected that provides insight into that decision. New information that might be valuable could include capturing socio-economic information or even just asking users “how did you hear about this program?” or “have you participated in this before?” Finally, it is also necessary to think about user privacy and personal intrusion. There are privacy and legal dimensions associated with requesting and gathering certain types of information from patrons. Legal implications and data management practices should also be carefully considered prior to starting to expand data collection efforts.

## Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
	✓		✓		✓	

## Implementation Considerations

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Identify information currently collected.	S	D	NC
Identify processes / mechanisms available to collect data.	S	O	NC
Determine information needed.	S-M	O	NC
Determine if existing systems and processes can accommodate the collection of needed information.	S-M	D	NC
Investigate data collection systems and implement new system if necessary.	M	D	M
Develop program to collect information, then collect.	M	O	NC-S
Analyze information.	M-L	O	NC
Adjust data collection items and processes as necessary.	M-L	O	NC

## 4.1.5 Develop a Fee Setting Process.

### Description

The Town of Westlock has a Fees and Rates Bylaw that describes the service rates and charges for a variety of recreation and community services such as recreation passes, arena rentals, and others. It also includes rates and charges related to the Recreation Assistance Program and further identifies price differentials between child, youth, adult, students, seniors, tournament rates, for profit bookings, local rates, non-local rates, and school rates. This is a critical bylaw and communicates the fees and rates that the public and groups have to pay to access parks and recreation services. A documented and standardized approach to setting those fees should be developed.

There are a wide range of methods for setting fees. They can range from the something quite simple (e.g. increase last year's fees by a certain percentage) to something that is much more complex (e.g. calculating price elasticity). There are pros and cons to each method that do need to be considered when determining how to set the fees. This strategic direction does not assume that the Town lacks a system to set its fees; rather it is recommended that the system utilized be examined (potentially enhanced) and then documented. For the range of services the Town offers it makes sense to have several different means of determining costs. Consideration of those methods should take into account competition in the market place, affordability, the ease or complexity of the process, and other factors. As fees are set it is important that the process considers the importance of the service; the benefit that the community derives from that service; and the purpose of providing these services at all.

Typically supply and demand has an impact on the cost of services. As demand increases, costs increase to a point (where possible) such that a price is reached that sees demand match supply. This can be seen as some businesses have gone to dynamic pricing. For example, in a competitive market some golf courses have instituted dynamic pricing such that highly preferred times are more costly than less desirable times – this fluctuates in real time. However, it would be inconceivable for the Town to take a pricing approach like this as it relates to swimming lessons. The recognition from the Town of the importance of this program and its role in providing this service would ensure that an increase in fees to “take advantage” of the high demand would not be considered. While the specific parks and recreation services are not mandated and vary from community to community, these services are critical to the quality of life of residents. The benefits that are accrued by community members are subsidized by various degrees through taxes. This dynamic needs to be considered as fees are set. Typically where there is a larger community benefit, fees are set lower than situations in which most of the benefit is captured by the user.

### Case Study

**The Vancouver Park Board has decided not to sell the land on which its golf courses sit. While some in the community have called out the Park Board for providing a service that the broad community does not play and one that is typically played by people with means, the Park Board has remained firm in its provision of this activity. It has made efforts to make the activity more accessible to those experiencing cost as a barrier. It has also said that the profit earned through golf course revenue can be used to further subsidize other parks and recreation services. The fees set and revenues earned can serve many outcomes.**

Some examples of pricing approaches are noted below for consideration. Specific approaches need to be carefully considered and applied.

**Cost recovery.** Determining the actual cost of the service and charging a rate to get back that cost. This can be complex when determining what costs should be included. For example, for a fitness class the cost of the instructor is an obvious cost but there is a cost for the space (room rental). How are the costs associated with overhead (e.g. management, promotion costs) captured? Simplifying this and charging for direct costs can be relatively simple.

**Cost plus.** Determining the break even costs and adding a “profit”. Depending on the service and on the different costs included in the cost recovery calculation, the profit can be used to offset some of the other costs of providing parks and recreation services.

In circumstances where there are differential fees for different people (e.g. children / youth / adult / seniors or local / non local) consideration should be given to determining a set rate and then adjusting that rate for the other classes. This means that the adult rate for a pass to the Aquatic Centre would be set (the highest rate) and then the children, youth, and senior’s rates are determined by adjusting the adult rate by a particular amount. For example, the child rate might be 50% of the adult rate.

**Benchmarking.** Fees can be set by reviewing the fees charged in other Towns for similar services. This can be a relatively simple exercise. It does not recognize the dynamics in the local market however.

**Incremental.** This process would involve simply taking the fees charged previously and raising the rates by some proportion. This could be an inflationary increase or some other amount.





## Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
	✓	✓			✓	✓

## Implementation Considerations

Steps	Timing	Commitment Ongoing=O Discrete=D	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		Small=S Medium=M Large=L No Change = NC
Identify the different parks and recreation fees.	S	D	NC
Research fee setting processes in other municipalities.	S	D	NC – S
Examine the different processes and determine the processes that best fit the context in Westlock.	S-M	D	S
Trial the process with the Town's current fees and based on the trial set the process.	M	D	S
Document the fee setting process identifying the mechanism used for the different fees and communicate to the public / user groups.	M	D	S
Implement process to set fees.	M-L	O	NC
Analyze information.	M-L	O	NC
Adjust data collection items and processes as necessary.	M-L	O	NC



## 4.1.6 Expand Efforts to Build Capacity Within Community Organizations.

### Description

The Town of Westlock, while an integral entity in the provision of parks and recreation opportunities and services, is not the only service delivery agent. In fact, most programs and events in Westlock are delivered by entities other than the Town. Organizational capacity within volunteer and not-for-profit organizations in Westlock varies greatly. The success of many of these organizations is contingent upon the individual skillsets of those in leadership roles. While some organizations have long-tenured people in key positions, turnover is inevitable. This can manifest itself operationally in different ways: one organizational strength may become a weakness with changes in leadership. Alternatively, new strengths may emerge.

Ultimately, Westlock residents benefit from the efforts of all these different players. To ensure the health of the broader delivery ecosystem – comprised significantly by volunteer and not-for-profit organizations – the Town should continue with its efforts to build capacity within the sector. Helping build capacity within the sector requires ongoing dialogue between the Town and voluntary and not-for-profit sector organizations to identify areas that need to be addressed. These dialogues can also help solidify relationships and foster a shared sense of purpose. Through discussions with these groups, the Town can learn about challenges being faced and can make some determinations on how they might be addressed.

For example, for individual organizations, it can be daunting to learn how to manage finances or devise fundraising programs. Working on these challenges collectively under the stewardship of the Town can be much less burdensome. This is not to suggest that the Town is responsible for solving any or all problems experienced by these groups. But by staying connected and helping to identify challenge areas for multiple organizations, the Town can provide needed stability and leadership. For example, the Town could assist groups in dealing with these challenges by directly offering a solution or service; by coordinating responses to challenges faced by multiple groups; or even by connecting organizations facing challenges with others that have successfully navigated them.

*“We’ve had some challenges getting enough volunteers to help run our programs. Our regular volunteers are starting to get tired.”*

*- Community Group Representative*



Photo from Town of Westlock

Through research conducted as part of this Master Plan, challenges faced by volunteer and not-for-profit organizations in Westlock were uncovered in the following areas:

- **Program promotion and marketing.** Help is needed to ensure that community members are aware of organizations and their programs and events. If people are unaware of an organization, then participation rates and membership numbers can suffer, also limiting volunteer attraction.
- **Attraction and retention of volunteers (and even staff).** Organizational sustainability often relies on the ability to attract and retain volunteers. Attraction and retention challenges may be addressed through a variety of means including job descriptions, appropriate matching of volunteers and duties, and simply awareness of need for volunteers.
- **Board development.** Voluntary and not-for-profit organizations are becoming more complex to operate. It is challenging enough to recruit and retain volunteers without having to limit recruitment to those with the requisite skills to serve in a leadership capacity. Organizations identified challenges in having effectively functioning boards. This refers to the understanding of the roles and responsibilities of board positions as well as the functioning of an effective board.
- **Organizational development (incubation, structure, administration tasks).** Managing the day-to-day operations of organizations can be challenging for those without experience. While people can be enthused about an activity or program, they may not all have the knowledge, experience, or skills to start up an organization, or know how to handle the basic but necessary tasks (e.g. bookkeeping, marketing, grant writing, and so on).



## Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
		✓			✓	✓

## Implementation Considerations

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Review identified challenges to determine possible approaches to address them.	S	D	NC
Reach out to community groups to identify which groups require assistance with the identified challenges.	S	D	NC
Implement a program to assist groups with the challenges.	S-M	D	S
Implement an ongoing process to communicate with groups to identify their challenges.	M-L	O	NC
Implement an ongoing process to help groups address challenges.	M-L	O	S

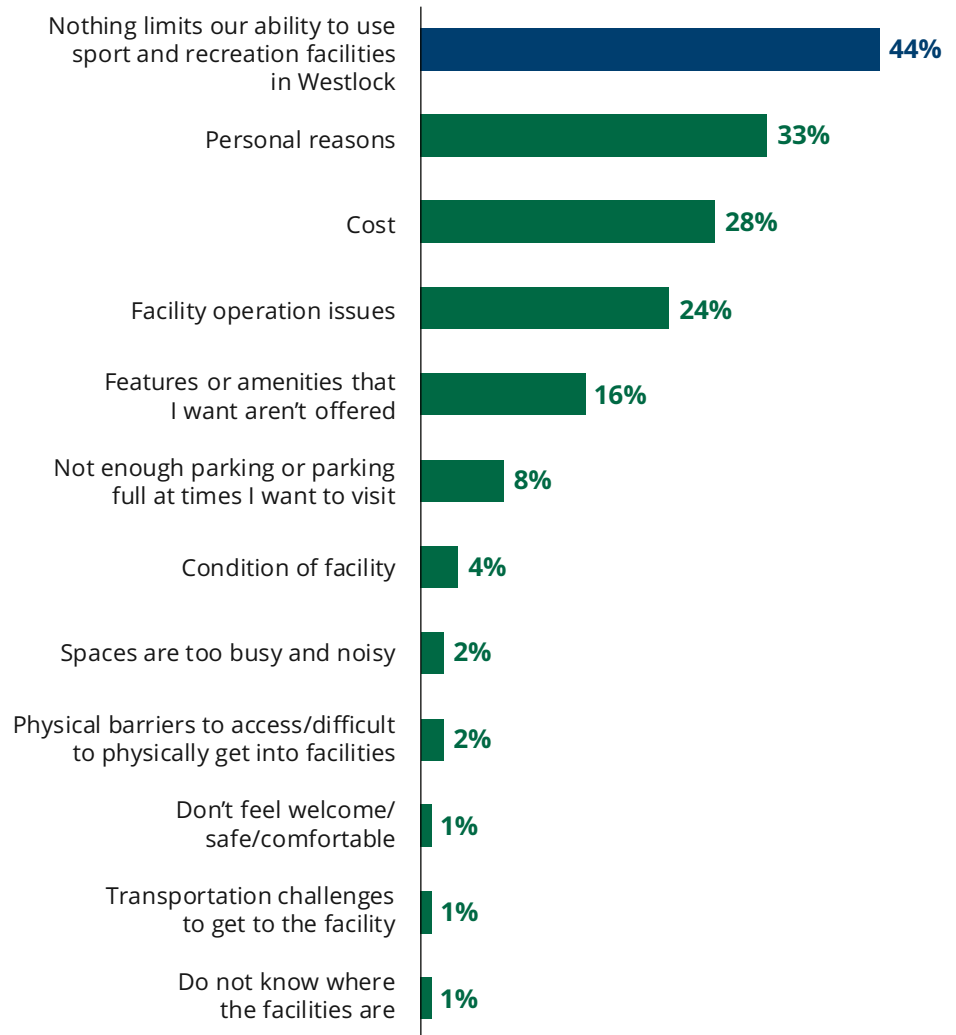
## 4.1.7 Continue Efforts to Address Barriers to Participation.

### Description

It is impossible to identify a time when some people will not experience barriers to participation in parks and recreation opportunities. The benefits of participation are too important to individuals, families, and communities to not address them. The Town has worked diligently to address barriers faced; however, efforts need to be continued. As a result of these efforts, 44% of Westlock households surveyed through the Master Plan development process indicate that ‘nothing’ prevents their participation. However, there are many other households that do and will continue to experience barriers.

Inherent in this recommendation is the need to understand the barriers that people in Westlock are experiencing. It is only through the identification of these barriers that steps can be taken to address them. While the process employed in the development of this Master Plan uncovered current barriers that are impacting people, there needs to be ongoing efforts to identify these barriers and how different groups or segments of the community are impacted.

### Barriers to Participating in Recreation Opportunities in Westlock



*“It’s great that the Town has programs to help people with lower incomes and that community events are available for everyone.”*  
**Community Member**



Regular and formal community engagement efforts are common means of gathering this information. Other methods include regular liaison and conversation with community groups who are in turn connected with individuals in the community. It is important to both identify broad barriers impacting sizeable segments, as well as to other, less obvious segments of the community in order to understand the barriers they are facing. For example, it may be learned that the participation rates of newcomers in a particular program is low while overall participation is high. This may be less than desirable and therefore learning about and then addressing the challenges identified for newcomers is important.

Once barriers are identified, then the Town needs to determine if they will work to address them and, if so, what steps may be taken. There are limited resources available (in time and funds) and efforts often need to be prioritized. The vision, goals, and guiding principles of this Master Plan can help with some of this prioritizing. While the ideal situation is that everyone who wants to is able to participate to the degree they would like, this may not be fully attainable.

Barriers to participation uncovered through the engagement process employed in the development of this Master Plan include the following:

- **Cost.** The Town has taken great steps with its Recreation Assistance Program but some of those surveyed identified cost challenges for accessing opportunities.
- **Transportation.** The ability to get to the program or opportunity for individuals (including youth) is a challenge. The Town has the Westlock Community Assistance Bus that prioritizes seniors and people with mobility issues.
- **Awareness.** A lack of awareness of opportunities was identified. This suggests the need for ongoing promotion across a variety of channels and, perhaps, a one stop clearing house for information. This is more specifically addressed in a subsequent recommendation.
- **Scheduling.** It can be challenging to offer programs at a multitude of different times. It is key to understand who is being targeted to know the degree of concern that should be felt. If it is important that a particular group participate in a program and that group is unable to accommodate the schedule, then changes are needed.
- **Benefits not understood.** There are numerous benefits to physical, emotional, and mental health to individuals who participate in recreation, parks, arts, and cultural activities. The family unit and the broader community can benefit from participation as well. Not all people are aware of the broader benefits of parks and recreation provision beyond the direct act of participating in an activity.

Upon identification of the barriers, prioritization should occur and then plans produced and implemented to address the barriers.





## Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
		✓			✓	✓

## Implementation Considerations

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)	Ongoing=O Discrete=D	Small=S Medium=M Large=L No Change = NC
Review barriers identified and actions currently in place to address them. • Are they achieving their outcomes? • Are they being implemented appropriately?	S	D	NC
Identify actions for improved implementation of existing mitigation tactics (if any).	S	D	S
Identify measures to determine effectiveness of tactics.	S	D	NC
Measure effectiveness.	S-M	O	S
Develop program to periodically identify barriers.	S-M	D	NC
Implement the program.	M-L	O	S
Develop a plan to address identified barriers.	M-L	O	S

## 4.1.8 Identify Opportunities for Enhanced Revenue Generation.

### Description

While the provision of parks and recreation services – including programs, events, and facilities & amenities – is a necessity for a vibrant and healthy community, these services are costly to provide. Taxation, user fees, and sponsorship are the primary revenue sources that are used to provide parks and recreation services. Additional revenue can be helpful to offset costs and to provide enhanced services. The Town should work to explore opportunities for additional revenue generation at its facilities and amenities (indoor and outdoors).

There are primarily three means for the Town to enhance its own revenue:

#### 1. Enhanced utilization of its facilities / amenities

Greater use of spaces (indoor and outdoor) can help generate additional revenue. Increased use of spaces by outside groups equates to additional user fees. The incremental costs of additional use of the field house (for example) is relatively small. The space is there, it is being heated, and lighted. Some additional costs could be related to any increase in staffing needed to accommodate the additional use or additional maintenance or cleaning.

Increasing use (assuming there is excess capacity and possibly unmet demand) can involve offering the unused time at a discount. For example, if there is minimal use of an amenity at an off time, making it available for a reduced rate may generate some extra use. Consideration must be given however to an existing user changing times for the less costly rate. If this frees up attractive time to another user then the trade off makes sense.

Enhanced promotion of the opportunities to the community could see some additional use of space. Perhaps some groups or community members may not have considered the use of space. These may be non-traditional users. For example, would a business consider using a Town meeting room for some of its meetings. This would result in direct and new revenue. At the same time it could expose the individuals to the amenities and opportunities that exist in that facility.

Along the lines of exposure to opportunities, using the large foyer space in the Rotary Spirit Centre for a variety of events and activities would provide opportunities for the Town to show to those who may not be familiar, the recreation possibilities for people in the facility.

Consideration could be given to developing packages for use. Perhaps meeting rooms in the Westlock Rotary Spirit Centre could be packaged with use of the walking track or the field house for an activity (think: have your meeting then get some activity in).

Additional use of facilities could be achieved through the hosting of tournaments. Typically it is not up to the Town to host the event, the individual sports or team will do this. The Town could work with and encourage local sports teams to host different events and tournaments. Some of the efforts in this realm might fall into the work of the Community Events Committee. As a longer term initiative, the Town may consider the development of a special events strategy that purposefully positions the Town to seek out events.

(A special event strategy involves two prongs. One is to work with local organizations / teams on supporting their bids for events. The other prong is to identify events that the Town would sponsor to bring to Westlock.)

## 2. Delivery of programs

The Town could deliver additional programs. As discussed in 4.2.2, programs beyond what is currently being delivered would assist in bringing in some additional revenue.

## 3. Sponsorship

Maximizing sponsorship may provide a source of additional revenue. The Town has done a good job of identifying sponsorship opportunities in its facilities. This could be revisited to include sponsorship opportunities at outdoor facilities and amenities and then communicated (again) to the community. Having these opportunities communicated along with the benefits accrued to the community through the provision of parks and recreation services may have some entities consider some form of sponsorship for the first time.

## Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
	✓	✓			✓	✓

## Implementation Considerations

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Inventory existing capacity at indoor and outdoor facilities & amenities.	S	O	NC
Identify any unmet demand for space.	S	O	NC
Determine a plan to promote these times and potentially reduce rates.	S-M	O	NC
Liaise with community organizations about their interest and potential to host events.	S-M	O	S
Develop an approach to packaging rental opportunities (e.g. meeting room and activity space).	S-M	D	S
Review program opportunities and develop a plan to fill gaps.	S-M	O	NC
Enhance sponsorship package to include outdoor assets.	S-M	D	S

## 4.2 Programs & Events

### 4.2.1 Encourage and Enhance Collaboration in the Delivery of Programs and Events.

#### Description

The Town, established community organizations, and emergent groups deliver programs and events in Westlock for the community's health and wellbeing. Often there is a need for a volunteer core for the successful implementation of the event or program. Some organizations exist solely for the purposes of convening the event while others operate the program or event as part of their normal operations. These programs and events can be significant undertakings in their conception and delivery.

While not always the case, there can be some significant savings in resource expenditure (financial and human resources) if organizations can collaborate on these efforts. Some collaboration does occur with the Town and groups. Groups sometimes collaborate with each other. There is, however, opportunities to further these collaborative efforts to help maximize the programs and events and their impact, as well as lessen the administrative burden of delivering them.

This is not to suggest that entities, including the Town, need to be involved in the delivery of others' programs and events. Rather it is to suggest that some of the effort that goes into the programs and events may be leveraged for the benefit of several organizations. This may be seen in the recruitment of volunteers, the development of ideas, cooperation of promotions, and possibly the hosting of the program or event. Collaboration between groups may help avoid competition for volunteers, venues, spectators, and sponsor support.

This strategic direction can be aligned with 4.1.6 Expand Efforts to Build Capacity Within Community Organizations. Fostering a network of community groups and providing some sharing and learning may lead to greater collaboration. This could take the form of a community group conference in which groups who deliver parks and recreation programs and services come together to learn about the activities of each other. They could share ideas and skills to help each other with their own initiatives. Ultimately connections can be built or strengthened.

Each entity is, in their own ways, improving the quality of life of Westlock residents. They are helping the vision of this Master Plan be achieved. Considering the shared (partially) outcomes and the desire of the Town to strengthen the delivery system, it may help organizations see how they fit into the overall system and ultimately how they may benefit and benefit others. The Town could host a conference (annually or biannually) to facilitate this collaboration and to help improve the capacity of the volunteer groups.

***"It can be quite costly for us to promote our activities and events on our own. It would be good to share this cost and promote with others."***

***- Community Organization***

## Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
		✓			✓	✓

## Implementation Considerations

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Create an inventory of community groups (including their contacts) who deliver parks and recreation programming and events.	S	O	NC
Develop an agenda / program for the collaboration conference.	S	O	NC
Extend invitations to groups.	S-M	O	NC
Convene the conference.	S-M	O	S
Evaluate the conference amongst attendees.	S-M	D	S
Determine next conference and develop agenda.	S-M	O	NC
Enhance sponsorship package to include outdoor assets.	S-M	D	S



## 4.2.2 Consider Programming Opportunities Based on Gaps and Community Requests.

### Description

Municipalities often provide only a minority of the community's parks and recreation programming directly. Rather, municipalities provide facilities and spaces for such programs and work with community groups and the private sector who deliver the programming. There are some exceptions that are related to facilities themselves (e.g. public skating) or because certain programs are viewed as broader public services (e.g. swim lessons). The Town of Westlock takes a similar approach to programming - organizing programs such as swim lessons and summer camps. The Town relies on other providers to deliver programs and classes in its fitness facilities.

While the Town does not take a large direct role in delivering many parks and recreation programs, a well-understood role for municipalities in program delivery is to identify gaps and try to fill them (directly to incubate them or through support to community organizations). There exists a need in Westlock to implement an ongoing process to identify gaps in the overall program tapestry. Strategies for identifying gaps are varied: gaps can be identified through community and service provider engagement utilizing similar processes used to develop this Master Plan. Identifying gaps can involve monitoring trends in other communities; professional networking and attending conferences; monitoring utilization data; and engaging staff to learn of new opportunities or demands. Generally, the role of the municipality after identifying gaps is to initiate new programs by either delivering it directly (an incubation period that lasts typically until another entity steps up to deliver it), or to share the information gap identified with another service provider or group with interest/capacity to develop it.

*"There are a lot of programs for people in Westlock but it would be great if there were some more opportunities for people with disabilities."*

*- Community Member*



### Step 1: Engage the Community

Survey users at Town events or facilities to find out the programs they would like to see offered in Westlock. There are many engagement and survey techniques that can be employed to engage users; however, efforts should be made to engage users and groups that may face other barriers to participation.

### Step 2: Engage Service Providers

The Town has strong relationships with several service providers and community groups that can be leveraged to identify gaps or opportunities that providers and groups have themselves identified. Linked back to the strategic directions related to capacity building and collaboration, the level of engagement or information sharing to be expected will vary based on the Town's relationships with these other entities.

### Step 3: Monitor Trends

An effective strategy for "staying ahead of the curve" is to monitor programming being offered in other communities. Regularly scanning municipal recreation pages or recreation guides is a good source of information on what new programs are being offered and by whom.

### Step 4: Network and Develop

Professional networking and development are key elements to the service delivery ecosystem in the parks and recreation sector, as well as to learn about emergent program areas and delivery strategies.

### Step 5: Evaluate

Utilization data, whether collected internally or by external service providers, provides important insight into current demand for programs (e.g., programs with frequent waitlists may suggest offering new sessions) and allow for some forecasting work to occur. Utilization data can also help to validate efforts made to date to address programming gaps (e.g., are the programs we are offering or supporting being utilized? Are they being used by the groups identified as facing barriers?)

### Step 6: Engage Staff

Another effective strategy for identifying gaps is to engage with staff that may work most directly with users and user groups in parks and recreation activities. These staff often have 'ground-truthed' insights into what gaps might exist or that might be emerging over time. At the same time, engaging staff in this manner may also support professional development and skill development, as it requires some degree of reflection on what skills are available, where interests lie, and what type of training might be required to address gaps.

### Step 7: Incubate

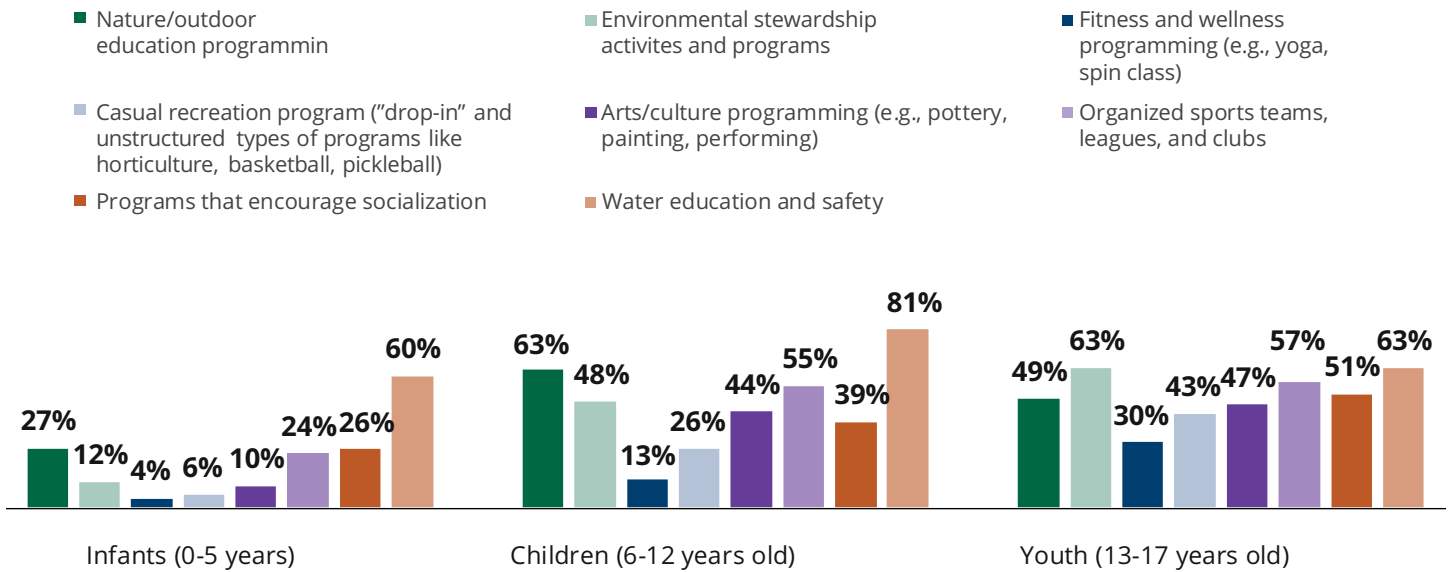
The final step in addressing program gaps is to develop strategies for addressing them – that is, delivering new programs. This step can be initiated by the Town as a "proof of concept" that demand exists to warrant delivering a program on a regular basis, or, can be delivered through a hybrid approach where the Town provides space or other support to an external service provider or community group to initiate the program.

Some of the programming gaps that have been identified through this Master Plan process, which may also provide a starting point for the Town to devise strategies for addressing such gaps, include the following:

- Infants (0-5 yrs) – water education and safety
- Children (6-12 yrs) – water education and safety; nature / outdoor education
- Youth (13-17 yrs) – environmental stewardship activities; water education and safety
- Adults (18-39 yrs) – nature / outdoor education; organized sports teams, leagues and clubs
- Adults (40-64 yrs) – fitness and wellness; programs that encourage socialization
- Seniors (65 yrs and older) – arts / culture; casual recreation; programs that encourage socialization

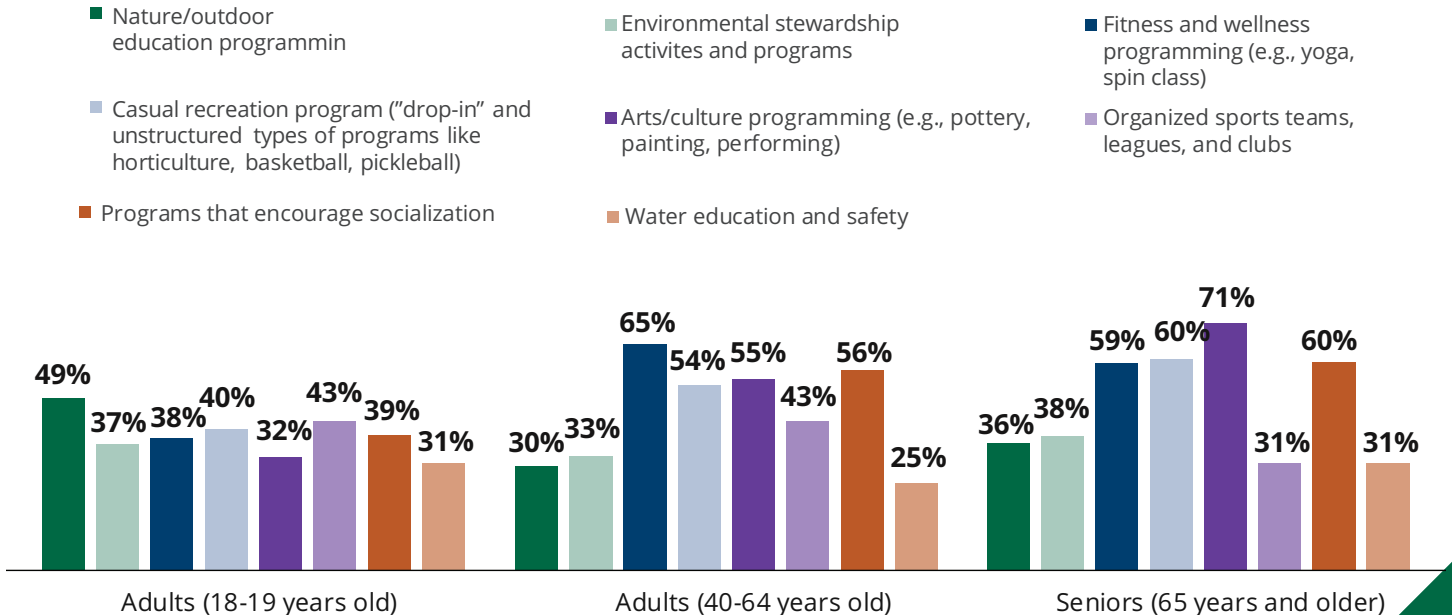
## Programming Types by Age

### (Infants - Youth)



## Programming Types by Age

### (Adults - Seniors)



## Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
		✓	✓		✓	✓

## Implementation Considerations

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Review identified programming gaps and develop a plan to address each. • This may involve working with other community partners or it may involve direct delivery.	S	D	NC
Reach out to potential partners regarding addressing the gaps.	S	D	NC
Implement programs (where appropriate).	S-L	D-O	S
Utilize communication plan to promote programming.	S-L	D-O	S
Monitor participation and registration.	S-L	D-O	NC
Develop a process to periodically identify gaps and implement.	M-L	O	S

## 4.3 Infrastructure

There are several main processes the Town needs to employ when examining its parks and recreation infrastructure and considering any investment. The first step is to ensure proper assessment management practices are followed to responsibly steward the amenities / facilities.

Next, a Planning Process Framework prescribes a process to follow when considering significant capital investment. Then conduct a Service Level Assessment followed by a Prioritization Assessment. These latter two steps utilize information gathered through the preliminary need identification and the needs assessment process.





## 4.3.1 Follow Asset Management Practices.

### Description

As parks and recreation amenities / facilities age, they require structural, mechanical, electrical and envelope investments. To understand what these investments are and the scale of costs, it is critical to conduct facility assessments. The Town of Westlock has demonstrated this responsibility as evidenced by the Asset Management Policy (Policy No. P-88-2018). The Facility Lifecycle Assessment Reports for the Westlock Aquatic Centre and the Westlock Rotary Spirit Centre are great examples of this policy in action. These reports, and others, identify necessary investments to these key pieces of recreation infrastructure.

Increasingly, asset management practices are extending beyond the physical functionality of an amenity / facility. Considerations are also given to the impacts on climate. While a building may be operating in a manner that provides the space for programming and events to be delivered, it may not be as efficient in its energy usage as desired. As assessments are undertaken, it is becoming more commonplace to consider the building's environmental footprint / impact and means to lessen it.

Other aspects of asset management practices are to examine the functional relevance (functional assessment) of the amenities / facilities. The amenity / facility may be well maintained and physically able to accommodate use, it also needs to respond appropriately to user demand. For example, an amenity / facility may be in good condition but the use for which it was developed is no longer something in which the community participates – or there may be other / new uses that were not envisioned when the amenity / facility was designed. As such, investments may be required to modify or renovate the space to accommodate current demand. Examples across communities can include community need for spaces to accommodate parasports (sports play by people with a disability) and changes sought for changeroom and washroom use.

### Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
	✓	✓	✓		✓	✓

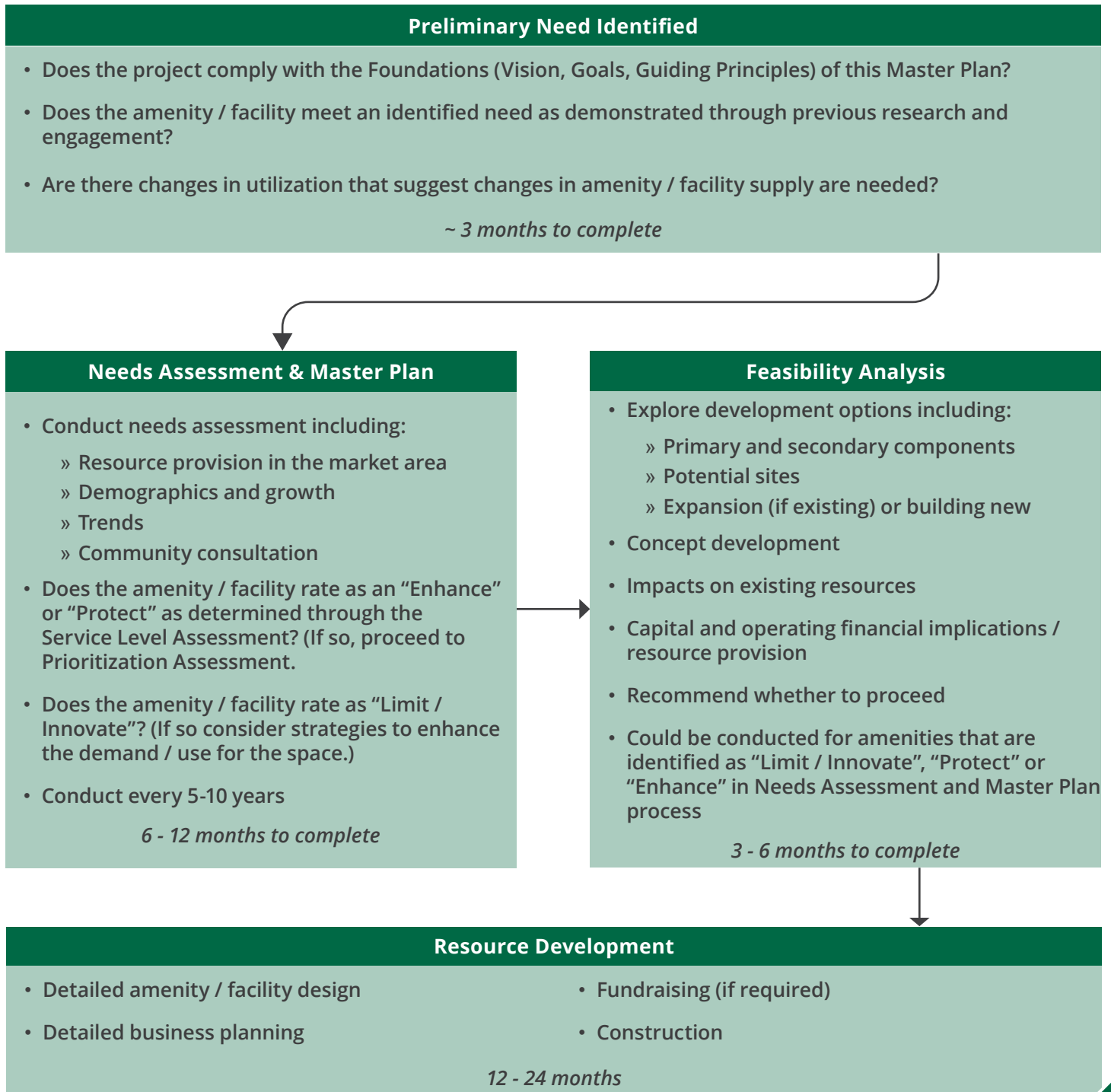
### Implementation Considerations

Steps	Timing Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)	Commitment Ongoing=O Discrete=D	Incremental Resources Small=S Medium=M Large=L No Change = NC
Continued implementation of the Asset Management Policy (Policy No. P-88-2018)	S	D	NC
Conduct facility assessments (functional) <ul style="list-style-type: none"> <li>This can be done in the early steps of the Planning Process Framework (see page 45)</li> </ul>	L	O	S-M

## 4.3.2 Follow the Planning Process Framework.

### Description

When making decisions related to major capital investment in parks and recreation infrastructure the Planning Process Framework should be utilized. This does not circumvent the asset management program of the Town in which investments are made in facilities and amenities based on assessments undertaken. Rather, the Framework offers a defined process to ensure some rigour is applied to decisions that are long lasting and can involve significant resources.



## Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
✓	✓	✓	✓	✓	✓	✓

## Implementation Considerations

Steps	Timing Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)	Commitment Ongoing=O Discrete=D	Incremental Resources Small=S Medium=M Large=L No Change = NC
Accept the Framework as a structure for infrastructure development	S	D	NC
When considering significant infrastructure investment review the process and determine, if necessary, information at each appropriate step is available. If not, gather the information then arrive at a decision.	S-L	O	S-L

The infrastructure directions are determined in two distinct, but related, ways. The first is the service level assessment. This answers the question: do we currently have the right quality and quantity of facilities and amenities? It examines factors related to the supply of and demand for facilities and amenities to determine whether those spaces need to be enhanced or protected in Westlock or whether plans for innovation are needed. Once the service level has been determined then priorities are established related to the facilities and amenities. Each of these steps is detailed below.

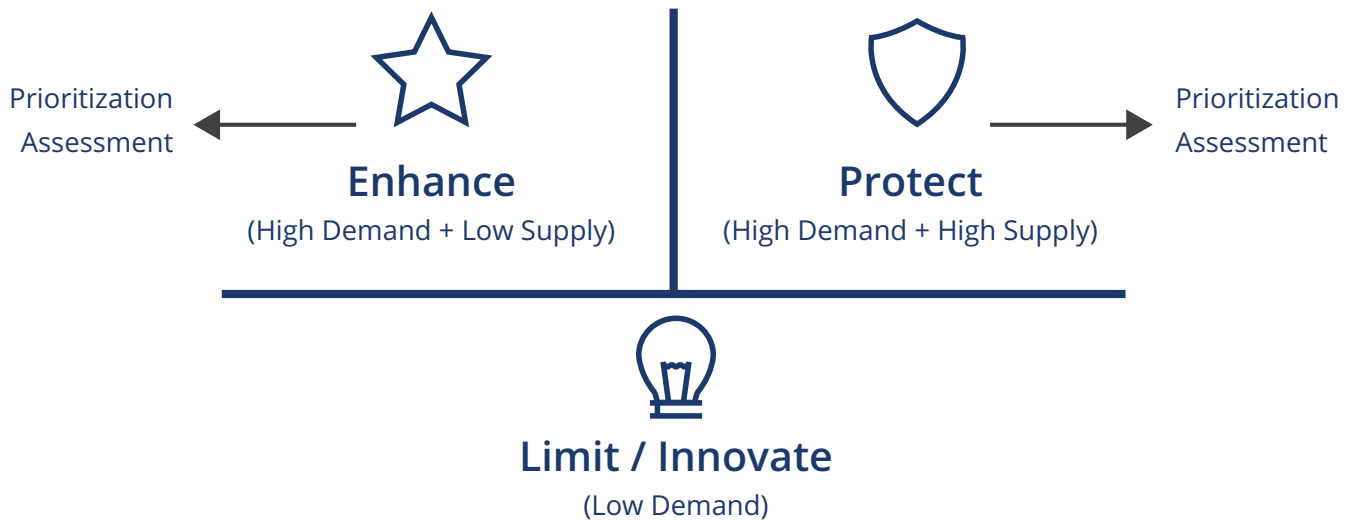


### 4.3.3 Complete a Service Level Assessment.

#### Description

The Service Level Assessment provides an initial point of reference for infrastructure assessment by identifying if current service provision is appropriate. The intent of this assessment is to evaluate whether there is enough, more could be warranted, or there could be less of a certain amenity, both now and in the future.

The current supply of the facility or amenity in the community is examined and compared to the demand for that space. In instances in which there is high demand and low supply, that facility / amenity needs to be enhanced (investment needed). Where high demand exists and high supply, is in place the infrastructure needs to be protected. And for those facilities / amenities that are in low demand consideration needs to be given to look for innovations to enhance the demand or to simply limit investment. See Appendix 6.1 for the model and scoring.



There are specific elements that are examined to identify the levels of supply and demand.

## Supply Criteria

Criteria	Considerations
Amenity Condition	<ul style="list-style-type: none"> <li>• Does the amenity meet relevant design standards?</li> <li>• What is the capital investment needed to maintain the amenity?</li> </ul>
Capacity	<ul style="list-style-type: none"> <li>• What is the current capacity to accommodate use?</li> <li>• How well used is the facility / amenity?</li> </ul>
Relevance / Fit for Purpose	<ul style="list-style-type: none"> <li>• Does the amenity meet the needs and expectations of users?</li> <li>• Does the amenity meet current standards of play for relevant activities at appropriate levels?</li> </ul>
Public Availability / Accessibility	<ul style="list-style-type: none"> <li>• How available is the amenity for general / public (non-group) use?</li> <li>• What barriers exist for the public in using the amenity?</li> </ul>

## Demand Criteria

Criteria	Considerations
Community / Population	<ul style="list-style-type: none"> <li>• What is the profile of the community?</li> <li>• Is the community experiencing population growth?</li> <li>• What are other indicators of demand (e.g. health, social)?</li> </ul>
Public Support	<ul style="list-style-type: none"> <li>• What is the level of local support or demand?</li> <li>• What gaps currently exist in the recreation system that the public / groups are requesting?</li> </ul>
Participation	<ul style="list-style-type: none"> <li>• What activities are residents participating in?</li> <li>• How frequent is the participation?</li> <li>• Where is participation occurring?</li> </ul>
Trends	<ul style="list-style-type: none"> <li>• Are there trends in recreation activity that indicate upcoming demand.</li> </ul>





## Findings

The results of the service level assessment are presented below.

### Enhance

- Indoor
  - » Climbing wall
  - » Child playground
- Outdoor
  - » Amphitheatre / event space
  - » Ball diamonds
  - » Nature trails
  - » Pickleball courts
  - » Playgrounds older children / youth
  - » Spray parks

### Implementation Considerations

- Proceed to prioritization assessment to determine if investment or development is required
- Continue to monitor demand and consider how the others in the community may be leveraged or engaged to meet demand
- If amenities exist in the community then determine if reprogramming / reconfiguration is required

### Protect

- Indoor
  - » Community meeting rooms
  - » Fitness wellness facilities
  - » Gymnasium type of spaces
  - » Ice arena
  - » Field house facility
  - » Library
  - » Leisure swimming pools / swimming tanks
  - » Program rooms
  - » Performing arts theatre
  - » Seniors centre
  - » Walking / running track
  - » Youth centre
- Outdoor
  - » Campgrounds
  - » Hard courts
  - » Open spaces
  - » Paved pathways
  - » Picnic areas
  - » Playgrounds – younger children
  - » Sports fields grass

### Implementation Considerations

- Proceed to prioritization assessment
- Ensure asset management protocols are adhered to to protect amenity provision.
- Reinvestment to maintain amenities is warranted to maintain service level.

## Innovate / Limit

- Indoor
  - » Art creation space
  - » Art display space
  - » Archery lanes
  - » Before and after school care
  - » Community group office / admin space
  - » Community hall / banquet facilities
  - » Community kitchen
  - » Court sports (squash)
  - » Curling rinks
  - » Event hosting facilities
  - » Indoor ag facilities
  - » Leisure ice
  - » Parkour gymnastics space
  - » Group storage space
- Outdoor
  - » Ag facilities
  - » Archery range
  - » Beach volleyball courts
  - » Bike parks
  - » Community gardens
  - » Ski / snowshoe trails
  - » Disc golf course
  - » Fishing pond
  - » Golf courses
  - » Mountain bike trails
  - » Boarded rinks
  - » Fitness equipment
  - » Outdoor pool
  - » Sledding hills
  - » Sports fields turf
  - » Tennis courts
  - » Track and field spaces

## Implementation Considerations

- If the amenity does not exist in the community then, at this time, no need for further exploration of it
- For existing amenities, explore the potential to enhance the demand for the space. This may occur through innovation in programming, type of use, or promotions. Efforts to maximize the use of existing assets are needed.
- Depending on trend of use or improvements through innovation, consideration should be given when significant investment is required. Depending upon outcomes being achieved through the facility, investment may not be warranted.



## Implementation Considerations

Steps	Timing Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)	Commitment Ongoing=O Discrete=D	Incremental Resources Small=S Medium=M Large=L No Change = NC
Review the model to understand the criteria and identify sources of information to enable criteria scoring.	S	D	NC
Set a schedule for conducting the assessment. Consider events / dynamics that may alter the schedule (e.g. sizable community growth; nearby development).	S-M	D	NC
Determine schedule for data collection to ensure the most up-to-date data is available to conduct the scoring.	S-M	D	NC
Conduct the assessment.	L	O	NC
Monitor participation and registration.	S-L	D-O	NC
Develop a process to periodically identify gaps and implement.	M-L	O	S

### 4.3.4 Undertake a Prioritization Assessment.

#### Description

The service level assessment identified facilities and amenities that warrant enhancement, protection, or innovation / limitations. The Town of Westlock does not have unlimited resources and must set priorities to determine where immediate attention must be given. These decisions are not easy to make but the application of a framework can assist in setting priorities. **Only those facilities and amenities that were rated as in need of enhancement or protection are brought forward to the prioritization.** Refer to Appendix 6.2 to see the scoring.

To bring objectivity into the provision of investment in recreation and culture projects, a decision-making framework has been created. The framework consists of the following criteria to assess various inputs to determine which amenities will best meet the needs of the region and provide the maximum benefit to residents.

Criteria	Description
Service Level Assessment	Based on service level assessment.
Public Benefit	What public benefit will the amenity deliver?
Financial Impact	Impact score that integrates capital, operating, lifecycle costs.
Future Proofing	Considers the adaptability of the amenity to meet and respond to future need and demand.
Support Economic & Community Development	Potential level of economic development and community development the amenity would deliver (e.g. resident, visitor, investment attraction).
Partnerships	The potential of the amenity to attract capital and or operational partnerships.

The framework is designed in a manner that will allow for decision making to be adaptable and responsive to changes in trends in the sport community, shifts in demographics, and to the strategic goals of the broader community. By inputting reliable community data into the framework, the Town can assess the best strategic direction of future investments in sport amenities. See Appendix 6.2 for the full model and its scoring metrics and weighting.

## Findings

### High Priorities

- Indoor
  - » Field house facility
  - » Performing arts theatre
  - » Ice arena
  - » Library
  - » Seniors centre
- Outdoor
  - » Sports fields – grass
  - » Ball diamonds
  - » Nature trails
  - » Paved pathways
  - » Spray parks

### General Actions for High Priority Spaces

- Ensure asset management protocols and procedures are in place for existing facilities.
- For existing facilities, conduct / review assessments and ensure necessary investments are made to maintain them.
- For existing facilities conduct functional assessments to identify any needed enhancements to improve the functionality of the space and to meet updated expectations.
- For new facilities, conduct feasibility study including:
  - » Facility program and concept development
  - » Capital and operating costs
  - » Anticipated demand
  - » Site considerations
  - » Partnerships
  - » Funding options

## Medium Priorities

- Indoor
  - » Gymnasium type facility
  - » Child playgrounds
  - » Swimming tanks and leisure swimming
- Outdoor
  - » Amphitheatres / event space
  - » Campgrounds
  - » Open spaces
  - » Playgrounds – older children / youth

## General Actions for Medium Priority Spaces

- Ensure asset management protocols and procedures are in place for existing facilities.
- For existing facilities, conduct / review assessments and ensure necessary investments are made to maintain them.
- For existing facilities conduct functional assessments to identify any needed enhancements to improve the functionality of the space and to meet updated expectations.
- Continue to monitor for changes in demand.
- If unplanned or unexpected reduction in amenity provision / supply occurs, then reassess service level to determine if a bump in priority is warranted

## Low Priorities

- Indoor
  - » Youth centre
  - » Walking / running track
  - » Community meeting rooms
  - » Program rooms
  - » Fitness / wellness facilities
  - » Climbing wall
- Outdoor
  - » Hardcourts
  - » Picnic areas
  - » Pickleball courts
  - » Playgrounds - younger children

## General Actions for Medium Priority Spaces

- Ensure asset management protocols and procedures are in place for existing facilities.
- Continue to monitor fluctuation in demand.
- If unplanned or unexpected reduction in amenity provision / supply occurs, then reassess service level to determine if a bump in priority is warranted.



### 4.3.4.1 Apply Practicality Filters.

#### Description

The determined prioritization framework provides a structured analysis that is based on current data available at the time of scoring. It is important to acknowledge that opportunities may arise, or disruptions may occur following the completed analysis that will impact service levels in Westlock. To support the Town responding in a timely manner, the following practicality filters are suggested to support and complement the prioritized list of projects.

- 1. Funding:** If external funding or partnership is confirmed for a project that is indicated as a medium or low priority, then that project could be re-classified as a high priority and further analysis related project suitability and concept development would be required.
- 2. Reduction in Current Asset Provision:** If there is a planned or unexpected reduction in the amenity provision of a project that is indicated as a medium or low priority, then that project could be re-classified as a high priority and further analysis related project suitability and concept development would be required.
- 3. Safety:** If a critical safety issue is found in a current amenity inventory of a project that is indicated as a medium or low priority, then that project could be re-classified as a high priority and further analysis related project suitability and concept development would be required.

#### Research Connection

Community Context	Background Review	Service Delivery	Inventory & Utilization	Benchmarking	Trends	Engagement
✓	✓	✓	✓	✓	✓	✓

#### Implementation Considerations

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)	Ongoing=O Discrete=D	Small=S Medium=M Large=L No Change = NC
Review the model to understand the criteria and identify sources of information to enable criteria scoring.	S	D	NC
Set a schedule for conducting the assessment. Consider events / dynamics that may alter the schedule (e.g. sizeable community growth; nearby development).	S-M	D	NC
Determine schedule for data collection to ensure the most up-to-date data is available to conduct the scoring.	S-M	D	NC
Conduct the assessment.	L	O	NC

## 4.3.5 Implement the Amenity / Facility Plan.

The following amenity / facility plan has been developed for those items of infrastructure that were identified as high and medium priorities.

Prioritization Assessment Ranking	Amenity / Facility (Town owned facilities are in bold.)	Amenity Service Assessment	Action(s)*	Timing Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)	Order of Magnitude Costing**
1	Field House type facility	Protect	<ul style="list-style-type: none"> <li>Monitor use to maximize space utilization. The application of allocation principles will need to be employed as use demands.</li> </ul>	S	none
1	Performing Arts Theatre	Protect	<ul style="list-style-type: none"> <li>Conduct feasibility analysis to determine if facility is fulfilling functional demands.</li> </ul>	M	\$50k for analysis
3	Ice Arena	Protect	<ul style="list-style-type: none"> <li>Monitor utilization.</li> <li>Attempt to shift some utilization from Prime Time to non Prime Time as needed</li> </ul>	S	none
4	Sports Fields - grass	Protect	<ul style="list-style-type: none"> <li>Monitor use to ensure fields are accessible and available to groups and the public</li> </ul>	S	none
5	Library	Protect	<ul style="list-style-type: none"> <li>Work with Library related to programs delivered in Town program rooms.</li> </ul>	S	none
5	Seniors Centre	Protect	<ul style="list-style-type: none"> <li>Continue to engage with Seniors Centre and support as required and appropriate</li> </ul>	S	none
5	<b>Ball Diamonds</b>	Enhance	<ul style="list-style-type: none"> <li>Initiate feasibility analysis for additional diamonds to be developed.</li> </ul>	S-M	\$50k for analysis ball diamond \$500k
5	<b>Nature Trails</b>	Enhance	<ul style="list-style-type: none"> <li>Consider opportunities to expand network, identify potential projects, and do some development.</li> </ul>	S-M	\$100k
5	Paved Pathways	Protect	<ul style="list-style-type: none"> <li>Conduct accessibility analysis and address findings to ensure people with mobility issues can utilize fully the pathways.</li> <li>Review maintenance standards and adjust as necessary.</li> <li>Using Transportation Master Plan enhance connectivity.</li> </ul>	S-M	\$30k for analysis Investment as per Transportation MP
5	<b>Spray Park</b>	Enhance	<ul style="list-style-type: none"> <li>Conduct feasibility analysis for a spray park including concept plan and site identification</li> </ul>	S	\$50k for analysis \$1.5M for spray park

Prioritization Assessment Ranking	Amenity / Facility (Town owned facilities are in bold.)	Amenity Service Assessment	Action(s)*	Timing Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)	Order of Magnitude Costing**
11	Gymnasium Type space	Protect	<ul style="list-style-type: none"> <li>Monitor use to ensure gymnasiums are accessible and available to groups and the public</li> <li>Continue to ensure community use of school gymnasiums.</li> </ul>	S	none
12	<b>Child Playgrounds (indoor)</b>	Enhance	<ul style="list-style-type: none"> <li>Enhance existing or adding additional playgrounds</li> </ul>	S-M	\$500k
12	Swimming tanks	Protect	<ul style="list-style-type: none"> <li>Continue to optimize use of existing facility.</li> </ul>	S	none
14	Leisure swimming pool	Protect	<ul style="list-style-type: none"> <li>Monitor use to maximize space utilization</li> </ul>	S	none
14	<b>Amphitheatre / event space</b>	Enhance	<ul style="list-style-type: none"> <li>Conduct feasibility analysis exploring potential development of an outdoor event space including concept plan and site identification</li> </ul>	M	\$50k for analysis \$1M for amphitheatre
14	Campgrounds	Protect	<ul style="list-style-type: none"> <li>Monitor use to ensure current supply is meeting the needs of users. When appropriate consider any necessary improvements beyond basic maintenance</li> </ul>	S-M	none
14	Open spaces	Protect	<ul style="list-style-type: none"> <li>Monitor use to ensure spaces are being utilized</li> </ul>	S	none
18	<b>Playgrounds outdoors – older children / youth</b>	Enhance	<ul style="list-style-type: none"> <li>Conduct feasibility analysis on the development of a playground (outdoors) for older children and youth – may be in conjunction with spray park</li> </ul>	M-L	\$75 for analysis \$750k for outdoor play opportunity

\*Previously approved capital budget items and expenditures should be fulfilled. Ensure asset management protocols are in place to maximize condition of amenity / facility and therefore its use.

\*\* 2024 dollars

# Trails Considerations


There are several great resources that can be utilized by the Town of Westlock beyond the information included in the Transportation Master Plan. The Government of Alberta through Alberta TrailNet has a great resource entitled, "Alberta Recreation Corridor & Trails Classification System" that offers trail classifications as well as trail design characteristics.



*Alberta Recreation Corridor and Trails Classification System*

### A. Non-motorized use trails (single use)


**At Pedestrian** (walking, hiking, backpacking, running, orienteering)




**Basic Description:**  
The pedestrian category includes any person using a trail without a mobility aid, other than a walking stick. A single pedestrian could travel on a trail as narrow as 0.3m with a cleared width of 1m and cleared height of at least 2.1m. Depending on type of use, a variety of surfaces are suitable for pedestrians ranging from rough, unimproved natural ground to smooth pavement. Gradients along trail can range from flat to very steep.

**Basic Trail Design Characteristics by Type of Experience:**


**Primitive:**  
The trail would be in a natural, unimproved state, and could be rough with roots, rocks or fallen trees; it could have steep gradients (up to 45%), with portions that could be near vertical. The trail could be as narrow as 0.3m wide with a cleared area only large enough to accommodate one person (1m width x 2.1m height). Trails in remote areas could cross streams without bridged crossings.



**Semi-developed:**  
The trail surface would have a granular surface such as crushed gravel, shale or wood chips; gradients would be gentle to moderate (up to 20%). The width would range from 1m to 2m with an extra 0.5m cleared zone each side. Clearing heights should be at least 3m.



**Developed:**  
The trail would have a smooth, compacted or paved surface with gentle gradients (up to 5%), and a width of 2.5m. Clearing should be at least 0.5m beyond the trail surface and 3m height.



	Trail Surface	Gradient	Tread Width	Clearing Width	Clearing Height
Primitive	Natural	up to 45%	0.3m – 1m	1m – 2m	2.1m
Semi-Developed	Granular	up to 20%	1m – 2m	2m – 3m	3m
Developed	Compacted Granular or Paved	up to 5%	2.5m ±	3.5m ±	3m

10

# 5.0 STRATEGIC DIRECTIONS - SUMMARY TABLE





The tables below are the Implementation Considerations for each of the Strategic Directions.

## Service Delivery

<b>Strategic Direction 4.1.1: Communicate the Benefits of Parks and Recreation Provision.</b>			
<b>Steps</b>	<b>Timing</b>	<b>Commitment</b> Ongoing=O Discrete=D	<b>Incremental Resources</b> Small=S Medium=M Large=L No Change = NC
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Identify (develop a list of) direct and indirect benefits of parks and recreation provision.	S	D	NC
Develop key messages related to the benefits (direct and indirect).	S	D	NC
Develop a marketing / communication plan related to the key messages. (See 4.1.2 Continue Communication and Promotion Efforts).	S	O	NC

<b>Strategic Direction 4.1.2: Continue Communication and Promotion Efforts.</b>			
<b>Steps</b>	<b>Timing</b>	<b>Commitment</b> Ongoing=O Discrete=D	<b>Incremental Resources</b> Small=S Medium=M Large=L No Change = NC
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Identify existing communication channels.	S	D	NC
Identify existing messaging along with channels used and timing.	S	D	NC
Develop Communications Plan as outlined above.	S-M	O	NC
Implement the Plan.	S-L	O	S
Monitor the Plan and its effectiveness.	M-L	O	NC
Adjust Communications Plan.	M-L	O	S

### Strategic Direction 4.1.3: Develop a Parks and Open Space Classification System.

Steps	Timing	Commitment Ongoing=O Discrete=D	Incremental Resources Small=S Medium=M Large=L No Change = NC
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Confirm purpose for the development of a classification system.	S	D	NC
Conduct secondary research and examine classification systems being used in other municipalities.	S-M	D	S-M
Using insights and information gathered from other municipalities, draft the parks and open space classification system.	M	D	S-M
Present and review the system with the community, finalize, and implement.	M	O	S-M

### Strategic Direction 4.1.4: Enhance the Strategic Collection of Data to Support Decision Making.

Steps	Timing	Commitment Ongoing=O Discrete=D	Incremental Resources Small=S Medium=M Large=L No Change = NC
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Identify information currently collected.	S	D	NC
Identify processes / mechanisms available to collect data.	S	O	NC
Determine information needed.	S-M	O	NC
Determine if existing systems and processes can accommodate the collection of needed information.	S-M	D	NC
Investigate data collection systems and implement new system if necessary.	M	D	M
Develop program to collect information, then collect.	M	O	NC-S
Analyze information.	M-L	O	NC
Adjust data collection items and processes as necessary.	M-L	O	NC

### Strategic Direction 4.1.5: Develop a Fee Setting Process.

Steps	Timing	Commitment Ongoing=O Discrete=D	Incremental Resources Small=S Medium=M Large=L No Change = NC
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Identify the different parks and recreation fees.	S	D	NC
Research fee setting processes in other municipalities.	S	D	NC – S
Examine the different processes and determine the processes that best fit the context in Westlock.	S-M	D	S
Trial the process with the Town’s current fees and based on the trial set the process.	M	D	S
Document the fee setting process identifying the mechanism used for the different fees and communicate to the public / user groups.	M	D	S
Implement process to set fees.	M-L	O	NC
Analyze information.	M-L	O	NC
Adjust data collection items and processes as necessary.	M-L	O	NC

### Strategic Direction 4.1.6: Expand Efforts to Build Capacity Within Community Organizations.

Steps	Timing	Commitment Ongoing=O Discrete=D	Incremental Resources Small=S Medium=M Large=L No Change = NC
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Review identified challenges to determine possible approaches to address them.	S	D	NC
Reach out to community groups to identify which groups require some assistance with the identified challenges.	S	D	NC
Implement a program to assist groups with the challenges.	S-M	D	S
Implement an ongoing process to communicate with groups to identify their challenges.	M-L	O	NC
Implement an ongoing process to help groups address challenges.	M-L	O	S

**Strategic Direction 4.1.7: Continue Efforts to Address Barriers to Participation.**

Steps	Timing	Commitment Ongoing=O Discrete=D	Incremental Resources Small=S Medium=M Large=L No Change = NC
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Review barriers identified and actions currently in place to address them. • Are they achieving their outcomes? • Are they being implemented appropriately?	S	D	NC
Identify actions for improved implementation of existing mitigation tactics (if any).	S	D	S
Identify measures to determine effectiveness of tactics.	S	D	NC
Measure effectiveness.	S-M	O	S
Develop program to periodically identify barriers.	S-M	D	NC
Implement the program.	M-L	O	S
Develop a plan to address identified barriers.	M-L	O	S

**Strategic Direction 4.1.8: Identify Opportunities for Enhanced Revenue Generation.**

Steps	Timing	Commitment Ongoing=O Discrete=D	Incremental Resources Small=S Medium=M Large=L No Change = NC
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Inventory existing capacity at indoor and outdoor facilities & amenities.	S	O	NC
Identify any unmet demand for space.	S	O	NC
Determine a plan to promote these times and potentially reduce rates.	S-M	O	NC
Liaise with community organizations about their interest and potential to host events.	S-M	O	S
Develop an approach to packaging rental opportunities (e.g. meeting room and activity space).	S-M	D	S
Review program opportunities and develop a plan to fill gaps.	S-M	O	NC
Enhance sponsorship package to include outdoor assets.	S-M	D	S

## Programs & Events

<b>Strategic Direction 4.2.1: Encourage and Enhance Collaboration in the Delivery of Programs and Events.</b>			
<b>Steps</b>	<b>Timing</b>	<b>Commitment</b> Ongoing=O Discrete=D	<b>Incremental Resources</b> Small=S Medium=M Large=L No Change = NC
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Create an inventory of community groups (including their contacts) who deliver parks and recreation programming and events.	S	O	NC
Develop an agenda / program for the collaboration conference.	S	O	NC
Extend invitations to groups.	S-M	O	NC
Convene the conference.	S-M	O	S
Evaluate the conference amongst attendees.	S-M	D	S
Determine next conference and develop agenda.	S-M	O	NC
Enhance sponsorship package to include outdoor assets.	S-M	D	S

<b>Strategic Direction 4.2.2: Consider Programming Opportunities Based on Gaps and Community Requests.</b>			
<b>Steps</b>	<b>Timing</b>	<b>Commitment</b> Ongoing=O Discrete=D	<b>Incremental Resources</b> Small=S Medium=M Large=L No Change = NC
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Review identified programming gaps and develop a plan to address each. • This may involve working with other community partners or it may involve direct delivery.	S	D	NC
Reach out to potential partners regarding addressing the gaps.	S	D	NC
Implement programs (where appropriate).	S-L	D-O	S
Utilize communication plan to promote programming.	S-L	D-O	S
Monitor participation and registration.	S-L	D-O	NC
Develop a process to periodically identify gaps and implement.	M-L	O	S



## Infrastructure

Strategic Direction 4.3.1: Follow Asset Management Practices.			
Steps	Timing	Commitment Ongoing=O Discrete=D	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		Small=S Medium=M Large=L No Change = NC
Continued implementation of the Asset Management Policy (Policy No. P-88-2018)	S	D	NC
Conduct facility assessments (functional) <ul style="list-style-type: none"> <li>This can be done in the early steps of the Planning Process Framework (see page 45)</li> </ul>	L	O	S-M

Strategic Direction 4.3.2: Follow the Planning Process Framework.			
Steps	Timing	Commitment Ongoing=O Discrete=D	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		Small=S Medium=M Large=L No Change = NC
Accept the Framework as a structure for infrastructure development	S	D	NC
When considering significant infrastructure investment review the process and determine, if necessary, information at each appropriate step is available. If not, gather the information then arrive at a decision.	S-L	O	S-L



Photo from Town of Westlock

### Strategic Direction 4.3.3: Complete a Service Level Assessment.

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Review the model to understand the criteria and identify sources of information to enable criteria scoring.	S	D	NC
Set a schedule for conducting the assessment. Consider events / dynamics that may alter the schedule (e.g. sizable community growth; nearby development).	S-M	D	NC
Determine schedule for data collection to ensure the most up-to-date data is available to conduct the scoring.	S-M	D	NC
Conduct the assessment.	L	O	NC
Monitor participation and registration.	S-L	D-O	NC
Develop a process to periodically identify gaps and implement.	M-L	O	S

### Strategic Direction 4.3.4: Undertake a Prioritization Assessment.

Steps	Timing	Commitment	Incremental Resources
	Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)		
Review the model to understand the criteria and identify sources of information to enable criteria scoring.	S	D	NC
Set a schedule for conducting the assessment. Consider events / dynamics that may alter the schedule (e.g. sizeable community growth; nearby development).	S-M	D	NC
Determine schedule for data collection to ensure the most up-to-date data is available to conduct the scoring.	S-M	D	NC
Conduct the assessment.	L	O	NC

### Strategic Direction 4.3.5: Implement the Amenity / Facility Plan.

Prioritization Assessment Ranking	Amenity / Facility (Town owned facilities are in bold.)	Amenity Service Assessment	Action(s)*	Timing Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)	Order of Magnitude Costing**
1	<b>Field House type facility</b>	Protect	<ul style="list-style-type: none"> <li>Monitor use to maximize space utilization. The application of allocation principles will need to be employed as use demands.</li> </ul>	S	none
1	Performing Arts Theatre	Protect	<ul style="list-style-type: none"> <li>Conduct feasibility analysis to determine if facility is fulfilling functional demands.</li> </ul>	M	\$50k for analysis
3	<b>Ice Arena</b>	Protect	<ul style="list-style-type: none"> <li>Monitor utilization.</li> <li>Attempt to shift some utilization from Prime Time to non Prime Time as needed</li> </ul>	S	none
4	<b>Sports Fields - grass</b>	Protect	<ul style="list-style-type: none"> <li>Monitor use to ensure fields are accessible and available to groups and the public</li> </ul>	S	none
5	Library	Protect	<ul style="list-style-type: none"> <li>Work with Library related to programs delivered in Town program rooms.</li> </ul>	S	none
5	Seniors Centre	Protect	<ul style="list-style-type: none"> <li>Continue to engage with Seniors Centre and support as required and appropriate</li> </ul>	S	none
5	<b>Ball Diamonds</b>	Enhance	<ul style="list-style-type: none"> <li>Initiate feasibility analysis for additional diamonds to be developed.</li> </ul>	S-M	\$50k for analysis ball diamond \$500k
5	<b>Nature Trails</b>	Enhance	<ul style="list-style-type: none"> <li>Consider opportunities to expand network, identify potential projects, and do some development.</li> </ul>	S-M	\$100k
5	<b>Paved Pathways</b>	Protect	<ul style="list-style-type: none"> <li>Conduct accessibility analysis and address findings to ensure people with mobility issues can utilize fully the pathways.</li> <li>Review maintenance standards and adjust as necessary.</li> <li>Using Transportation Master Plan enhance connectivity.</li> </ul>	S-M	\$30k for analysis Investment as per Transportation MP
5	Spray Park	Enhance	<ul style="list-style-type: none"> <li>Conduct feasibility analysis for a spray park including concept plan and site identification</li> </ul>	S	\$50k for analysis \$1.5M for spray park
11	Gymnasium Type space	Protect	<ul style="list-style-type: none"> <li>Monitor use to ensure gymnasiums are accessible and available to groups and the public</li> <li>Continue to ensure community use of school gymnasiums.</li> </ul>	S	none

Strategic Direction 4.3.5: Implement the Amenity / Facility Plan.					
Prioritization Assessment Ranking	Amenity / Facility (Town owned facilities are in bold.)	Amenity Service Assessment	Action(s)*	Timing Short Term (<12 months) Mid Term (12-24 months) Long Term (>24 months)	Order of Magnitude Costing**
12	<b>Child Playgrounds (indoor)</b>	Enhance	<ul style="list-style-type: none"> <li>Enhance existing or adding additional playgrounds</li> </ul>	S-M	\$500k
12	<b>Swimming tanks</b>	Protect	<ul style="list-style-type: none"> <li>Continue to optimize use of existing facility.</li> </ul>	S	none
14	<b>Leisure swimming pool</b>	Protect	<ul style="list-style-type: none"> <li>Monitor use to maximize space utilization</li> </ul>	S	none
14	Amphitheatre / event space	Enhance	<ul style="list-style-type: none"> <li>Conduct feasibility analysis exploring potential development of an outdoor event space including concept plan and site identification</li> </ul>	M	\$50k for analysis \$1M for amphitheatre
14	<b>Campgrounds</b>	Protect	<ul style="list-style-type: none"> <li>Monitor use to ensure current supply is meeting the needs of users. When appropriate consider any necessary improvements beyond basic maintenance</li> </ul>	S-M	none
14	<b>Open spaces</b>	Protect	<ul style="list-style-type: none"> <li>Monitor use to ensure spaces are being utilized</li> </ul>	S	none
18	Playgrounds outdoors – older children / youth	Enhance	<ul style="list-style-type: none"> <li>Conduct feasibility analysis on the development of a playground (outdoors) for older children and youth – may be in conjunction with spray park</li> </ul>	M-L	\$75 for analysis \$750k for outdoor play opportunity

\*Previously approved capital budget items and expenditures should be fulfilled. Ensure asset management protocols are in place to maximize condition of amenity / facility and therefore its use.

\*\* 2024 dollars



# 6.0 APPENDICES





# 6.1 Service Level Assessment Scoring

## Supply

			Scoring					
Criteria	Considerations	Data Source	0	1	2	3	4	5
Amenity Condition	Does the amenity meet relevant design standards? What is the capital investment needed to maintain the amenity?	Facility assessments; maintenance plans; internal (staff) engagement; community engagement (public, groups)	The amenity does not exist.	-	Does not meet relevant design standards. Significant upgrades needed or replacement.	Somewhat meets applicable design standards. Moderate improvements / upgrades are needed.  Info unavailable	Meets design standards. Minimal improvements or upgrades needed.	Exceeds applicable design standards. No improvements or upgrades needed.
Capacity	What is the current capacity to accommodate use? How well used is the facility / amenity?	Utilization information; internal (staff) engagement; community engagement (public, group)	The amenity does not exist.	At capacity with waiting lists.	High rates or utilization throughout the year.	Moderate rates of utilization throughout the year with seasonal peaks.  Info unavailable	Limited levels of utilization without seasonal peaks.	Low rates of utilization throughout the year. No seasonal peaks.
Relevance / Fit for Purpose	Does the amenity meet the needs and expectations of users? Does the amenity meet current standards of play for relevant activities at appropriate levels?	Facility assessments; local data sources (e.g. program guides); internal (staff) engagement; community engagement (public, group); governing body policies	The amenity does not exist.	Facility does not meet modern user expectations without significant investment / replacement.	Facility requires investment to serve intended purpose and to meet modern user expectations.	Facility is functional and meets basic user expectations.  Info unavailable	Includes contemporary program areas and facility support spaces. Meets most user and spectator experience expectations.	Includes contemporary program areas and facility support spaces that fully meets user and spectator experience expectations

			Scoring					
Criteria	Considerations	Data Source	0	1	2	3	4	5
Public Availability / Accessibility	How available is the amenity for general / public (non group) use? What barriers exist for the public in using the amenity?"	Local data sources (e.g. program guides); internal (staff) engagement; community engagement (public, group)	The amenity does not exist.	Facility is not available or accessible for public use. Dedicated group use only.	Facility availability is limited for public use.	Facility is mostly available and accessible for public use.	Facility is somewhat available for public use.	Facility is highly available and accessible for public use.

## Demand

			Scoring					
Criteria	Considerations	Data Source	0	1	2	3	4	5
Community / Population	What is the profile of the community? Is the community experiencing population growth? What are other indicators of demand (e.g. health, social)?	Census information; MDP; GIS analysis; community engagement (public, group)	Does not serve current or future populations.	-	Limited service to current and future populations.	Limited service to current population but may serve future populations	Moderately responsive to current and future populations.	Highly responsive to current and future populations.

			Scoring					
Criteria	Considerations	Data Source	0	1	2	3	4	5
Public Support	What is the level of local support or demand? What gaps currently exist in the recreation system that the public / groups are requesting?	Community engagement (public, group)	No market demand	-	Limited market demand	Periodic market demand	Moderate market demand	High market demand
Participation	What activities are residents participating in? How frequent is the participation? Where is participation occurring?	Market research; utilization information; governing bodies; community engagement (public, group)	No indication of activity participation.	-	Limited indication of activity participation.	Moderate activity participation that appears sustainable.  Info unavailable	High participation activity that appears sustainable. (May participate outside community.)	High participation activity with anticipated growth. (May participate outside community.)
Trends	Are there trends in recreation activity that indicate upcoming demand.	Market research; governing bodies; community engagement (public; group)	Does not align with known trends.	-	Limited alignment with trends.	Moderately aligns with trends.	-	Highly aligns with trends.

Amenity	Supply				Demand			
	Amenity Condition	Capacity	Relevance / Fit for Purpose	Public Availability / Accessibility	Community / Population	Public Support	Participation	Trends
Art creation space	0	0	0	0	2	2	1	2
Art display space	4	5	3	5	2	1	1	2
Archery lanes / range (indoor)	0	0	0	0	1	3	1	1
Before and after school care	0	0	0	0	2	4	2	2
Community group office / admin space	1	1	1	1	2	1	2	3
Community hall / banquet facilities	3	3	3	5	2	1	2	5
Community kitchen	0	0	0	0	2	3	1	3
Community meeting rooms	3	3	3	5	2	1	3	5
Court sports (squash)	3	3	3	5	2	1	3	5
Curling rinks	2	2	1	2	3	3	2	2
Event hosting facilities	5	3	3	4	4	1	2	3
Fitness / wellness facilities	4	3	4	5	5	3	4	5
Gymnasium type spaces	3	3	3	2	3	1	4	5
Ice arena	4	2	4	2	3	3	5	3
Indoor ag facilities	0	0	0	0	1	1	1	1
Child playgrounds (indoor)	2	2	1	5	3	5	3	3
Climbing wall (indoor)	0	0	0	0	2	5	2	2
Field house type facility	5	3	4	4	5	2	5	5
Library	3	2	3	5	5	4	4	5
Leisure ice (indoor)	0	0	0	0	2	3	2	2
Leisure swimming pools	3	3	3	5	5	5	3	5
Program rooms	3	3	3	5	5	1	3	5
Parkour / gymnastics space	0	0	0	0	1	1	1	2
Performing arts theatre	3	3	3	3	4	2	3	3
Seniors centre	4	2	3	2	5	5	4	2
Group storage space	3	3	3	1	3	1	1	2
Swimming tanks	3	3	3	3	4	2	3	3
Walking / running track (indoor)	4	4	3	5	4	4	3	5
Youth centre	3	3	3	3	3	2	3	3
Ag facilities (outdoor)	3	4	3	1	2	1	2	2
Amphitheatre / event space	1	1	1	1	2	4	2	5
Archery range	0	0	0	0	1	2	1	1

Amenity	Supply				Demand			
	Amenity Condition	Capacity	Relevance / Fit for Purpose	Public Availability / Accessibility	Community / Population	Public Support	Participation	Trends
Ball diamonds	2	3	2	2	4	4	3	3
Beach volleyball courts	0	0	0	0	3	1	1	3
Bike parks	0	0	0	0	3	1	2	3
Campgrounds	3	3	3	5	4	4	3	3
Community gardens	0	0	0	0	3	3	2	3
Ski / snowshoe trails	0	0	0	0	2	4	2	3
Disc golf course	0	0	0	0	2	2	1	2
Fishing pond	3	3	2	5	2	2	2	2
Golf courses	0	0	0	0	2	1	2	2
Hardcourts	3	3	3	4	3	1	3	5
Mountain bike trails	0	0	0	0	3	3	2	3
Nature trails	1	1	1	1	4	5	3	5
Open spaces	3	3	3	5	4	3	3	5
Boarded rinks (outdoor)	3	3	3	5	4	1	3	2
Fitness equipment (outdoors)	0	0	0	0	3	1	2	3
Outdoor pool	0	0	0	0	3	1	2	3
Paved pathways	4	2	3	5	5	5	5	5
Pickleball courts (outdoor)	0	0	0	0	4	1	3	3
Picnic areas	3	3	3	5	4	1	3	3
Playgrounds - younger children	3	3	3	5	4	4	3	3
Playgrounds - older children / youth	0	0	0	0	4	3	2	3
Sledding hills	0	0	0	0	3	2	2	3
Sports fields grass	3	3	3	3	4	1	3	5
Sports fields - turf	0	0	0	0	2	1	2	3
Spray parks	0	0	0	0	4	5	4	5
Tennis courts	0	0	0	0	2	1	2	3
Track and field spaces	3	4	3	3	2	1	2	2



## 6.2 Prioritization Scoring

Criteria	Description	Scoring				Weighting
		3	2	1	0	
Service Level Assessment	based on service level assessment	Enhance	Protect		Innovate / Limit	3
Public Benefit	what public benefit will the amenity deliver?	high public benefit (indirect benefits for all)	Moderate public benefit (indirect benefits for some)	Low public benefit (some indirect benefits)	No public good (only benefits are received by users)	3
Financial Impact	Impact score that integrates capital, operating, lifecycle costs	Low overall cost impact	Moderate overall cost impact	High overall cost impact	Not feasible due to cost	3
Future Proofing	Considers the adaptability of the amenity to meet and respond to future need and demand.	High level of adaptability to meet unknown needs	Moderate level of adaptability to meet unknown needs	Limited level of adaptability to meet unknown needs	No adaptability to meet unknown needs	2
Support Economic & Community Development	Potential level of economic development and community development the amenity would deliver (e.g. resident, visitor, investment attraction)	High opportunity to enhance development	Moderate opportunity to enhance development	Limited opportunity to enhance development	Does not enhance development	2
Partnerships	The potential of the amenity to attract capital and or operational partnerships.	High partnership potential	Moderate partnership potential	Limited partnership potential	No partnership potential	1

		Service Level Assessment	Public Benefit	Financial Impact	Future Proofing	Support Economic & Community Development	Partnerships
		3	3	3	2	2	1
<i>weighting</i>		(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)
Amenity							
Art creation space	innovate / limit	0	1	2	0	0	0
Art display space	innovate / limit	0	3	1	3	1	0
Archery lanes/ range (indoor)	innovate / limit	0	0	1	1	1	1
Before and after school care	innovate / limit	0	3	2	2	0	0
Community group office / admin space	innovate / limit	0	2	1	2	0	1
Community hall / banquet facilities	innovate / limit	0	3	2	3	2	1
Community kitchen	innovate / limit	0	2	2		0	1
Community meeting rooms	protect	2	2	1	2	0	0
Court sports (squash)	innovate / limit	0	0	1	1	1	0
Curling rinks	innovate / limit	0	2	2	1	2	2
Event hosting facilities	innovate / limit	0	3	3	2	3	3
Fitness / wellness facilities	protect	2	1	2	1		1
Gymnasium type spaces	protect	2	2	2	3	1	0
Ice arena	protect	2	2	3	2	2	2
Indoor ag facilities	innovate / limit	0	1	2	2	1	1
Child playgrounds (indoor)	enhance	3	2	2	1	1	0
Climbing wall (indoor)	enhance	3	1	1	0	0	0
Field house type facility	protect	2	2	3	3	2	2
Library	protect	2	3	2	3	0	0
Leisure ice (indoor)	innovate / limit	0	1	2	1	0	1

		Service Level Assessment	Public Benefit	Financial Impact	Future Proofing	Support Economic & Community Development	Partnerships
		3	3	3	2	2	1
<i>weighting</i>		(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)
Amenity							
Leisure swimming pools	protect	2	2	3	0	1	1
Program rooms	protect	2	2	1	2	0	0
Parkour / gymnastics space	innovate / limit	0	1	2	0	0	2
Performing arts theatre	protect	2	3	3	0	3	3
Seniors centre	protect	2	3	2	2	0	2
Group storage space	innovate / limit	0	1	1	1	0	0
Swimming tanks	protect	2	2	3	0	2	0
Walking / running track (indoor)	protect	2	3	2	0	0	0
Youth centre	protect	2	2	2	2	0	0
Ag facilities (outdoor)	innovate / limit	0	2	2	3	2	1
Amphitheatre / event space	enhance	3	2	1	2	1	0
Archery range	innovate / limit	0	0	1	1	1	0
Ball diamonds	enhance	3	2	2	0	2	0
Beach volleyball courts	innovate / limit	0	2	1	1	1	0
Bike parks	innovate / limit	0	3	2	2	0	0
Campgrounds	protect	2	1	2	2	2	1
Community gardens	innovate / limit	0	2	1	3	0	0
Ski / snowshoe trails	innovate / limit	0	2	1	3	1	0
Disc golf course	innovate / limit	0	1	1	3	0	0
Fishing pond	innovate / limit	0	1	1	3	0	0

<i>weighting</i>		Service Level Assessment	Public Benefit	Financial Impact	Future Proofing	Support Economic & Community Development	Partnerships
		3	3	3	2	2	1
Amenity		(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)
Golf courses	innovate / limit	0	0	2	3	2	3
Hardcourts	protect	2	2	2	2		0
Mountain bike trails	innovate / limit	0	2	2	3	1	0
Nature trails	enhance	3	3	1	3	0	0
Open spaces	protect	2	3	1	3	0	0
Boarded rinks (outdoor)	innovate / limit	0	1	2	2	0	0
Fitness equipment (outdoors)	innovate / limit	0	1	1	0	0	1
Outdoor pool	innovate / limit	0	2	3	0	2	0
Paved pathways	protect	2	3	2	3	0	0
Pickleball courts (outdoor)	enhance	3	1	1	1	1	0
Picnic areas	protect	2	2	1	3	0	0
Playgrounds - younger children	protect	2	2	2	0	0	0
Playgrounds - older children / youth	enhance	3	2	2	0	1	0
Sledding hills	innovate / limit	0	3	1	3	0	0
Sports fields grass	protect	2	2	2	3	2	1
Sports fields - turf	innovate / limit	0	2	2	0	2	1
Spray parks	enhance	3	2	2	0	2	2
Tennis courts	innovate / limit	0	1	1	1	0	0
Track and field spaces	innovate / limit	0	1	1	2	1	0







