



Town of Calmar Recreation Master Plan

NOVEMBER 9, 2020

expedition
MANAGEMENT CONSULTING

November 9, 2020

Byron King
Recreation Coordinator, Town of Calmar
PO Box 750, 4901-50 Ave
Calmar, AB
TOC OVO

Dear Mr. King,

Please find enclosed the final Town of Calmar Recreation Master Plan. It has been a pleasure working with you and the community to develop this important plan. We are looking forward to learning about your successes in implementation.

If you have any questions or require clarification on the attached report, please feel free to contact me at 780-266-7888.

Sincerely,



Justin Rousseau, Managing Director
Expedition Management Consulting Ltd.



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EXECUTIVE SUMMARY



Introduction

Recreation, parks and cultural programs and services provide a variety of benefits to the quality of life of residents in the Town of Calmar (and Leduc County). The Town is committed to the continuation of high-quality services, sound planning and data-based decision making. To assist in achieving this commitment, the Town has completed a comprehensive Recreation Master Plan. The plan will provide a firm steppingstone for continued planning in the Town and guide the future investment in recreation, parks, and culture over the coming years.

Community Overview



Located in the heart of Alberta's agriculture and oilfield industries, the Town of Calmar offers residents and visitors a taste of quintessential small-town Alberta life. The vibrant, growing community is just 25 minutes from the south side of the City of Edmonton providing quick access to big city amenities while avoiding the hustle and bustle of city life. The Town is also a dynamic, contributing member of the surrounding Leduc County and shares many of its local infrastructure and services with County residents. The Town partners with Leduc County to provide recreational services outlined in the Recreation Cost Share Agreement.

The Town supports numerous community associations, who in turn provide community recreational and cultural programs and services to residents. Recreation and culture in the community is largely focused on activities and events for children, youth, and seniors.



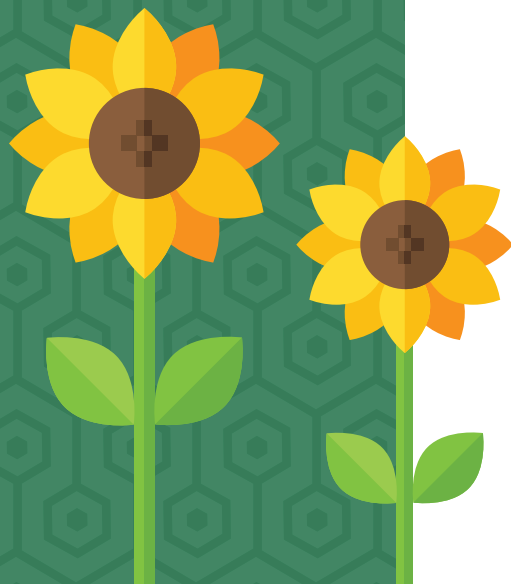
Current State

Recreation, parks, and culture are widely recognized as key contributors to the attractive quality of life that the Town’s residents enjoy. The community has a strong history of supporting the recreational and cultural pursuits of its residents through investments in indoor and outdoor amenities, youth sports, community programs and cultural preservation. The Town’s own accessible natural features and proximity to beautiful natural environments such as Wizard Lake and Pigeon Lake are key contributors to the community’s recreation and parks offering.

SWOT Analysis

A high-level analysis of the Town’s strengths, weaknesses, opportunities, and threats (SWOT) as they relate to recreation and parks is provided below.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Active community associations and societies. • Strong partnership with Leduc County. • Strong resident and stakeholder support for recreation, parks, and culture development. • Young, dynamic, growing population. • Rich cultural history in the region. • Located on major thoroughfare between large municipalities and nearby recreation sites and natural attractions. 	<ul style="list-style-type: none"> • Some infrastructure in need of upgrades and enhanced maintenance. • Disconnected trail system. • Lack of integration between recreation and tourism planning. • Communication and engagement of stakeholder groups. • Large proportion of the community commutes out of town for work. • Underutilization of existing facilities.
Opportunities	Threats
<ul style="list-style-type: none"> • Using recreation and parks to attract and retain highly motivated residents and investors. • Opportunity for linking tourism assets, recreation assets, and community development in order to increase quality of life for residents, attract visitors, and grow the local economy. • Further development of Woodland Park and Zolner Park for residents and visitors. • Developing a network of interconnected trails within town. • Integration of planning for recreation, parks, and culture facilities with nearby communities. 	<ul style="list-style-type: none"> • Financial challenges due to the COVID-19 pandemic. • Unpredictable economic situation and population levels due to variable commodity prices. • Balancing the needs and demands of different user groups within the Town for recreation, parks, and culture space. • Expectations for service delivery may be higher than resources allow.



Comparative Service Level Analysis

The Town is within an acceptable range of comparator municipalities for many existing indoor and outdoor recreation, parks, and culture facilities. The Town exceeds comparator service levels for curling sheets and halls/program centres. In order to meet benchmark standards for publicly operated facilities, the Town of Calmar would need to add an art/culture facility, 2 rectangular fields, 1 ball diamond, and a park/playground.

Public Engagement

The Recreation Master Plan considered the goals and needs of a broad range of community members and groups in the Town. The following figure describes the inputs into the plan.



Public Engagement Results:

- Trails for walking, hiking, biking and skiing were the most important existing outdoor amenity and the most requested new outdoor amenity followed by an off-leash dog park.
- Regarding the types of outdoor programming needed, activities such as parks and trails programs and fitness programs were identified by the most respondents.
- The Calmar Public Library, Mike Karbonik Arena, and Royal Canadian Legion were identified as the most important indoor facilities.
- In terms of new or improved indoor facilities, a community/multipurpose space and an indoor fitness space were the most requested amenities.
- Many residents of the Town and County are traveling to nearby communities such as the City of Leduc to utilize recreation, parks, and culture facilities and services.
- Respondents to the resident survey indicated that they were largely satisfied with recreation, parks and cultural offerings in the Town of Calmar but that they would benefit from improved communication of opportunities in town.
- Stakeholder groups expressed a need to enhance communication and collaboration with the Town to better serve their members and the community.
- 61% of stakeholder groups are projecting growth in their organizations over the next five years.

Vision for Recreation, Parks, and Culture in Calmar

The Town of Calmar has several challenges to face over the coming years, including the social and financial impacts of the COVID-19 pandemic and the provincial economic slow down. However, the Town is resilient and has made significant investments in its recreation, parks, and culture offering. This development, however, has occurred in the absence of an overarching, long-term vision that establishes recreation, parks, and culture as an indispensable tool to enhance the well-being of the community. The vision described below outlines that the Town will seek to retain residents, while at the same time attract individuals, families, and businesses who recognize the true value and beauty of the community.

Vision for Recreation, Parks, and Culture in Calmar

Calmar is at an exciting point in its history. There is a renewed focus on increasing quality of life in the community through enhanced recreational opportunities, a re-imagined downtown, expanded economic opportunities and a reinvigorated spirit of residents.

As we look ahead to 2030 and beyond, we see our community as an attractive choice for people to live and invest. We will have excellent recreation facilities, high community morale, healthy residents and an enlightened cultural sector that celebrates who we are as a community. The next ten years will see transformational change in Calmar, and we welcome residents, businesses and visitors to come with us on our journey!



Guiding Principles for Service Delivery

9 guiding principles for recreation, parks, and culture service delivery were developed to support the implementation of the Master Plan. The Town will:

1. Acknowledge recreation, parks, and culture has an important role to play in keeping current residents in the community, attracting new ones, and improving quality of life.
2. Ensure recreation, parks, and culture supports the Town's strategic direction.
3. Ensure inclusion and accessibility in all programs, facilities, and services.
4. Provide equitable access to facilities, services and programs which will include a balance between access for:
 - Organized groups and the general public
 - Passive and active endeavours
 - Competitive and non-competitive pursuits
 - Structured and spontaneous activities
 - Diverse ages, cultures, and abilities
 - Indoor and outdoor opportunities
5. Improve integration and connectivity of indoor, outdoor, and cultural spaces to create a wholistic and rich experience for residents.
6. Regularly engage with citizens to ensure services are delivered that meet the needs of the community in the most effective way.
7. Ensure public spaces incorporate a high degree of creative design and flexibility of use.
8. Seek solutions that preserve and enhance the natural environment.
9. Undertake sound planning for new developments including a comprehensive review of supply, demand, cost and benefit and further integration into broader municipal planning.



Master Plan Priorities

The Implementation Plan identifies 74 action items, grouped into 17 separate priorities. The Town is encouraged to seek partnerships with stakeholder groups, neighbouring municipalities, provincial ministries and other applicable groups wherever possible to leverage available resources. Residents can also be engaged through task forces and committees to help contribute to implementation. The top 10 priority items for implementation include:



1. Expand and enhance the trail system.



6. Create an off-leash dog park.



2. Enhance fitness facilities and programs.



7. Designate use at Zolner Park (active recreation) and Woodland Park (culture) and begin to add amenities at each site.

- Add amphitheatre to Woodland Park
- Relocate skatepark and outdoor rink to Zolner Park
- Add ball field and soccer field at Zolner Park



3. Hire a recreation program/community development officer.



8. Complete ice arena upgrades including:

- Dressing rooms
- Bleachers
- Façade improvement



4. Expand and enhance programming for all ages and interests.



9. Improve communication with residents and stakeholder groups.



5. Upgrade existing outdoor facilities.



10. Improve amenity use tracking and evaluation procedures.

Conclusion

The Town of Calmar Recreation Master Plan puts forward a strategic direction that will guide the community toward its vision to further establish itself as an attractive community in which to live and invest.

Implementation of the Master Plan will require investment and concerted effort on the part of the Town, funding partners and the community. This investment will ensure that the enhanced recreation, parks, and culture system is recognized as a core strength of the community, uplifting residents and attracting newcomers.





PROJECT OVERVIEW

Introduction

Recreation, parks and cultural programs and services provide a variety of benefits to the quality of life of residents in the Town of Calmar (and Leduc County). The Town is committed to the continuation of high-quality services, sound planning and data-based decision making. To assist in achieving this commitment, the Town has completed a comprehensive Recreation Master Plan. The plan will provide a firm steppingstone for continued planning in the Town and guide the future investment in recreation, parks, and culture over the coming years.

The Recreation Master Plan for the Town of Calmar includes an assessment of the current state of recreation, parks, and culture infrastructure and service delivery, recommended priorities to meet current and future needs and a prioritized implementation plan that will guide decisions related to recreation, parks and culture in the Town.

Process

The Town of Calmar Recreation Master Plan process had five, interconnected phases as described below.



Project Team

The Project Steering Committee was established to oversee the project, provide input, and give feedback on the overall direction of the Master Plan. The plan was developed by a multi-disciplinary consulting team led by Expedition Management Consulting.

Project Steering Committee	
Organization	Representatives
Committee Members	Byron King – Recreation Coordinator, Town of Calmar Dean Ohnysty – Director, Community Services, Leduc County
Consultant Team	Justin Rousseau – Expedition Management Consulting Ltd. (Consulting Team Lead) Drew Ziegler – Expedition Management Consulting Ltd. Maxwell Harrison – Expedition Management Consulting Ltd. Dnyanesh Deshpande – Green Space Alliance

Overview of Research

A variety of primary and secondary research activities were conducted to develop this report. Primary research was completed through two separate surveys, interviews with stakeholders, and a workshop with Town Council. Secondary research consisted of a review of key internal and external documents, benchmarking research, and provincial and national recreation documents.

1. Surveys Administered:

- a. Calmar Resident Survey (114 responses)
- b. Calmar Stakeholder Survey (13 stakeholder groups responded)

2. Meetings Conducted:

a. Committee Project Meetings

Dates: March 11, April 9, June 24, and July 30, 2020

Purpose: Project management and input.

b. Council Input Workshop

Date: April 21, 2020

Purpose: Inform Council of the process and gain input on opportunities, challenges and future vision for recreation, parks, and culture in Calmar.

Number of Attendees: 5

c. Calmar Recreation Board Workshops

Dates: August 12 and October 14, 2020

Purpose: Inform the Recreation Board of the process and gain input on the project's preliminary priorities and the draft plan.

3. Recreation, Parks, and Culture Stakeholders Consulted (through interviews and/or stakeholder survey):

- a. Invites were sent out by the Town to 38 unique stakeholder groups in Calmar. 15 chose to participate in the engagement process, including representatives of the following organizations:

Local Stakeholder Groups:

- i. Calmar Minor Hockey Association
- ii. Calmar Public Library
- iii. Calmar Figure Skating Club
- iv. Calmar Agricultural Society (Curling)
- v. Calmar Recreation Board
- vi. Calmar and District Seniors Club
- vii. Calmar Adult Volleyball
- viii. Calmar Blades Men's Hockey
- ix. Rusty Nuts Men's Hockey
- x. Leduc Goodtimers Men's Hockey
- xi. Highway 39 Slo-pitch League
- xii. Nowhere to Run

xiii. Zirka Ukrainian Dance

xiv. Calmar Art Society

Local Businesses:

xv. Fit by Britt

4. Document Reviewed

- a. Strategies, plans, and other documents from the Town of Calmar and Leduc County.
- b. Planning documents from stakeholder groups and neighbouring municipalities.
- c. Recreation frameworks and policies from provincial and national sources.

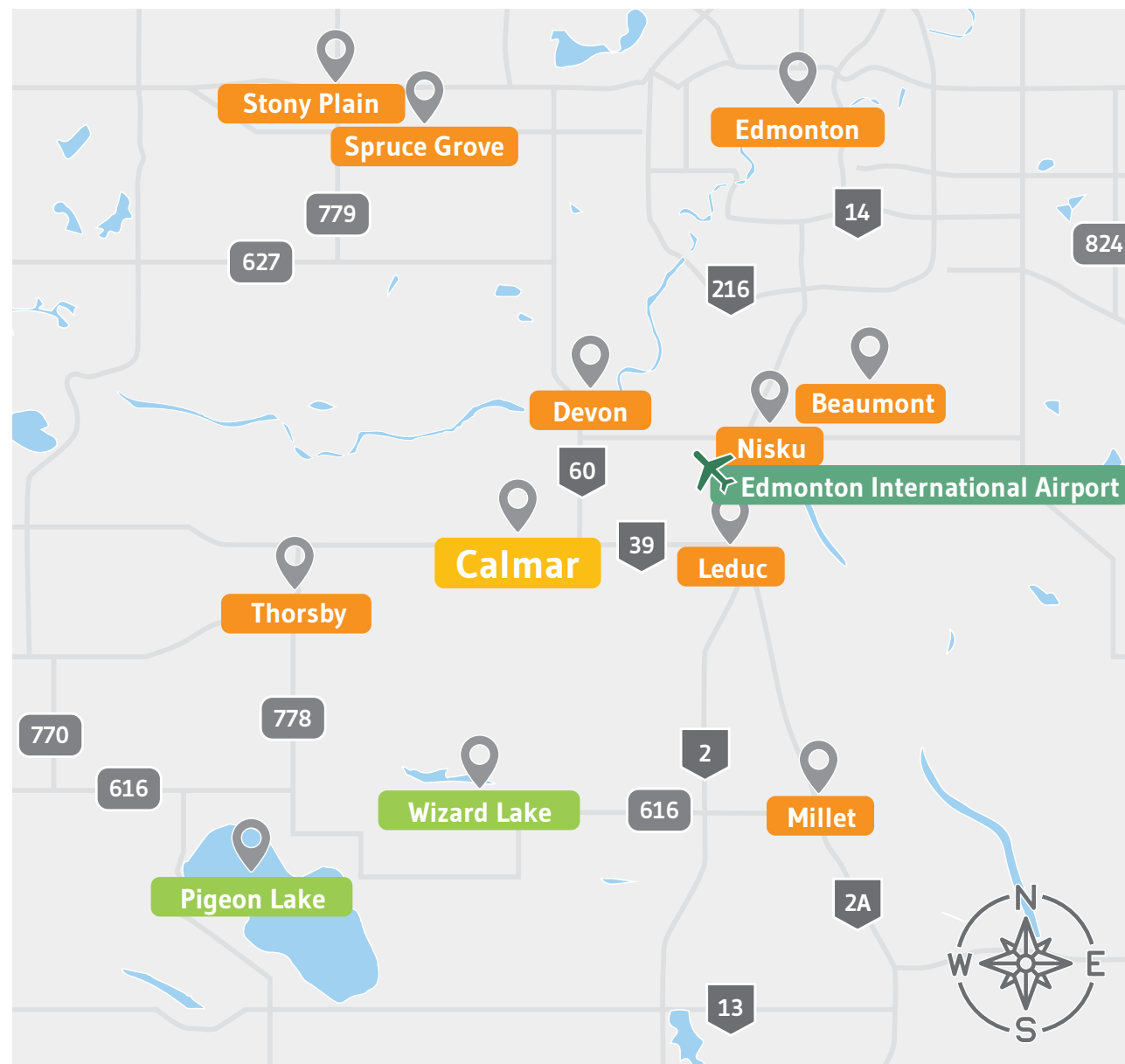


COMMUNITY ANALYSIS



Located in the heart of Alberta’s agriculture and oilfield industries, the Town of Calmar offers residents and visitors a taste of quintessential small-town Alberta life. The vibrant, growing community is just 25 minutes from the south side of the City of Edmonton providing quick access to big city amenities while avoiding the hustle and bustle of city life. The Town is also a dynamic, contributing member of the surrounding Leduc County and shares many of its local infrastructure and services with County residents. The Town partners with Leduc County to provide recreational services outlined in the Recreation Cost Share Agreement.

Figure 1. Calmar Regional Map



Recreation, Parks and Culture Overview

Recreation, parks, and culture are widely recognized as key contributors to the attractive quality of life that the Town’s residents enjoy. The community has a strong history of supporting the recreational and cultural pursuits of its residents through investments in indoor and outdoor amenities, youth sports, community programs and cultural preservation. The Town’s own accessible natural features and proximity to beautiful natural environments such as Wizard Lake and Pigeon Lake are key contributors to the community’s recreation and parks offering.

“Recreation and parks are essential means for enhancing individual wellbeing, community vitality, economic sustainability and stewardship.”
 Alberta Parks and Recreation Association

The Town supports numerous community associations, who in turn provide community recreational and cultural programs and services to residents. Recreation and culture in the community is largely focused on activities and events for children, youth, and seniors.

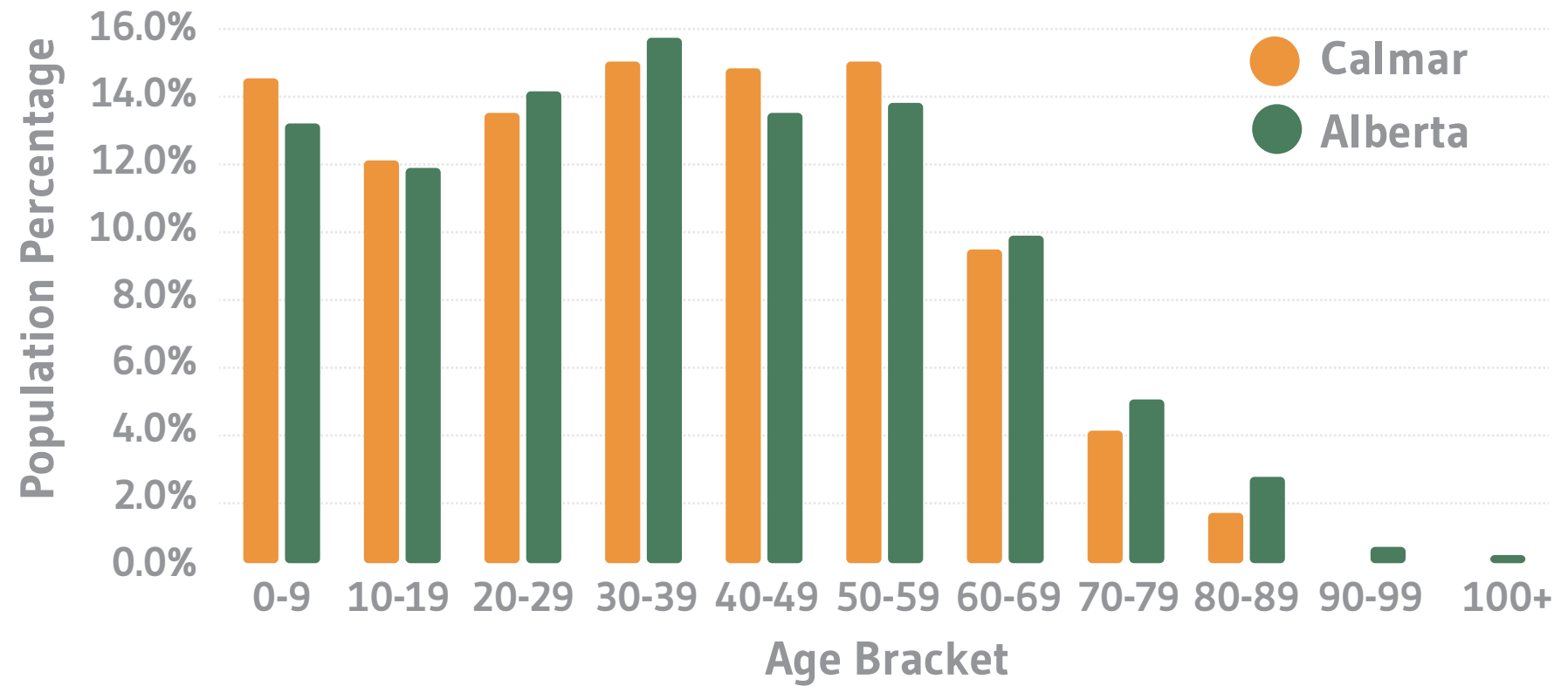
Municipal recreation, parks and culture planning in the Town is not without challenges. The Town must carefully weigh the municipal recreation, parks and culture offerings with those in neighbouring communities. For example, the nearby City of Leduc and Edmonton Capital Region provide substantial recreation, parks and culture offerings that often attract Town of Calmar and Leduc County residents. The Town will need to make strategic investments at the right time to meet the rising demands for service.

“Albertans enjoy a high quality of life, improved health and wellness, strong communities, economic benefits and personal fulfillment, through recreation active living and sport.”
 Active Alberta (2011–2021)

Community Demographics

The population of the Town of Calmar is 2,228 residents. The Town’s median age is 36.6 years old, which is similar to the Provincial median of 36.7 years old. The Town’s demographics include a higher proportion of young people between the ages of 0-19, combined with a higher percentage of adults between the ages of 40 and 59 when compared to the Province as a whole. This has implications for recreation, parks, and culture planning because the Town is serving a middle-aged population combined with a higher relative percentage of youth, likely indicating the increased presence of young families. A complete breakdown of the Town and provincial age demographics is shown in Figure 2.¹

Figure 2. Age Distribution Comparison of the Town of Calmar to Provincial Average

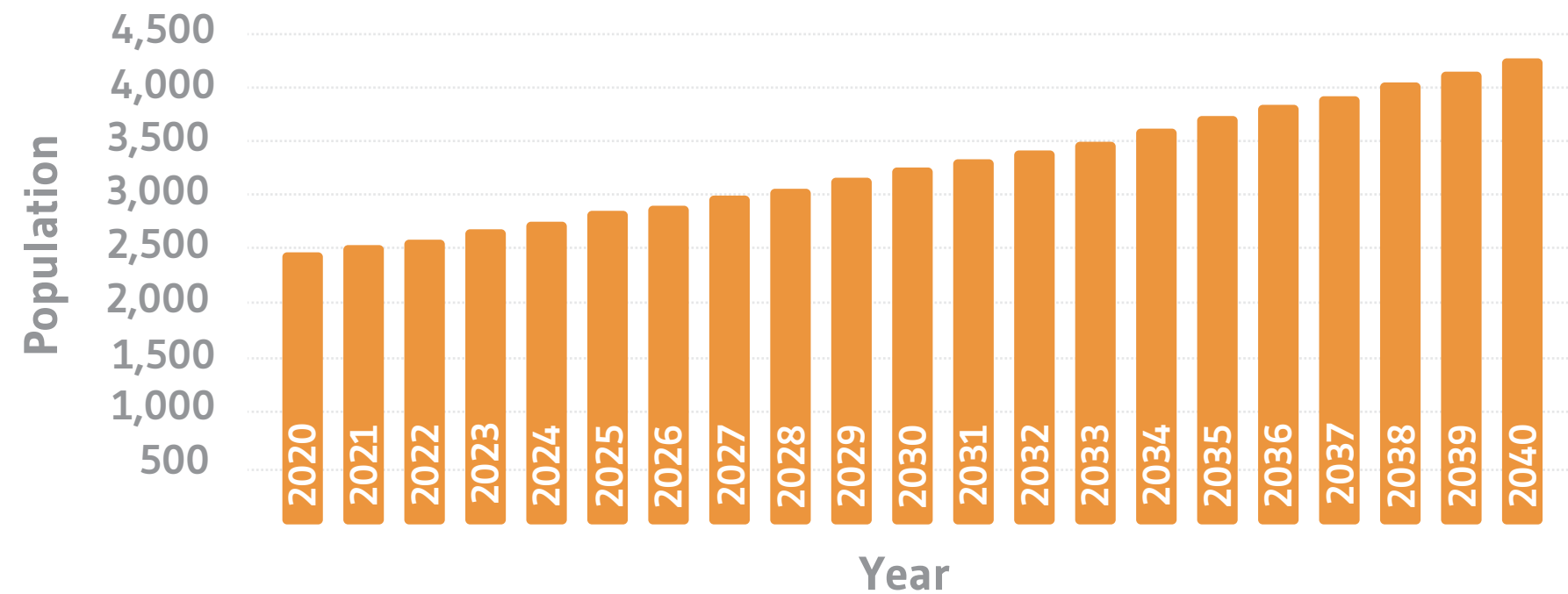


The median individual income in Calmar is \$58,848, which is 8% lower than the provincial median. The median household income in Calmar is \$94,464, which is slightly higher than Alberta as a whole. The majority of residents commute outside of Calmar for work (77%) and the most common industries are construction (19%), retail (13%), manufacturing (10%), and oil and gas (8%).²

Town of Calmar Population Projections

The Town’s population is intimately linked to broader economic activity in the region. This makes it difficult to predict future population based on past changes alone. The permanent population of the Town has remained stable over the past decade with only a modest rate of increase; however, this trend could reverse depending on the state of the local economy, which largely depends on the fortunes of the oil and gas sector. For the planning purposes of this report, data and projections from the 2019 Leduc County and Town of Calmar Intermunicipal Development Plan have been utilized. The plan outlines a regional population growth rate of 2.75%.³ If this growth rate is applied to the Town of Calmar, the population projection for the next 10 years is 3,250 and 20 years is 4,250. Growth projections for Calmar are shown in Figure 3.

*Figure 3. Town of Calmar Population Projections**



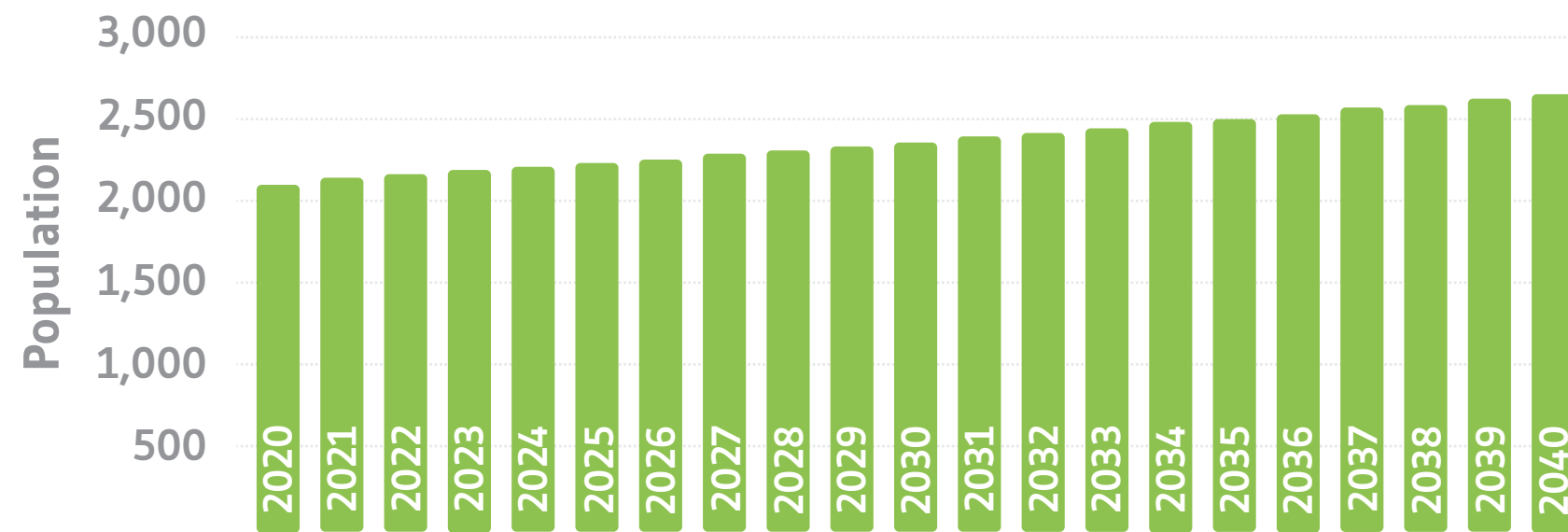
*Based on the Leduc County and Town of Calmar Intermunicipal Development Plan (2019).

Leduc County Demographics and Population Projections

County residents in the Calmar area have a median age of 42.3 years old which is significantly higher than that of the Town (36.6) and Province (36.7) due to a lower proportion of young people between the ages of 0-19 and a higher percentage of adults over the age of 50 when compared to the Town and Province. The median individual income in Leduc County is \$61,279 while the median household income is \$103,646, which is slightly higher than Alberta as a whole. The most common industries are agriculture (15%), construction (13%), oil and gas (9%), and retail (8%).⁴

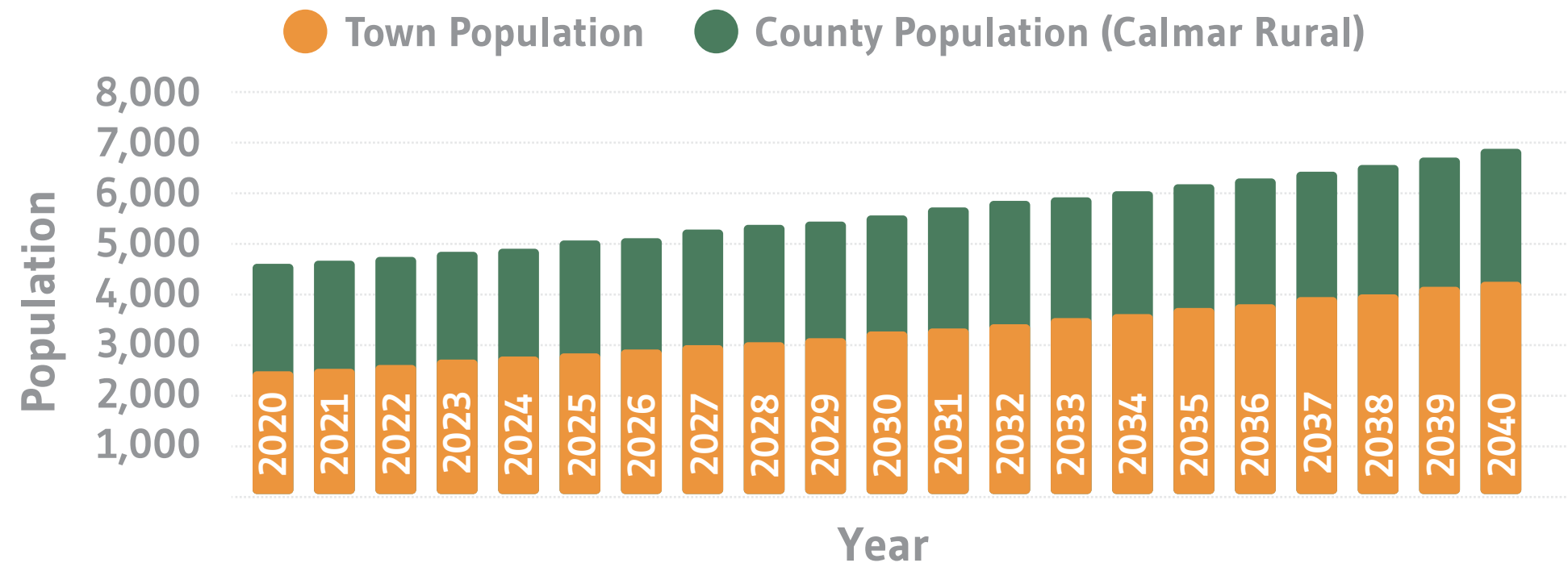
In 2016, 2,013 Leduc County residents resided in the Calmar Recreation Area (as identified in the Recreation Cost Share Agreement).⁵ According to the historical population figures, Leduc County’s Calmar Recreation Area population is expected to grow at a rate of 1.13% and reach 2,356 in 2030 and 2,636 in 2040. Growth projections for rural Leduc County recreation, parks, and culture users is shown in Figure 4. The combined population projections are shown in Figure 5.

*Figure 4. Leduc County Rural Recreation Service Population Projections**



*Based on historical population figures for the Calmar Recreation Area.

Figure 5. Combined Town and County (Calmar Rural) Population Projections



Recreation, Parks, and Culture Infrastructure

Calmar residents currently enjoy a variety of recreation, parks, and culture amenities. The following is a summary of the indoor and outdoor facilities available in Calmar (see Map 1).

Indoor Ice Sheet

The Town has one indoor ice sheet located at Mike Karbonik Arena that is used for public skating, figure skating, minor hockey, adult recreational hockey, shinny hockey, and facility rentals.

Calmar Curling Club & Community Centre

The local curling club and community centre is attached to the west side of Mike Karbonik Arena and operated by the Calmar Agricultural Society. The club offers men's, women's, and mixed leagues on four ice sheets along with facility rentals.

Seniors Drop-in Centre

The Calmar and District Senior Citizen's Drop-in Centre hosts facility rentals and community programming.

Program Centre

The Program Centre contains a small program space and kitchen. The centre is available for rental and offers women's fitness classes, Zumba, and Tae Kwon-Do.

School Gymnasiums

Calmar Elementary School (K – Gr. 6) and Calmar Secondary School (Gr. 7 – 12) each house a gymnasium available to school athletic programs and rentals. The Secondary School hosts Calmar Community Pickleball two evenings per week.

Royal Canadian Legion

The Royal Canadian Legion is the Town's largest rental facility with a dance floor, stage, and large professional kitchen. The Legion hosts the Calmar Dart League, bingo nights, and rental events.

Outdoor Rink

The Town has one outdoor rink located in Woodland Park.

Ball Diamonds

There are three ball diamonds located at 48th Avenue between 51st and 52nd Street that host the local Highway 39 Slo-Pitch League, Calmar Days Slo-Pitch Tournament, and t-ball.

Rectangular (Soccer) Fields

The Town has no municipal soccer fields, but fields are located at both local schools.

Tennis Courts

One tennis court is located at Centre Park.

Parks and Playgrounds

6 parks and playgrounds are located throughout the Town. Centre Park contains a perimeter walking path, tennis court, and 3 outdoor fitness stations. Westview Park contains a playground structure and basketball/pickleball court. Woodland Park houses the outdoor skating rink during the winter and the skateboard park during the summer. The remaining parks include Peace Park, Tot Lot Playground, and Engberg Spray Park.

Calmar Public Library

The Calmar Public Library hosts a variety of public recreation and culture programs including Sit & Fit, Zookinesis Chair Exercise, and Tibetan Singing Bowls.

Trails

The Town has a number of trails located throughout local parks and neighbourhoods, however, the trails are not part of an interconnected system.



Map 1. Town of Calmar Recreation, Parks, and Culture Facilities Map



- Legend**
- Town boundary
 - Parcels
 - Parks
 - Environmental reserve
 - Key public buildings

- 1 Centre Park
- 8 Calmar Public Library
- 2 Environmental Reserve
- 9 Program Centre
- 3 Westview Park
- 10 Seniors Drop-in Centre
- 4 Tot Lot
- 11 Woodland Park
- 5 Engberg Park
- 12 Zolner Park
- 6 Calmar Community Centre and Curling Club
- 13 Southbridge Retention Pond
- 7 Mike Karbonik Arena

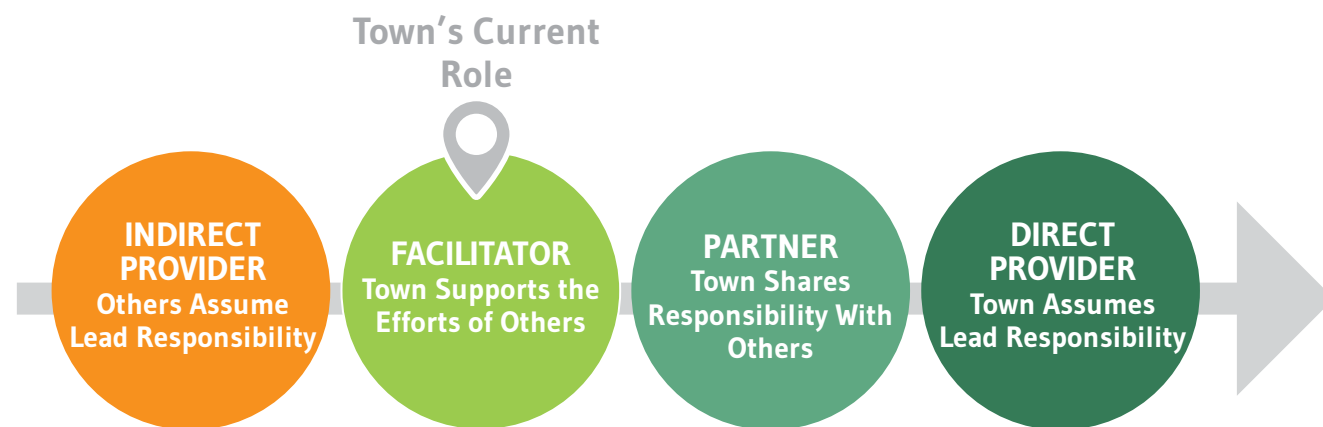


Service Delivery Approach

Every municipality must decide how it will deliver recreation services to their community. Many factors affect this decision, including differences in demographics, industry, community groups, geography and resident preferences. There is no single correct way to deliver recreation services, but it is advisable to focus on one general approach in order to provide clarity to the municipality and its residents.

The Town’s current role in recreation, parks, and culture service delivery is best described as a mix between Facilitator and Partner. Figure 6 describes the current role of the Town along a continuum of municipal service delivery. The Town owns and operates a number of facilities; however, several other recreation facilities are currently owned and/or managed by local community groups or the non-profit sector, with the Town providing support in some cases.

Figure 6. Role of the Town in Recreation, Parks, and Culture Service Delivery



Regional Context

Calmar is surrounded by both rural populations (Leduc County) and urban centres (City of Leduc, City of Edmonton). Residents from Calmar and these neighbouring communities already travel between communities to meet their family’s recreation, parks, and culture needs. As populations grow, a higher level of demand will be placed on recreation, parks, and culture services. Additionally, as neighbouring municipalities develop recreation facilities and programs, there are impacts on the supply of facilities available to Calmar.

The proximity of neighbouring communities also presents opportunities for Calmar. In certain situations, it can be advantageous to partner with other municipalities to pool operational funds and leverage capital dollars to operate and/or develop recreation assets that serve residents from multiple communities. Future planning must consider the regional context of Calmar.

Cost Share Agreement

The Town of Calmar maintains a cost-share agreement with Leduc County to ensure County residents have access to quality recreation services, while reducing the recreation costs each municipality is required to pay. Services funded through the cost-share agreements include arenas, pools, athletic fields, recreation programs and libraries. The cost-share agreement is based on a ratio of population between the Town of Calmar and the Leduc County recreation district nearby.

Intermunicipal Collaboration Framework

The Intermunicipal Collaboration Framework between the Town of Calmar and Leduc County establishes an Intermunicipal Committee and a collaborative process to direct intermunicipal communication and cooperation to support services that have mutual benefit including recreation and other community services.⁶

Funding and Support Mechanisms

Leduc County Sport and Recreation Grants

Recreation and sport grants are awarded to local recreation, athletic or cultural groups to help organizations fund community programs and projects. These grants are available for groups that serve the New Sarepta, Calmar, Thorsby and Warburg region.⁷

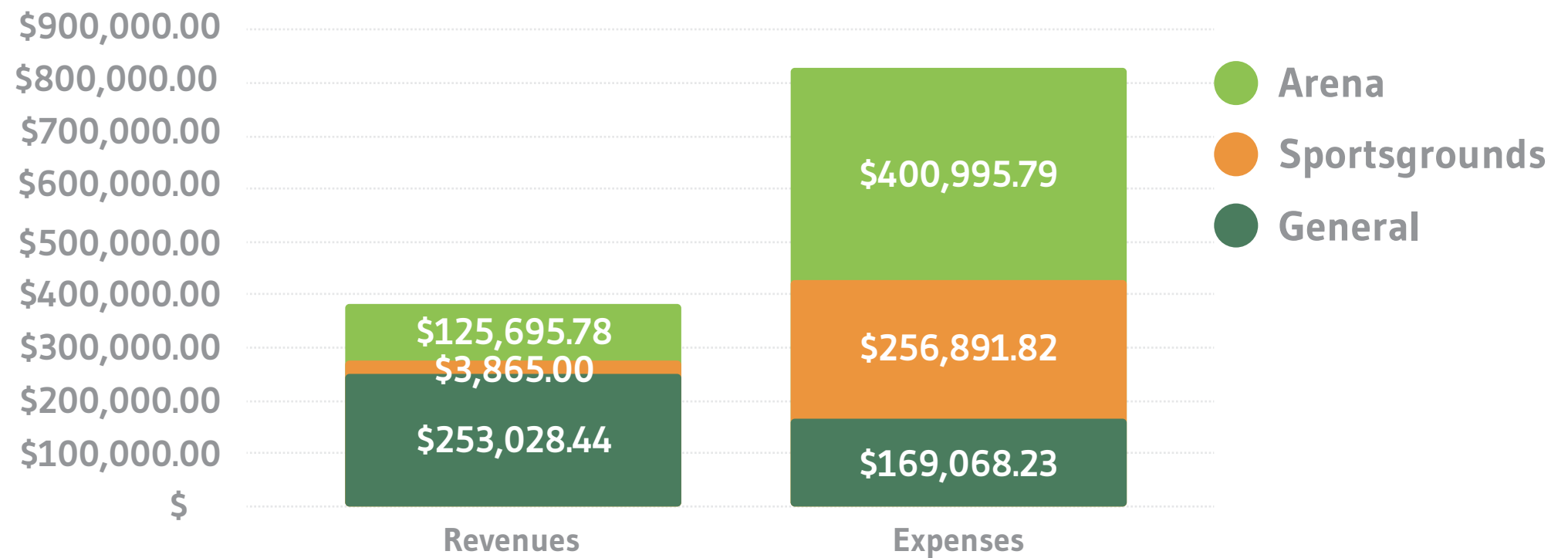
Leduc County Arts and Culture Grants

Leduc County offers annual funding opportunities to groups and organizations that encourage the development of arts and culture-related events and programs. The grants provide the opportunity for low cost, sustainable programs and events that benefit residents in Leduc County.⁸

Financial Analysis

In 2019, the Town’s Recreation and Parks department recorded \$382k in total revenues, primarily generated through facility rental fees and local government grants. Total operating expenses were \$827k, leading to an operational deficit of \$444k and a recovery of 46%. For a summary of recreation and parks operating revenues and expenses, see Figure 7.

Figure 7. Operational Revenues and Expenses from Recreation and Parks in the Town of Calmar (2019)



Future Municipal Financials

The COVID-19 pandemic and associated downturn in the global energy economy are anticipated to have long-term negative effects on the budgets of Alberta municipalities and should be strongly considered in future planning initiatives.

Benchmarking Research

A comparative analysis to similar communities was conducted in order to provide a reference point for the Town's level of service provision. Municipalities were chosen as comparators if they satisfied the three following requirements:

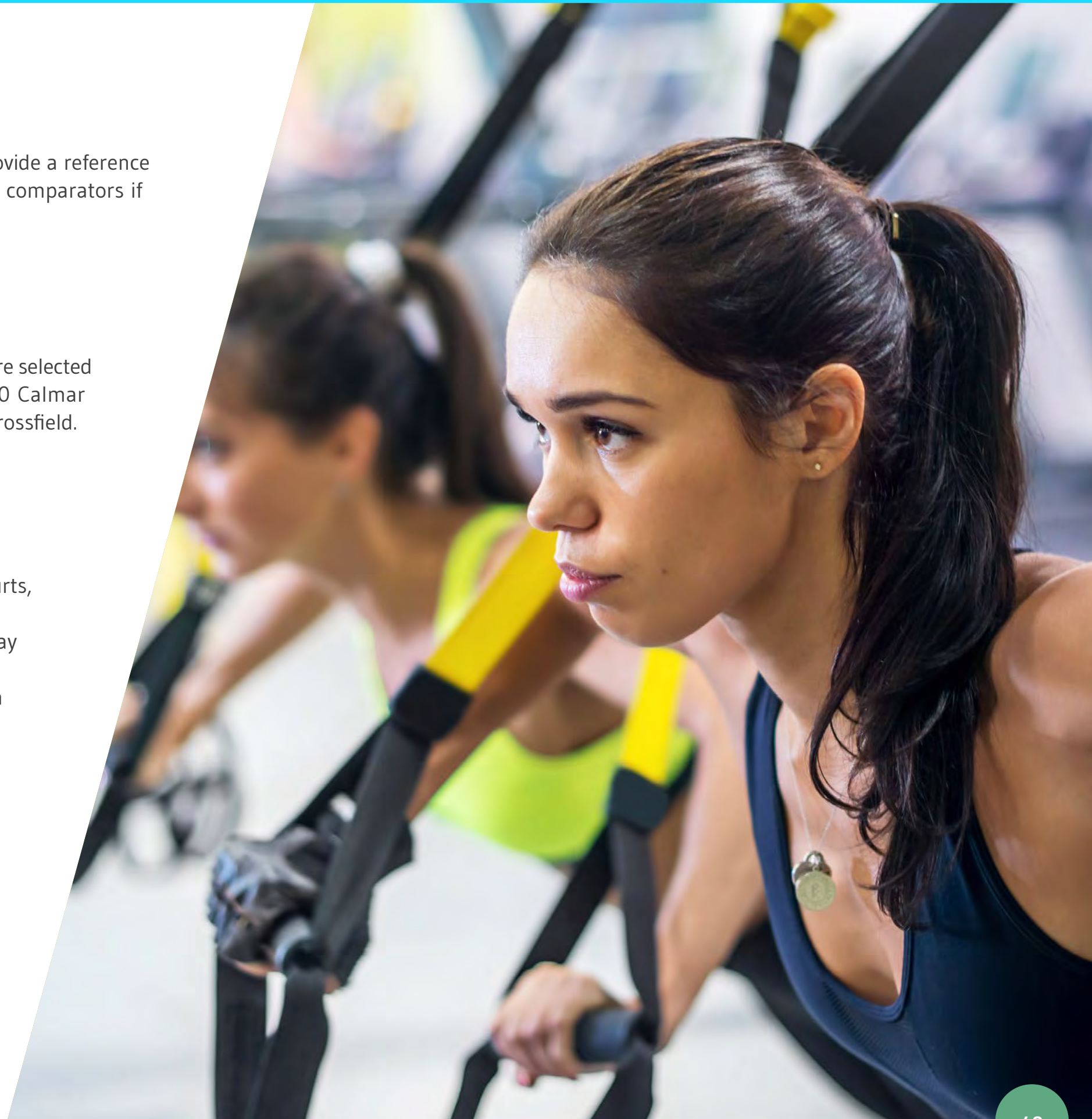
- A. The municipality is located in Alberta.
- B. The municipality has both a rural and urban service area.
- C. The municipality has a similar population to the Town of Calmar.

The towns of Millet, Tofield, Redwater, and Rimbey met all three criteria and were selected as comparators. A similar analysis was completed using the projected 2030 Calmar population of 3,200 using the towns of Gibbons, Three Hills, Penhold, and Crossfield. For more information see Appendix D.

Comparative Service Level Analysis Key Findings

The following key findings were derived from the comparative analysis:

- Calmar exceeds comparative service levels for curling sheets, tennis courts, halls and programmable centres.
- Calmar meets comparative service levels for ice surfaces, libraries, spray parks, and skateparks.
- To meet current benchmark standards, the Town would need to add an art/culture facility, 2 rectangular fields, 1 ball diamond, and a park/playground.
- To meet projected 2030 benchmark standards, the Town would be in need of a fitness centre, art/culture facility, outdoor pickleball court, tennis courts, parks and playgrounds.





3 STRATEGIC ANALYSIS

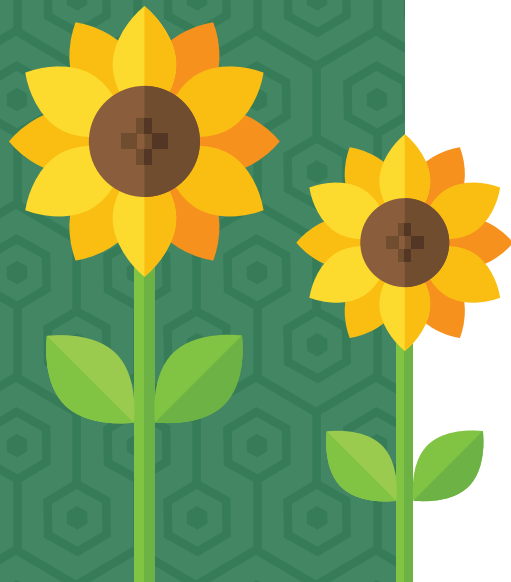


This section provides a high-level strategic analysis of the Town of Calmar’s recreation, parks and culture system.

SWOT Analysis

A high-level analysis of the Town’s strengths, weaknesses, opportunities, and threats (SWOT) as they relate to recreation, parks, and culture was completed to support the Master Plan. The key findings from this analysis are provided below.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Active community associations and societies. • Strong partnership with Leduc County. • Strong resident and stakeholder support for recreation, parks, and culture development. • Young, dynamic, growing population. • Rich cultural history in the region. • Located on major thoroughfare between large municipalities and nearby recreation sites and natural attractions. 	<ul style="list-style-type: none"> • Some infrastructure in need of upgrades and enhanced maintenance. • Disconnected trail system. • Lack of integration between recreation and tourism planning. • Communication and engagement of stakeholder groups. • Large proportion of the community commutes out of town for work. • Underutilization of existing facilities.
Opportunities	Threats
<ul style="list-style-type: none"> • Using recreation, parks, and culture to attract and retain highly motivated residents and investors. • Opportunity for linking tourism assets, recreation assets, and community development in order to increase quality of life for residents, attract visitors, and grow the local economy. • Further development of Woodland Park and Zolner Park for residents and visitors. • Developing a network of interconnected trails within town. • Integration of planning for recreation, parks, and culture facilities with nearby communities. 	<ul style="list-style-type: none"> • Financial challenges due to the COVID-19 pandemic. • Unpredictable economic situation and population levels due to variable commodity prices. • Balancing the needs and demands of different user groups within the Town for recreation, parks, and culture space. • Expectations for service delivery may be higher than resources allow.



Strategic Alignment Analysis

The concepts identified in this document are aligned with the strategic elements used to plan other aspects of infrastructure and services within the Town and County. In addition, the broader planning context of provincial and national recreation frameworks and plans is also considered. The strategic alignment analysis was utilized as one indicator to justify future initiatives. A summary of key planning documents is shown in Figure 8. For an expanded discussion on these strategies, see Appendix A.

Figure 8. Strategic Alignment Summary

<p>Town of Calmar Strategic Plan (2020-2024)</p> <p>Prioritized short and long-term goals for the Town developed by Town Council.</p> <ul style="list-style-type: none"> • Ensure local government aligns with community needs. • Provide programs and services which enhance the lives of residents and leverage existing facilities effectively. Express our unique cultural identity and celebrate our rich cultural history. • Create a multi-use trail system that promotes a healthy lifestyle and green urban living. • Make contaminated land useable for future development (including recreation). 	<p>Town of Calmar Municipal Development Plan (2019)</p> <p>Principle planning document for the community.</p> <ul style="list-style-type: none"> • Aims to enhance individual and community well-being through venues that are valued as gathering places and destinations because of their design, accessibility, landscaping, and programming. • Celebrates the Town’s past, present and future by ensuring that art, culture, and its history are integrated into the community. 	<p>Leduc County and Town of Calmar Intermunicipal Development Plan (2019)</p> <p>Confirms and supports the future development of the Town.</p> <ul style="list-style-type: none"> • Accommodate urban growth and rural development within the IDP Boundary in a manner which is mutually acceptable, orderly, and efficient. • Provide development opportunities that would attract investment and create employment of benefit to both municipalities. 	<p>Leduc County and Town of Calmar Intermunicipal Collaboration Framework (2019)</p> <p>Directs intermunicipal communication and cooperation to support services that have mutual benefit including recreation and other community services.</p>
		<p>Leduc County Municipal Development Plan (2019)</p> <p>The plan lays out the following key principle and objectives for recreation and open spaces in the County:</p> <ul style="list-style-type: none"> • To design parks and recreational facilities in ways that will achieve multiple benefits and accommodate a diversity of people and activities. • To establish well-connected, clearly identifiable and multi-functional networks of open space and recreation corridors across the County. • To develop a regional open space system that connects to environmental features such as wetlands, rivers, creeks, habitat areas and tree stands that are an important part of maintaining environmental function. • To support partnerships that enhance the development of recreation systems related to regional open spaces, tourism and recreational facilities. 	<p>Leduc County Strategic Plan (2018-2021)</p> <p>The Plan lists a variety of strategic focus area and key performance indicators that relate to enriched quality of life through recreation, parks, and culture.</p> <ul style="list-style-type: none"> • Develop a plan framework to meet growth and program needs for recreation, tourism, and culture. • Maintain existing partnerships and pursue new partnership opportunities with other municipalities to leverage county investment. • Offer affordable county-sponsored programs and activities to all citizens.

Leduc County Social Framework (2019)

The Framework recognizes that healthy social connections are important in all stages of life and supports these connections through the following service strategy:

- Foster social and recreational opportunities that support physical and mental well-being and allow residents of all ages to establish connections within their communities.

Leduc County Recreation Facilities Study (2012)

Outlines processes and frameworks for regional recreation facility provision including:

- Municipal Cost Sharing Agreements
- Recreation Facility Development Process
- Regional Recreation Facility Collaboration Framework

Leduc County Parks & Open Spaces Master Plan (2006)

Provides comprehensive and integrated policy direction on the future management of the parks and open spaces owned by Leduc County.

- The goal of the plan is to maintain the quality of life for residents and visitors by providing access to a variety of outdoor recreation opportunities.

Edmonton Metropolitan Regional Growth Plan (2020)

- The region is committed to growing collaboratively through the efficient use of infrastructure, building compact communities, and fostering economic opportunities and healthy lifestyles.
- Identifies and promotes opportunities for tourism and recreation including planning and developing recreation corridors throughout and beyond the Region.

Active Alberta Policy (2011-2021)

- Recognizes the importance of recreation, active living and sport to quality of life, health and wellness, strong communities, economic benefits and personal fulfillment.
- Encourages Albertans to become more active.

Provincial Regulations

- The Master Plan complies with all relevant provincial Acts, regulations, plans and policies (e.g. Alberta Land Stewardship Act, Land Use Framework).

National Framework for Recreation: Pathways to Wellbeing (2015)

- Provides a vision for recreation in Canada whereby everyone in Canada is engaged in meaningful, accessible recreation experiences that foster individual wellbeing, community wellbeing and the wellbeing of natural and built environments.

Canadian Sport for Life: Long-Term Athlete Development (2016)

- Aims to build quality sport and physical literacy in Canada by addressing overall sport and physical activity from policy to program delivery.

The Town is currently developing a Community Vitalization Plan focused on guiding the refurbishment of aging infrastructure and identifying best use of underutilized spaces on Calmar’s main thoroughfare along Highway 39. The Town should ensure that the recommendations of the Recreation Master Plan and Community Vitalization Plan align to provide a clear strategic direction for the community.



Linkages to Tourism Development

Benefits of Tourism

The Town of Calmar draws in visitors with its small-town charm and access to nearby natural attractions. Visitors frequent the Town enroute to nearby Wizard and Pigeon Lake, hunters utilize the surrounding outdoor area, and families enjoy festivals and events such as Farmers Day and Calmar Days.

Tourism development has many known community benefits when it is carried out in a responsible and sustainable manner. Moreover, tourism can provide a significant boost in funding for recreational and parks services within a municipality by improving the cost recovery structure of individual facilities. In the Province of Alberta, the tourism industry generates \$8 billion every year in tourism expenditures and supports 19,000 tourism-related businesses. The revenue generated in this industry generates roughly \$4 billion in federal, provincial and municipal tax revenue. The tourism industry also provides significant employment opportunities, with 127,000 individuals employed within the industry in Alberta.

The main community and economic benefits of tourism, with respect to recreation, parks and culture are as follows:

Community Benefits

- Can become a source of community pride.
 - Community tourism assets become revered by residents and part of the community identity.
- Can encourage community engagement.
 - Tourism development presents additional opportunities for residents and businesses to become involved with the community.
- Can enhance quality of life for residents.
 - Improvements to amenities for the purpose of tourism are also enjoyed by residents.

Economic Benefits

- Can bring visitor dollars into the community.
 - Visitor dollars have a high multiplier and can be used to enhance the quality of life of residents.
- Can expose the community to potential investors and homeowners.
 - Tourism provides a great opportunity to showcase the region to outsiders.
- Can positively impact multiple sectors and encourage business retention.
 - A vibrant tourism industry has a reinforcing effect on regional businesses that improves overall economic well-being.

Opportunity for Cultural Tourism

The Town is home to an interesting cultural heritage and a growing number of cultural assets. Further development of these cultural assets and programming along with the creation of a civic and cultural precinct through downtown and Woodland Park would create opportunities for improved cultural events and visitation.

Downtown Development

Further strategic planning and development of downtown Calmar in alignment with the Recreation Master Plan and Community Vitalization Plan offers significant opportunities to enhance visitation and economic growth. Improved facilities, enhanced businesses, expanded programming, and aesthetic community spaces have the potential to attract visitors to the town.

Opportunity for Sport Tourism

Sport tourism has the potential for significant spin off effects for local businesses as the athletes, coaching staff and family members who attend tournaments will need accommodation, food and beverage, and other entertainment options during the course of the sporting events. New and improved facilities offer greater opportunities to attract sporting events of growing size and significance. The Town could also explore opportunities for event hosting partnerships with neighbouring municipalities such as the City of Leduc, a regional sport tourism hub.



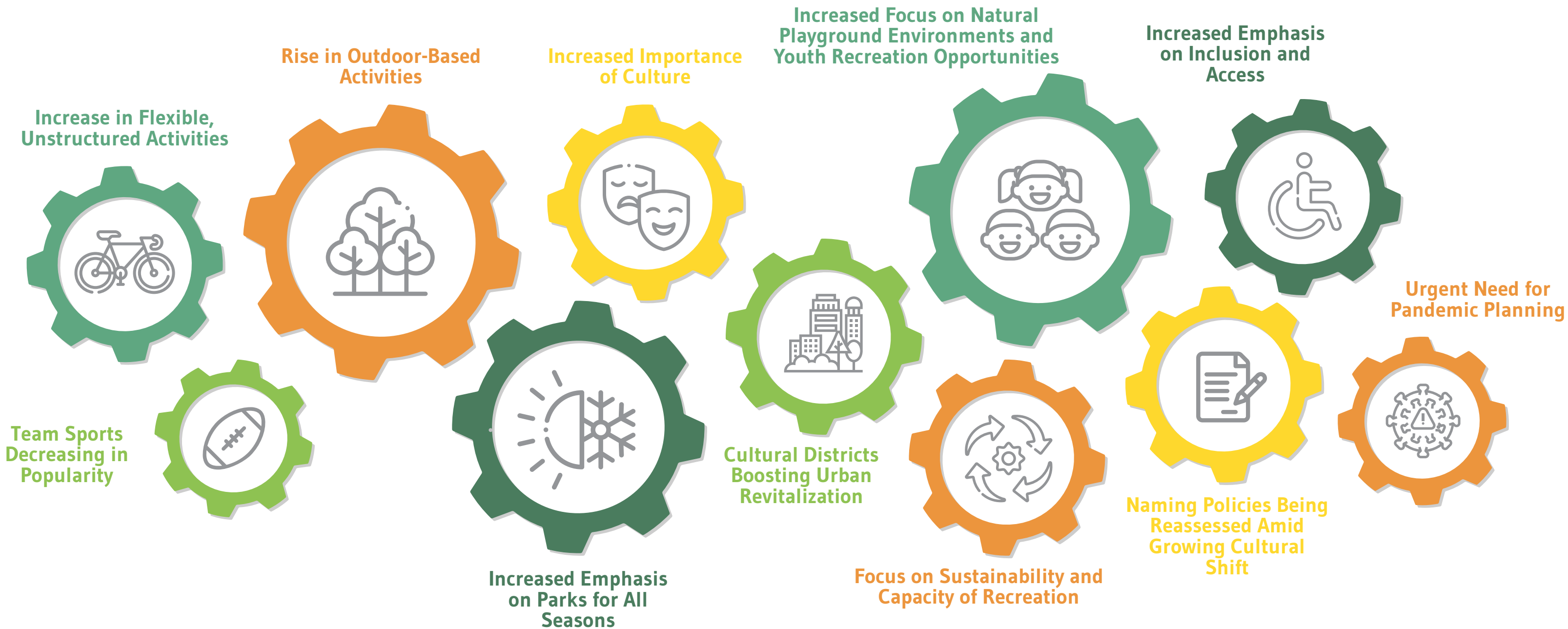


4

TRENDS AND BENEFITS

In order to inform the planning process, it is important to review pertinent trends that affect the delivery of recreation, parks, and culture services. Trends and benefits will be utilized as one indicator to justify future initiatives. For a full review of relevant trends see Appendix E.

Recreation, Park, and Culture Trends



Facility Planning and Development Trends

A *Framework for Recreation in Canada - 2015 - Pathways to Wellbeing*⁹ describes current trends related to facility planning and development. Facility administrators should consider these key areas when planning for future development.

Dedicated Funding and Partnerships Needed to Address Infrastructure Deficits



Rise in Multi-purpose Facilities

Embracing New Technology

Benefits of Recreation, Parks, and Culture

The contribution of recreation, parks, and culture amenities to a community in terms of health, quality of life, and environmental benefits are generally well known, but the linkages between these and a host of broader-reaching benefits are stronger than previously recognized. The Canadian Parks and Recreation Association has compiled research and evidence that points to five broad benefits of recreation. These include **enhanced mental and physical well-being, enhanced social well-being, strong families and communities, connecting people to nature, and economic development.**





COMMUNITY ENGAGEMENT RESULTS



The Recreation Master Plan considered the goals and needs of a broad range of community members and groups in the Town. Engaging with Calmar stakeholders and residents was important at every stage of the process in order to ensure that the plan will be “owned” by the community as a whole. This is especially important as the community moves forward into the implementation stages. Figure 9 summarizes the various methods utilized to engage the community throughout the process.

Figure 9. Master Plan Community Input



The main research questions we asked the community for input on were:

1. What new or improved indoor facilities are needed?
2. What new or improved outdoor facilities are needed?
3. What new or improved programs, activities or events are needed?

The remainder of this section summarizes the key findings from the input gathering activities.

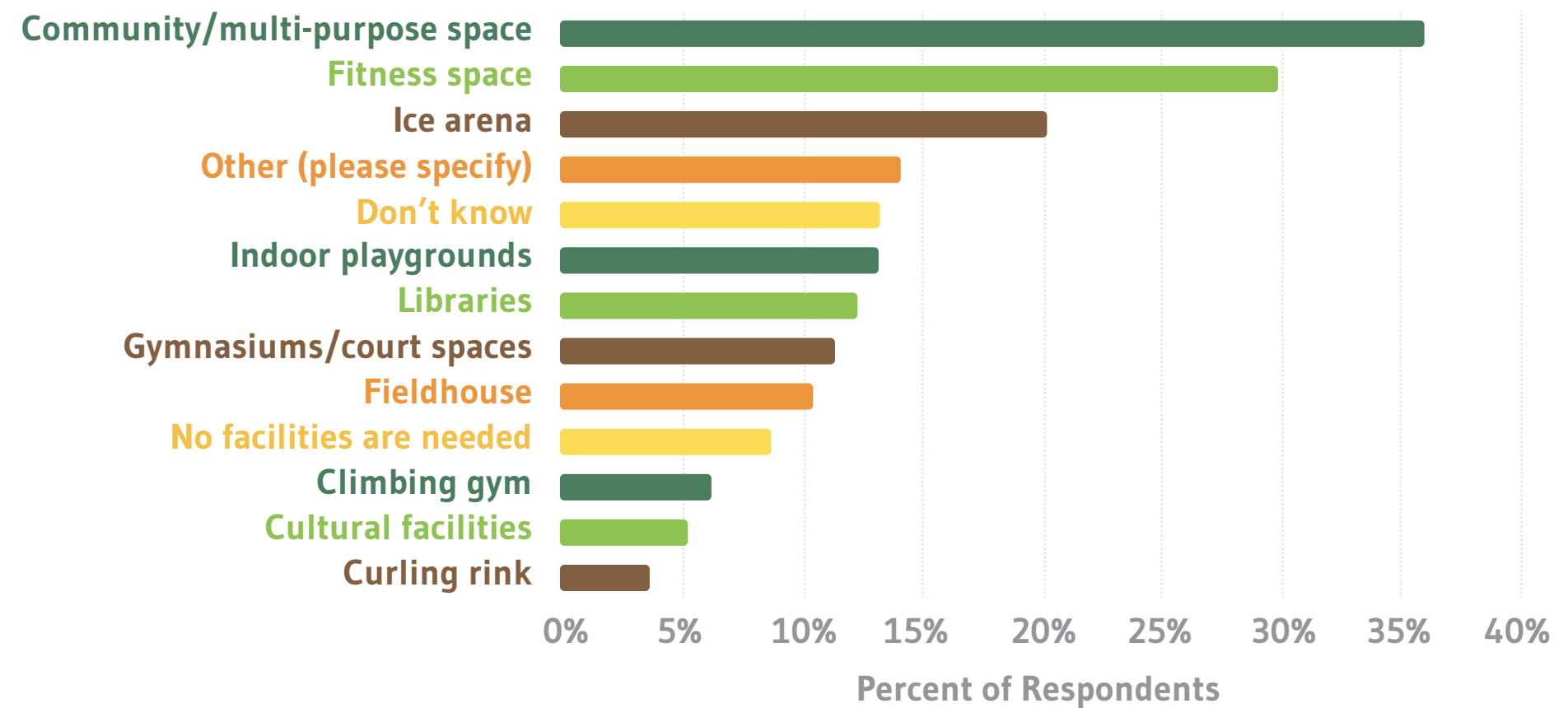
Resident Survey Results

The resident survey was conducted between April 15, 2020 and May 22, 2020. The objective of the resident survey was to gain a deeper understanding of resident perspectives in relation to recreation, parks, and culture in Calmar. The survey was promoted through the municipal website, social media posts, Calmar Chronicle newsletter, and made directly available in paper form by mail and online. In total, 114 responses were received. See Appendix J for expanded survey results.

Indoor Recreation Facility Needs

In terms of indoor facilities, respondents were most in favour of a new or improved community/multi-purpose space (36%), fitness space (30%), and ice arena (20%). The majority of responses designated as "other" were in support of a swimming pool.

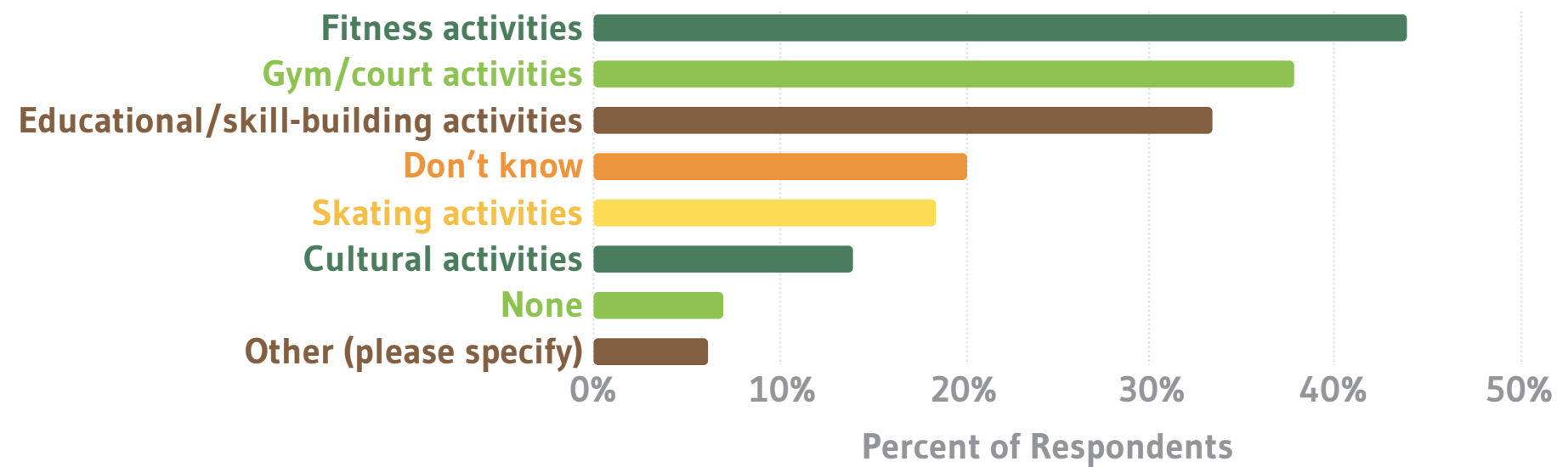
Question: What, if any, new or improved indoor recreation facilities are most needed in Calmar? Please select up to three options.



Indoor Programming Needs

Respondents most support new or improved indoor drop-in activities focused on fitness (44%), gymnasium/courts (38%), and education and skill-building (33%).

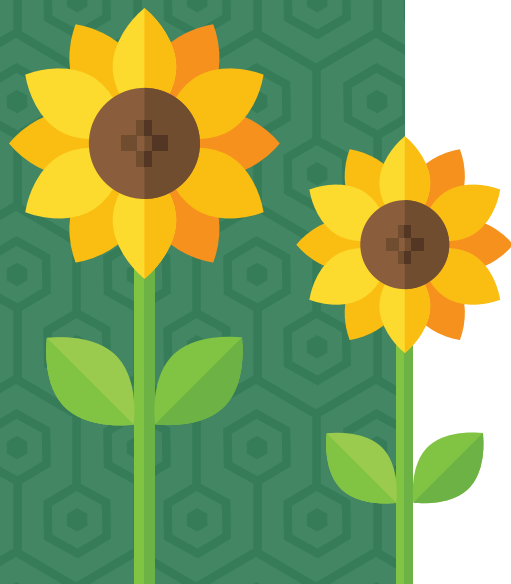
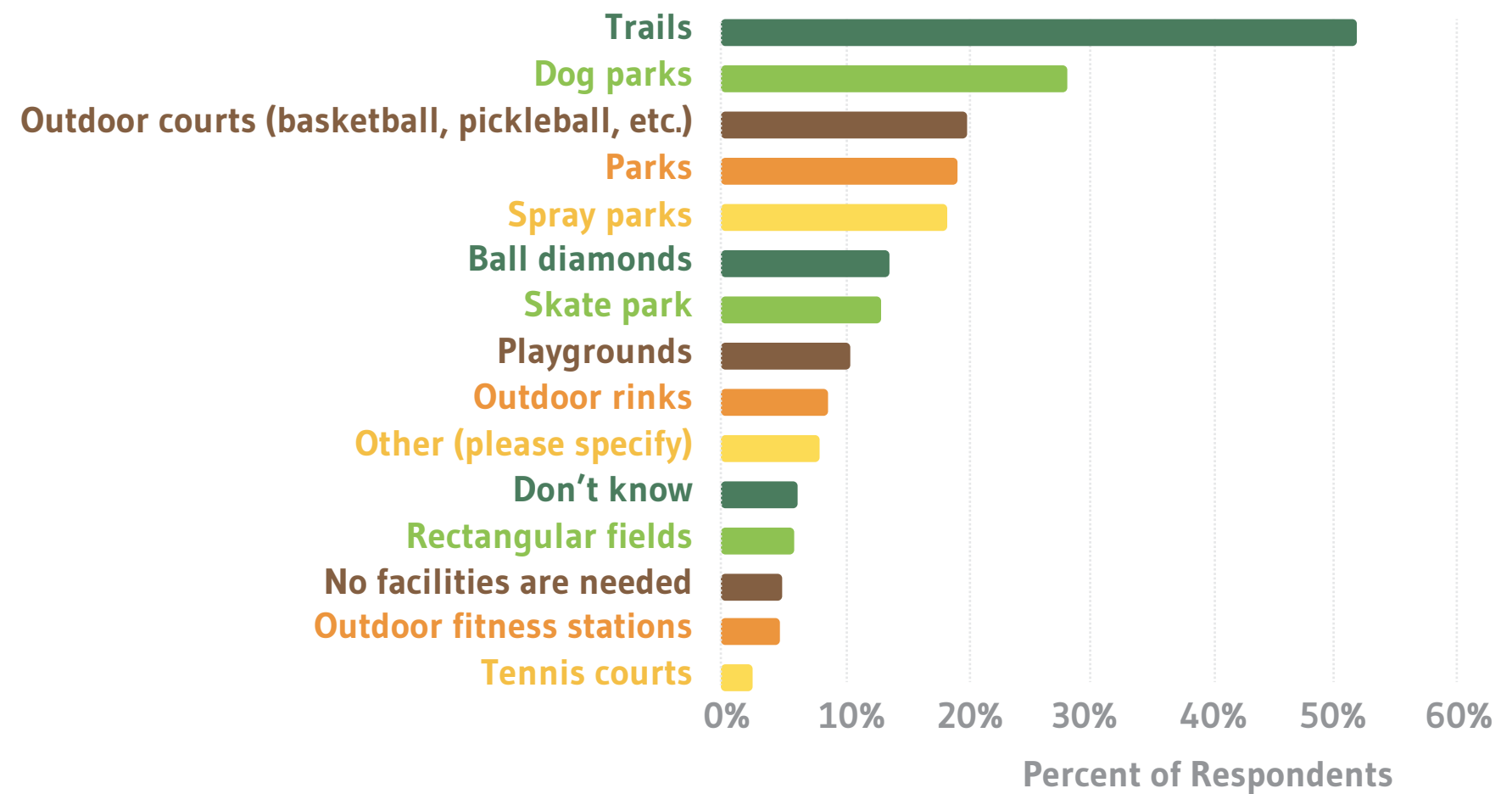
Question: What, if any, new or improved drop-in indoor recreational activities are most needed in Calmar? Please select up to three options.



Outdoor Facility Needs

In terms of outdoor facilities, a majority of respondents indicated that the Town should focus on new or improved trails (53%), a new dog park (28%), outdoor courts (20%), parks (19%), and spray parks (18%).

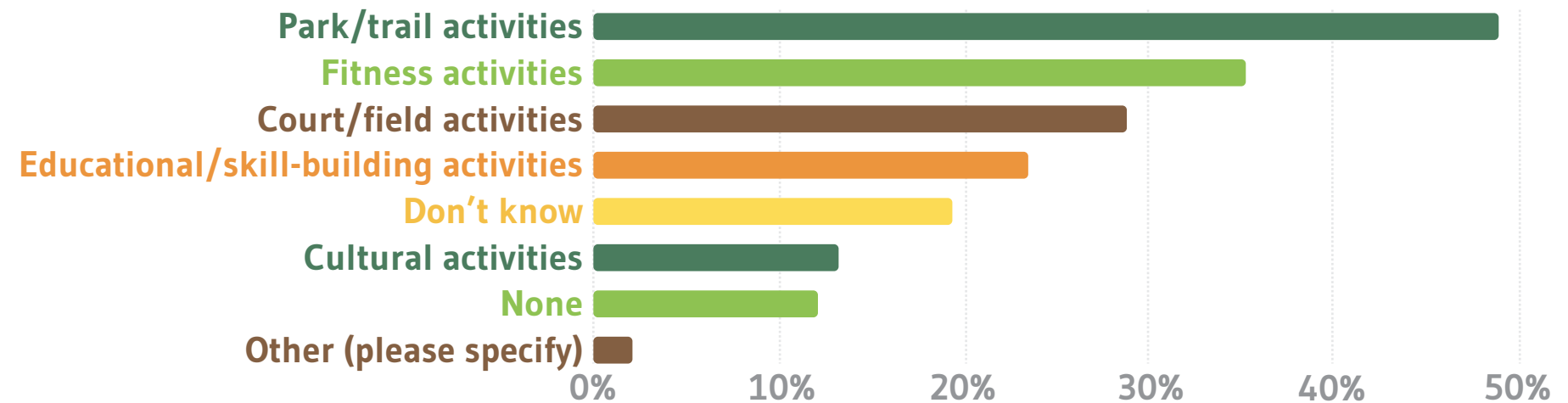
Question: What, if any, new or improved outdoor recreation and culture facilities are most needed in Calmar? Please select up to three options.



Outdoor Program Needs

Consistent with registered programs, respondents support new or improved outdoor drop-in activities focused on parks and trails (49%), fitness (35%), courts/fields (29%), and education/skill-building (24%).

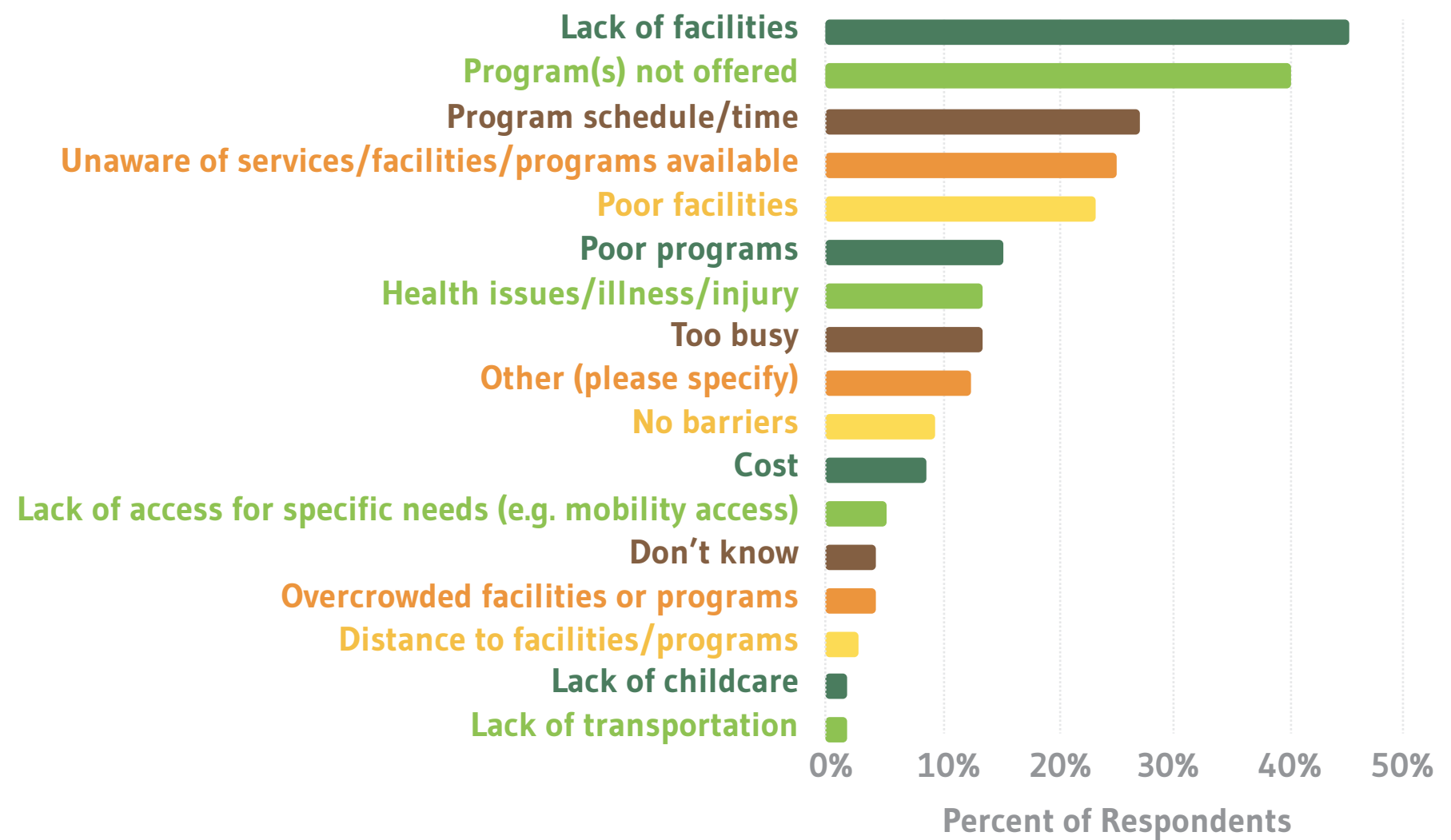
Question: What, if any, new or improved drop-in outdoor recreational activities are most needed in Calmar? Please select up to three options.



Barriers to Participation

Many respondents indicated they are prevented from participating in recreation, parks, and cultural activities in Calmar because the Town is currently lacking facilities (45%) and programs (40%). 26% responded that the existing program schedules are either not conducive to participation or they are unaware of the availability of services, facilities, and programs (24%).

Question: What, if anything, prevents you from participating in recreation, parks, and cultural activities more often in Calmar? Please select all that apply.

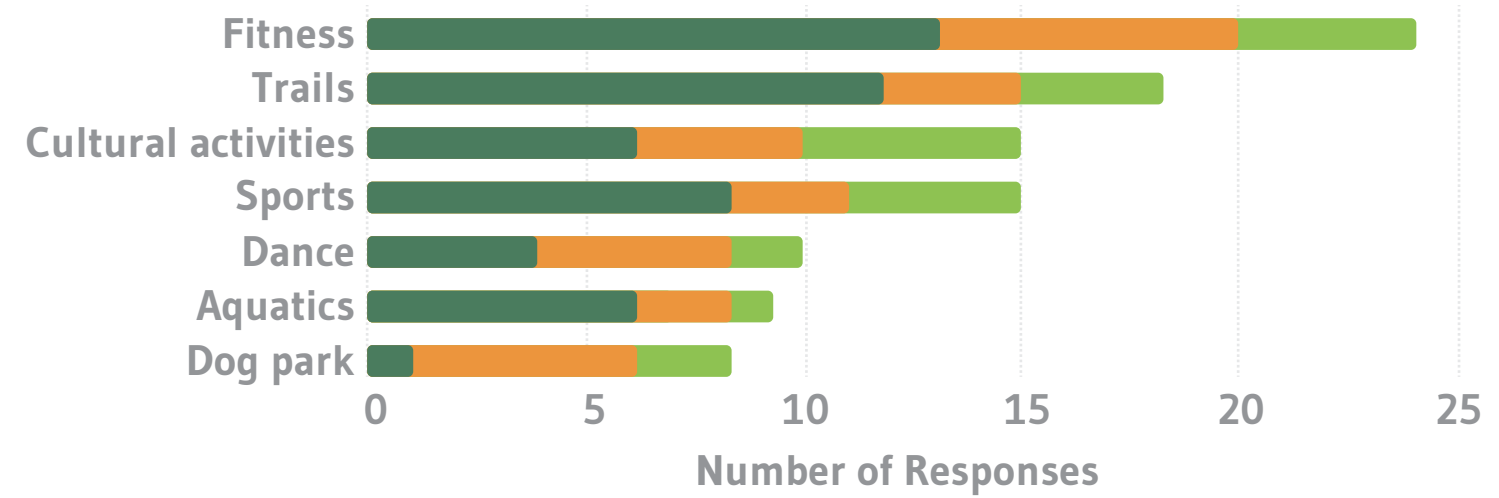


Activities Residents Would Like in the Community

Respondents indicated that the activities they would most like to participate in but are not able to within Calmar fall under the categories of fitness (24 responses), trails (18), cultural activities (15), and sports (15). Only 53 of the 114 respondents to the survey participated in this question.

Question: Are there recreation, parks, and cultural activities that you would like to participate in within Calmar, but are currently unable to do so because they are not offered?

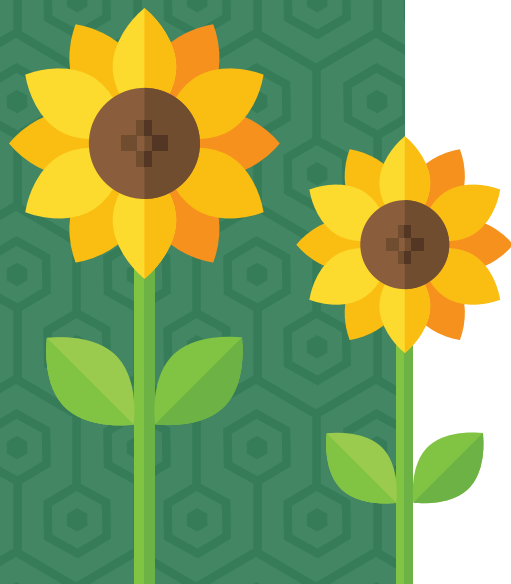
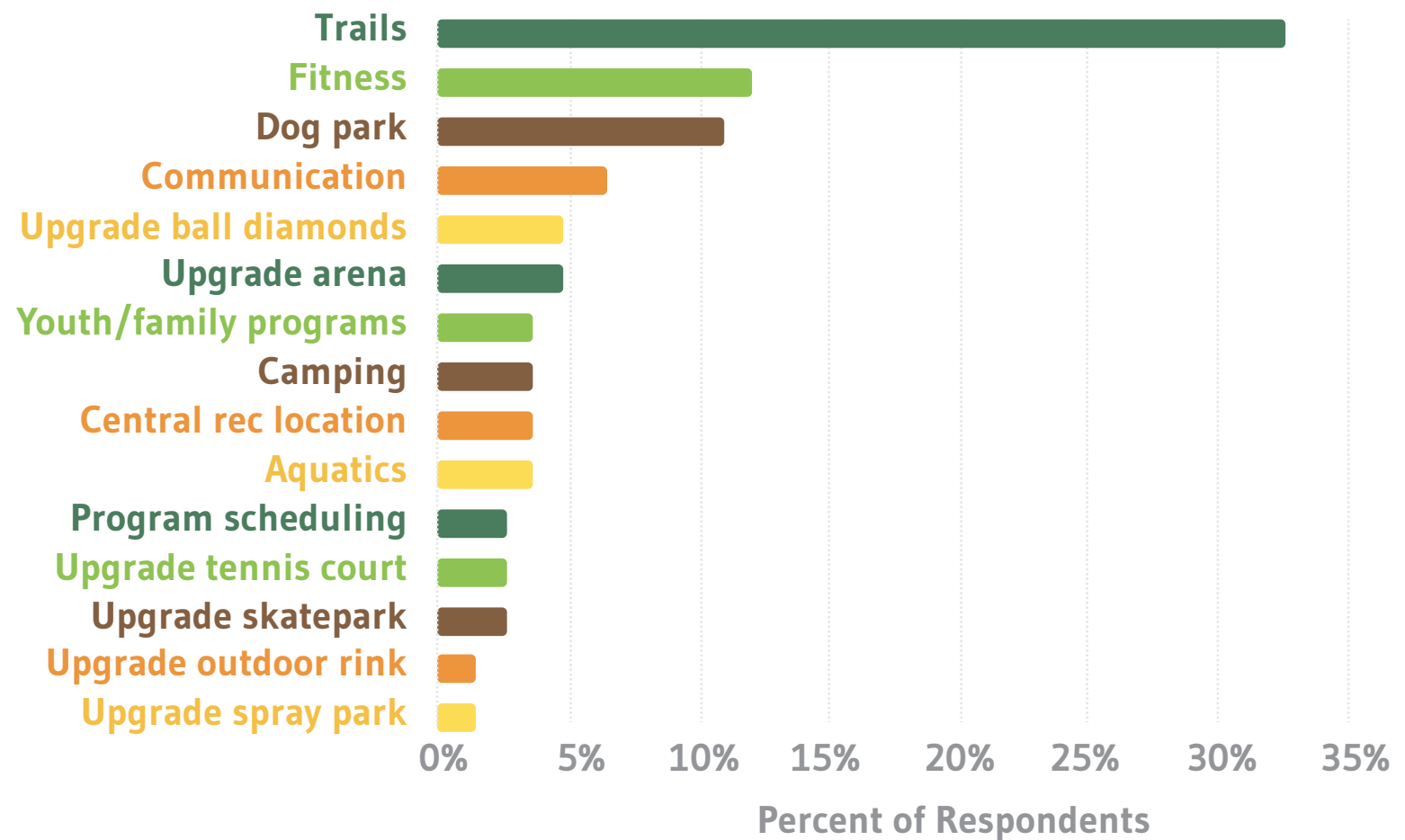
- 1st Activity
- 2nd Activity
- 3rd Activity



Top Priority for Improvement

One third of respondents indicated that the one improvement to recreation, parks, and culture they would like to see in Calmar were trails (33%), followed by fitness opportunities (12%), a dog park (11%), and better communication of opportunities in town (6%).

Question: If the Town of Calmar could make one improvement to recreation, parks, and culture services in your community, what would it be?



Stakeholder Survey and Interviews

An online survey of recreation, parks, and culture stakeholders in Calmar was conducted between April 15 and May 22, 2020. The objective of the stakeholder survey was to gain a deeper understanding of stakeholder group perspectives in relation to recreation, parks, and culture development. The Town promoted the survey through its municipal website, social media accounts, and by emails to known stakeholder contacts. In total, responses from 13 groups were received. See Appendix J for expanded survey results.

In-depth, one-on-one interviews were made available to identified stakeholders throughout the engagement process. The purpose of the interviews was to gather detailed information from key internal and external stakeholders regarding existing recreation, parks, and culture assets, opportunities and challenges for development, and other topics as appropriate. Stakeholders were invited to participate in the interviews through the municipal website and direct emails from the Town.

Many stakeholders who responded to the survey thought that their organization and the Town would benefit from improved engagement, collaboration, and communication. Opportunities to work together include advertising and promotions, equipment rentals, access to space and facilities, and programming.

Respondents were also asked to describe the barriers facing their organization in meeting the needs of their participants. The top three barriers were the communication of opportunities and public participation, facility and program scheduling, and a lack of facility space. Stakeholder groups also reported a historical lack of municipal funding and projected municipal financial limitations due to COVID-19 as being a challenge facing the Town.

61% of stakeholder groups are anticipating growth annually over the next 5 years. To better serve their participants, stakeholder groups identified the need for upgrades to existing facilities such as the Mike Karbonik Arena and the ball diamonds as a top priority for the Town. The upgrades are envisioned as driving improved participation and providing enhanced

opportunities for event hosting and community development. When asked about new facility needs, stakeholder groups indicated a pressing need for a dedicated indoor fitness space and an expanded trail system.



To better serve their participants, stakeholder groups identified the need for upgrades to existing facilities.



Town Council Input Workshop

A Council Input Workshop was hosted on April 21, 2020 to gather input to inform the Recreation Master Plan.

Regarding indoor facilities, Councillors indicated the demand for an indoor space capable of providing recreation, fitness, and culture opportunities. This potential community/multi-purpose space could include:

- Multiple Town services under one roof reducing the strain on existing infrastructure and providing public facing community services.
- Fitness space with equipment, programs, classes, or a walking track for year-round use.
- A fieldhouse for a wider variety of activities and access for sport and culture organizations.

Councillors also mentioned that any facility planning should consider population growth, space availability, required land, and service delivery approaches.

In terms of outdoor facilities, many Councillors spoke of the need for an expanded and connected trail system throughout the Town, linking all neighbourhoods while connecting to downtown and the surrounding County. The need for an outdoor multi-purpose space was mentioned several times. The space is envisioned as being capable of hosting community festivals and events, allowing for camping, and being central to local recreation while limiting disturbances to nearby residents. The need for rectangular (soccer) fields outside of the local school yards was also reported.

Other outdoor facilities mentioned included:

- Dog park
- Toboggan hill
- Outdoor facilities for older youth
- Improved existing facilities (e.g. tennis courts, spray park, skatepark, fitness station)

Regarding programming, Councillors described the need for additional and improved year-round programs and activities for seniors, youth, and families in Calmar. The programs would be aimed at attracting and retaining young families, increasing participation in recreation, parks, and culture opportunities, and improving community engagement with seniors. These programs were linked to the desire for a centralized event location that the Town could utilize for future community programs, events, and festivals, bringing the community together more easily and more often to allow residents to better engage with their neighbours.





VISION FOR THE FUTURE



The Town of Calmar has several challenges to face over the coming years, including the social and financial impacts of the COVID-19 pandemic and provincial economic slow down. However, the Town is resilient and has made significant recent investments in its people and infrastructure. As the Town moves forward with this plan it will do so in a strategic way that will leverage community assets and build off community strengths. Investment in recreation, parks and culture will be an integral part of enhancing the social, economic and environmental value of the community. The statement described below outlines a vision for the future.

Vision for Recreation, Parks, and Culture in Calmar

Calmar is at an exciting point in its history. There is a renewed focus on increasing quality of life in the community through enhanced recreational opportunities, a re-imagined downtown, expanded economic opportunities and a reinvigorated spirit of residents.

As we look ahead to 2030 and beyond, we see our community as an attractive choice for people to live and invest. We will have excellent recreation facilities, high community morale, healthy residents and an enlightened cultural sector that celebrates who we are as a community. The next ten years will see transformational change in Calmar, and we welcome residents, businesses and visitors to come with us on our journey!



Guiding Principles for Service Delivery

9 guiding principles for recreation, parks, and culture service delivery were developed to support the implementation of the Master Plan. The Town will:

1. Acknowledge recreation, parks, and culture has an important role to play in keeping current residents in the community, attracting new ones, and improving quality of life.
2. Ensure recreation, parks, and culture supports the Town's strategic direction.
3. Ensure inclusion and accessibility in all programs, facilities, and services.
4. Provide equitable access to facilities, services and programs which will include a balance between access for:
 - Organized groups and the general public
 - Passive and active endeavours
 - Competitive and non-competitive pursuits
 - Structured and spontaneous activities
 - Diverse ages, cultures, and abilities
 - Indoor and outdoor opportunities
5. Improve integration and connectivity of indoor, outdoor, and cultural spaces to create a wholistic and rich experience for residents.
6. Regularly engage with citizens to ensure services are delivered that meet the needs of the community in the most effective way.
7. Ensure public spaces incorporate a high degree of creative design and flexibility of use.
8. Seek solutions that preserve and enhance the natural environment.
9. Undertake sound planning for new developments including a comprehensive review of supply, demand, cost and benefit and further integration into broader municipal planning.



MASTER PLAN PRIORITIES



This section outlines the priorities that have been identified for recreation, parks, and culture in the Town of Calmar. These priorities were identified based on research, analysis and the findings collected through the community engagement activities.

Priorities have been divided into three categories for organizational purposes. These categories include:

1. Indoor Facilities and Programming

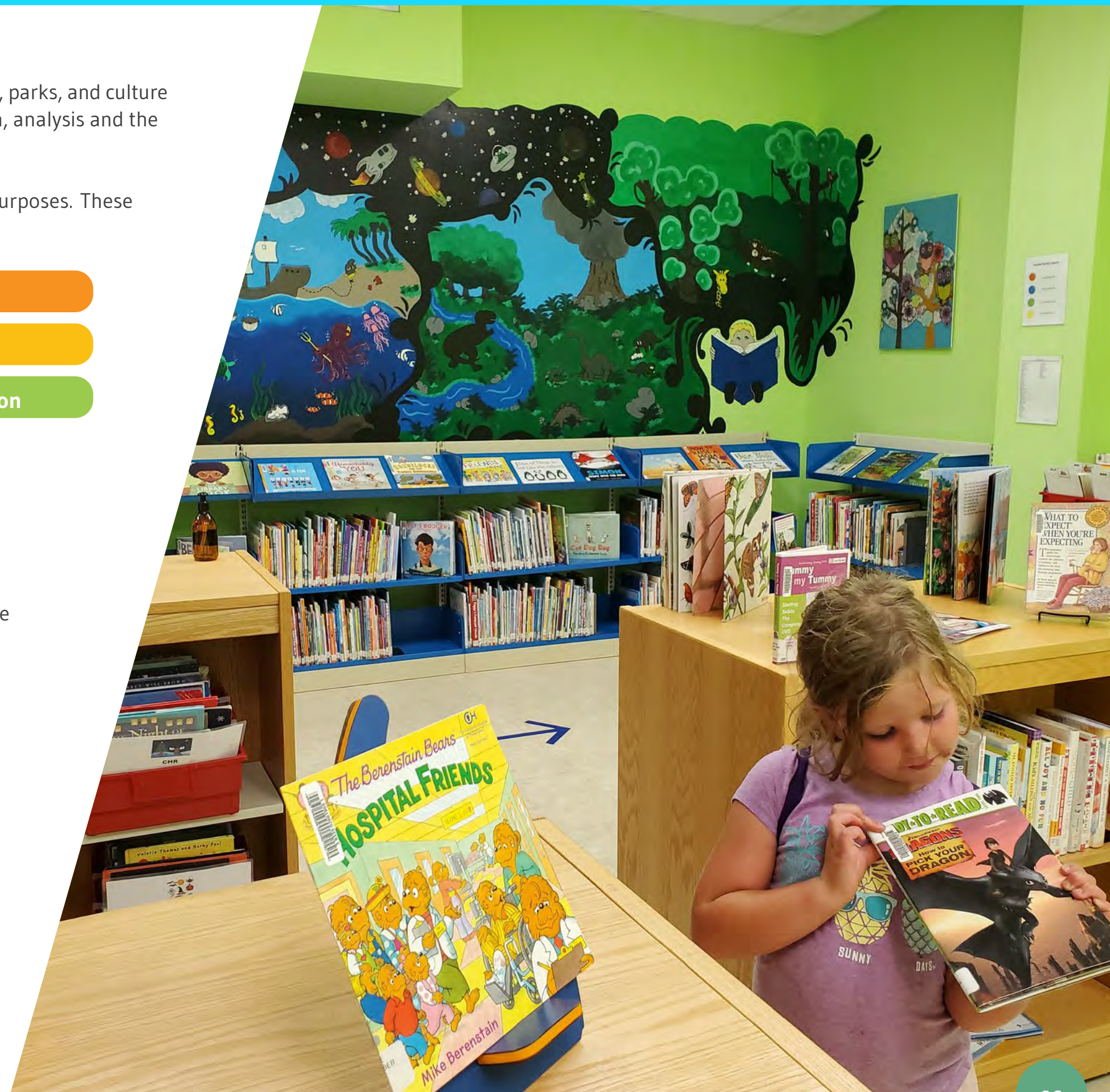
2. Outdoor Facilities and Programming

3. Service Delivery, Community Partnerships, and Communication

Recommendations have also been divided into the following timelines:

- Short-term (2020 – 2025)
- Medium-term (2025 – 2030)
- Long-term (2030 – 2040)

Detailed action items stemming from the master plan priorities are provided in Section 8 – Implementation Plan.



1. Indoor Facilities and Programming

A. Enhance Indoor Fitness Opportunities

- B. Ice Arena Upgrades
- C. Expand and Enhance Programming for All Ages
- D. Community/Multipurpose Space



A. Enhance Indoor Fitness Opportunities

The Town's existing recreation facilities and programs are not meeting the public's demand for fitness programming and activities. The only fitness equipment available in the community is located outdoors at Centre Park. The resident and stakeholder surveys indicated broad support for fitness facilities and opportunities in Calmar. These insights include:

- Respondents to the resident survey indicated that the second most important new or improved indoor facility needed is a fitness space.
- Respondents most support new or improved indoor registered programs focused on education and skill-building, fitness, and gymnasium/courts.
- Similarly, respondents most support new or improved indoor drop-in activities focused on fitness, gymnasium/courts, and education and skill-building.
- Respondents indicated that the activities they would most like to participate in but are not able to within Calmar fall under the category of fitness.
- Respondents most utilize the Leduc Recreation Centre for drop-in fitness activities and registered fitness programs.

Stakeholders and Town Council were also in support of improved fitness, health, and wellness spaces and opportunities in Town.

In the short-term, existing facilities should be utilized to provide expanded opportunities for indoor fitness by offering equipment, programs, and classes through the Town or local partners. The activities should cater to all demographics and provide a significant improvement to quality of life and the retention of residents. For example, fitness equipment and programming for small groups could be added to the Program Centre while larger fitness classes or events could utilize the school gyms, arena dry space, or the Royal Canadian Legion. Opportunities to offer incentives to the private sector to offer fitness programs and facilities should also be explored.

In the medium-term, if enough demand is created for fitness through the short-term enhancement, opportunities for facility development should be explored including the building of a separate, standalone fitness centre or inclusion in a new community/multipurpose space.

1. Indoor Facilities and Programming

- A. Enhance Indoor Fitness Opportunities
- B. Ice Arena Upgrades**
- C. Expand and Enhance Programming for All Ages
- D. Community/Multipurpose Space



B. Ice Arena Upgrades

The Mike Karbonik Arena is the Town’s most utilized recreation, parks, and culture facility and, according to resident survey respondents, the second most important indoor facility (46%) falling just behind the Calmar Public Library (48%). 20% of the respondents also indicated that they are most in favour of a new or improved ice arena in Calmar.

With an estimated construction date some time in the 1960s, the facility is at least 50 years old and likely qualifies as one of the oldest arenas in the region. A recent Facility Analysis Report conducted in 2015 indicated that the facility was still largely in good condition. However, the report concluded that significant investment was required to address the structural and mechanical deficiencies and extend the life expectancy of key components and the overall facility. An estimated \$1.7 million was needed to upgrade a wide variety of components, most importantly the ice plant, fire alarm safety system, and emergency and exit lighting.

In response to this report, the Town, in partnership with the County, invested approximately \$1.5 million in the arena from 2017 to 2019 to upgrade these critical components and a substantial number of the other prioritized items. These upgrades and the additional upgrades being planned by the Town will extend the life of the arena.

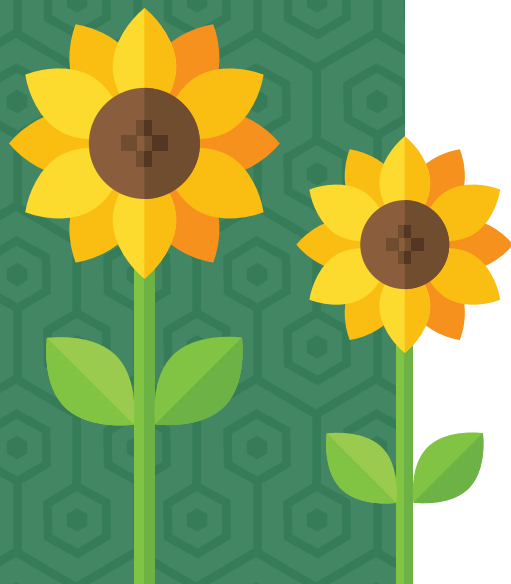
The Town is still projected to be within the comparative service level of 1 ice surface per 3,200 residents over the next 10 years based on current benchmarking (see Appendix D). However, residents and stakeholders have indicated that other aspects of the arena are currently outdated and require upgrading. For example, users have requested upgraded dressing rooms to better accommodate modern teams and multiple genders while spectators would like to see the bleachers upgraded for comfortability and accessibility.

In the short-term, it is recommended that the remainder of the upgrades outlined in the 2015 Facility Analysis Report be completed and additional lighting be added to the parking lot. In the short-term, the bleachers and dressing rooms should be upgraded, and a new façade should be put on the building.

In the long-term, once the arena is nearing the end of its useful life or utilization has grown substantially (see Appendix B), development of a new arena should be considered.

Calmar Curling Club

The Calmar Curling Club, operated by the Calmar Agricultural Society, is one of the largest recreation organizations in Calmar, with approximately 180 average annual participants, largely consisting of rural County residents. Recent upgrades to the ice plant have occurred and it is recommended that the façade of the curling club be improved in a similar fashion to the arena.



1. Indoor Facilities and Programming

- A. Enhance Indoor Fitness Opportunities
- B. Ice Arena Upgrades
- C. **Expand and Enhance Programming for All Ages**
- D. Community/Multipurpose Space



C. Expand and Enhance Programming for All Ages

There is a need for expanded and enhanced recreation, parks, and culture programming in Calmar. 40% of resident survey respondents indicated that programs they want to participate in are not offered in Calmar. A further 26% of respondents indicated that program scheduling was not conducive to participation and 15% of respondents indicated that existing programs were poor. Additionally, there was a relatively high degree of dissatisfaction with recreation and culture programming.

To address the need for expanded and enhanced recreational and culture programs, the Town should develop program plans that clearly outline:

- a. The current program offerings available in the Town (including partner-run programs).
- b. The program demands from the public.
- c. How the Town and its partners in recreation and culture will meet those demands through program offerings.

Program plans can be separated based on programming streams, age or other themes (e.g. indoor vs. outdoor; children vs. youths vs. adults). However they are separated, it is crucial that the plans speak to one another to take advantage of opportunities for synergy and avoidance of service duplication.

1. Indoor Facilities and Programming

- A. Enhance Indoor Fitness Opportunities
- B. Ice Arena Upgrades
- C. **Expand and Enhance Programming for All Ages**
- D. Community/Multipurpose Space

Youth Programming

Recreational programming for youth was identified as a priority during the community engagement activities. Respondents communicated a 21.2% discrepancy between their satisfaction and dissatisfaction with recreation, parks, and culture opportunities for youth. Community members under the age of 20 make up over a quarter of the Town's population (26.7%), which is higher than the provincial average (25.0%), so meeting their needs should be a key focus for the Town.

The Town currently does not have a dedicated youth centre. However, the Town has indicated the development of a dedicated youth space is a strategic priority in the coming years.¹⁰ Youth centres can provide a place for youth to go and socialize with their peers. The addition of age appropriate programming or exciting amenities can further maximize the benefits of such facilities. This option should be assessed in the medium-term.

In the short-term, it is recommended that the Town utilize existing programmable space at the Program Centre, Royal Canadian Legion, library, and schools to offer a greater assortment of recreation, parks, and culture opportunities for youth.

Culture and Event Programming

Community engagement feedback identified a need for more cultural programming and activities in Calmar. The Town has a rich cultural history yet there is a lack of cultural programming. 28% of survey respondents indicated that they would like to participate in more cultural activities in Calmar but are not able to. The Town should provide opportunities for cultural programming and activities directly or through the support of local organizations.

This aligns with the Town's strategic goal to express the unique cultural identity and celebrate the rich cultural history of Calmar. The Town has already established that it plans to create a homecoming celebration for 125+1 years of history and future milestone events.¹¹

Calmar Public Library

The Calmar Public Library serves over 15,000 Town and County users annually and provides a variety of programs for all ages including zookinesis, book clubs, and the award-winning Read for 15. It is regarded as an important indoor recreation facility in Calmar according to resident survey respondents (48%).

The library's enhanced appearance, new programming space, and excellent public-facing location on 50th Avenue make it an ideal space for further cultural programming and community development. Establishing the library as a core facility in the development of a "civic and cultural precinct" that spans downtown and extends into Woodland Park aligns with the civic and cultural goals of Calmar's Municipal Development Plan.¹²

The library currently hosts community programs and events at local parks and amenities. This should be expanded to include downtown locations including vacant buildings, open lots, and the enhanced Woodland Park (see recommendations in next section).

Programming and Community Development Officer

The community engagement process indicated that community groups need more support from the Town in terms of communication, guidance, and capacity building. We recommend that the Town add a programmer/community development officer in the short to medium term. The role of this position will be two-fold:

1. Plan recreation programs for residents.
2. Build capacity among stakeholder groups to offer programs.

1. Indoor Facilities and Programming

- A. Enhance Indoor Fitness Opportunities
- B. Ice Arena Upgrades
- C. Expand and Enhance Programming for All Ages
- D. Community/Multipurpose Space**



D. Community/Multipurpose Space

In terms of indoor facilities, resident survey respondents were most in favour of a new or improved community/multipurpose space (36%). As the community continues to grow, demand may outpace supply. To meet the needs of tomorrow's residents, the Town should consider the development of a community/multipurpose space in the medium-long term. The facility may include the following indoor amenities:

- Fitness centre
- Multipurpose space
- Youth space
- Indoor playground
- Gymnasium
- Walking/running track

Regional facility supply should be considered in the development process (see Appendix C).

2. Outdoor Facilities and Programming

- A. Expand and Enhance the Trail System
- B. Designate Woodland Park as the Cultural Heart of the Community and Zolner Park as the Center for Outdoor Active Recreation
- C. Upgrade Existing Outdoor Facilities
- D. Create an Off-Leash Dog Park
- E. Enhance Outdoor Programming
- F. Create a Toboggan Hill
- G. Crime Prevention Through Environmental Design



A. Expand and Enhance the Trail System

Calmar currently has some trails within the town; however, they are limited, fragmented and not part of a coordinated trail system. Trails for walking, hiking, biking and skiing in Calmar were the most requested outdoor facility by the public. A comprehensive, well connected trail system will encourage people to get outside and live a healthy, active lifestyle as well as promote active transportation. The following are recommendations for trail connection opportunities that connect key destinations in the community.

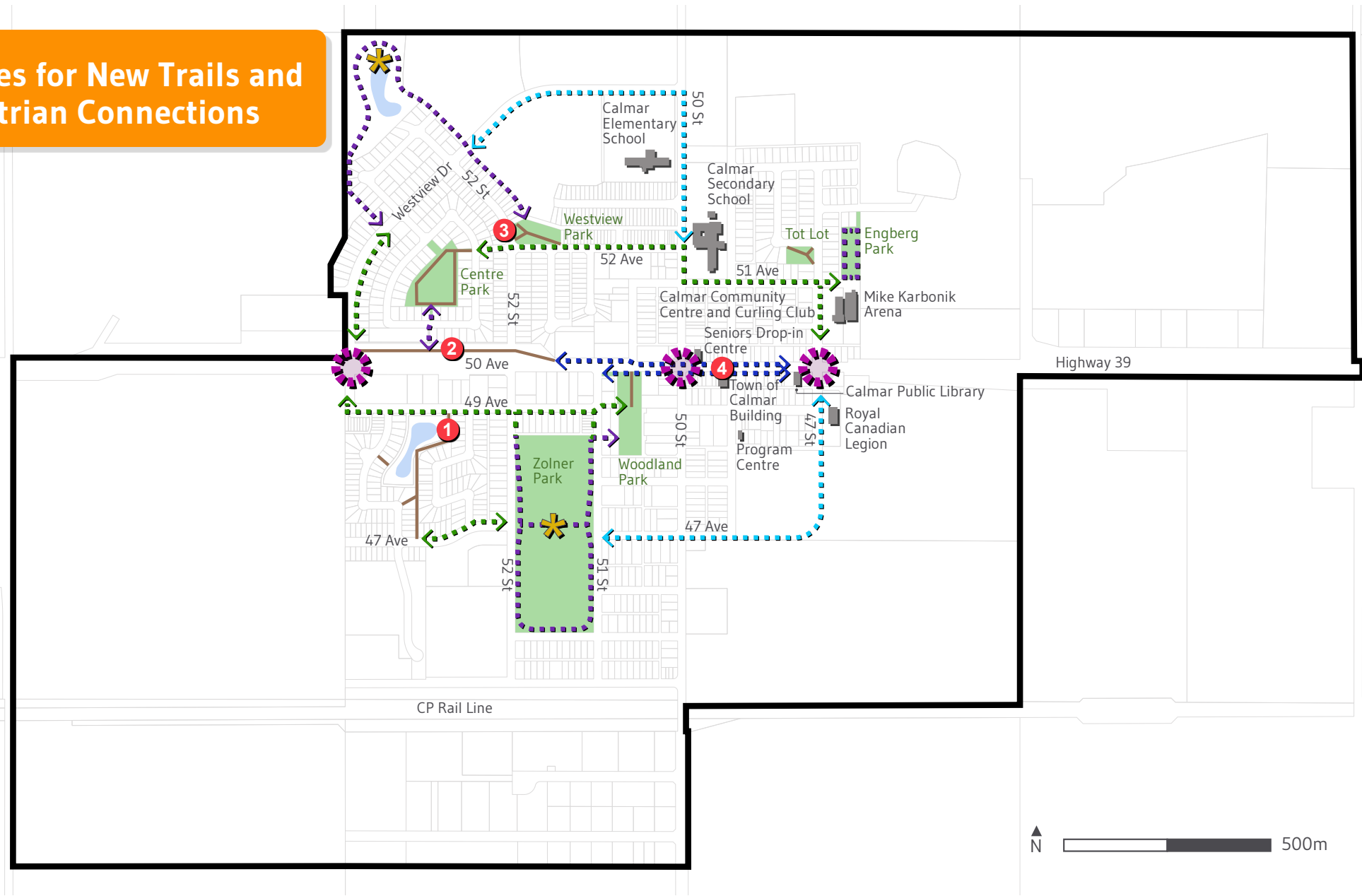
A variety of trail types should be considered from wide, paved and fully accessible trails to low maintenance gravel or natural surface pathways. Meandering pathways, vegetated corridors, and viewpoints can be added to create a more desirable experience.

Town Trail Connection Opportunities:

The trail network within the Town will provide:

- Access for pedestrians and cyclists;
- A variety of trail types (both roadside and recreational);
- Trailheads with facilities as required (parking, waste receptacles, information kiosk, washrooms);
- Wayfinding and interpretive signage at key locations;
- Rest areas with benches;
- Connections between key parks and open space, recreational amenities and schools.

Map 2. Opportunities for New Trails and Improved Pedestrian Connections



- Legend**
- Town boundary
 - Parcels
 - Parks
 - Environmental reserve
 - Key public buildings

- Existing trails/pathways
- Opportunity for new trails/pathways
- Opportunity for new internal trails/pathways subject to new master plan
- Opportunity for wider sidewalk connection or improved pedestrian amenities

- Opportunity for improved public realm along Highway 39 corridor as part of downtown streetscape
- Opportunity for improved pedestrian crossing
- Potential wider sidewalk connection or improved pedestrian amenities (To be implemented as a condition of future development)



2. Outdoor Facilities and Programming

- A. Expand and Enhance the Trail System
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B. Designate Woodland Park as the Cultural Heart of the Community and Zolner Park as the Center for Outdoor Active Recreation

Woodland Park

We recommend creating a culture and festival site at this location that would build upon the current use of the land and would address multiple needs identified in the consultation process. It would also complement some of the ideas described in the 2019 Calmar Municipal Development Plan regarding “the provision of space to support activities that bring citizens together, such as festivals and markets, neighbourhood block parties, and senior and youth centres.”¹³

Woodland Park would be designated for culture, celebration, and quiet contemplation. The site could host performances, civic celebrations, festivals, and seasonal activities. The site could provide significant social, economic, and cultural value to the community. It would also align with the establishment of a “civic and cultural precinct”. The precinct would begin with the Calmar Public Library and extend through downtown into Woodland Park.

Potential additional outdoor amenities at the site may include:

- Pavilion/Amphitheatre
- Washrooms, seating, historical interpretive displays
- Gardens, pathways and water features
- Extension of existing memorials at the site

The Town should also consider relocating the outdoor rink and skatepark to Zolner Park to maintain the clear designations of the two parks and create opportunities for expanded programming and events at both parks. Improvements to the façade of the utilities building and integration into the overall design of the park should be considered.

2. Outdoor Facilities and Programming

- A. Expand and Enhance the Trail System
- B. Designate Woodland Park as the Cultural Heart of the Community and Zolner Park as the Center for Outdoor Active Recreation
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Zolner Park

While Woodland Park will be the cultural heart of the community, Zolner Park is an important center for future active recreation. Zolner Park expansion represents the most feasible path forward to recreation, parks, and culture development in Calmar. It is recommended that Zolner Park be designated as an active recreation site to effectively utilize the existing infrastructure and opportunities for new development on the expanded site. Zolner Park expansion and designation would create a central active recreation site, improving the vibrancy of the neighbourhood while aiding in the attraction and retention of residents. The expanded park would also provide amenities to support the anticipated growth of local stakeholder groups.

Potential additional outdoor amenities at the site may include:

- Ball diamond
- Soccer field
- Outdoor rink
- Skatepark
- Pickleball court
- Leisure ice surface
- Parking
- Washrooms

An expanded Zolner Park could also be utilized for larger community events or markets that require more space than allotted at Woodland Park. It is envisioned that the two parks, along with an expanded trail system, would represent a recreation, parks, and culture corridor. To further develop this corridor, the Town should connect Zolner and Woodland Park by trail. The Town should also consider acquiring properties to further connect Zolner and Woodland Park.

Site development should include all necessary environmental impact assessments and remediation work.

Zolner Park Opportunities

Woodland Park Opportunities



Leisure rink



Pickleball



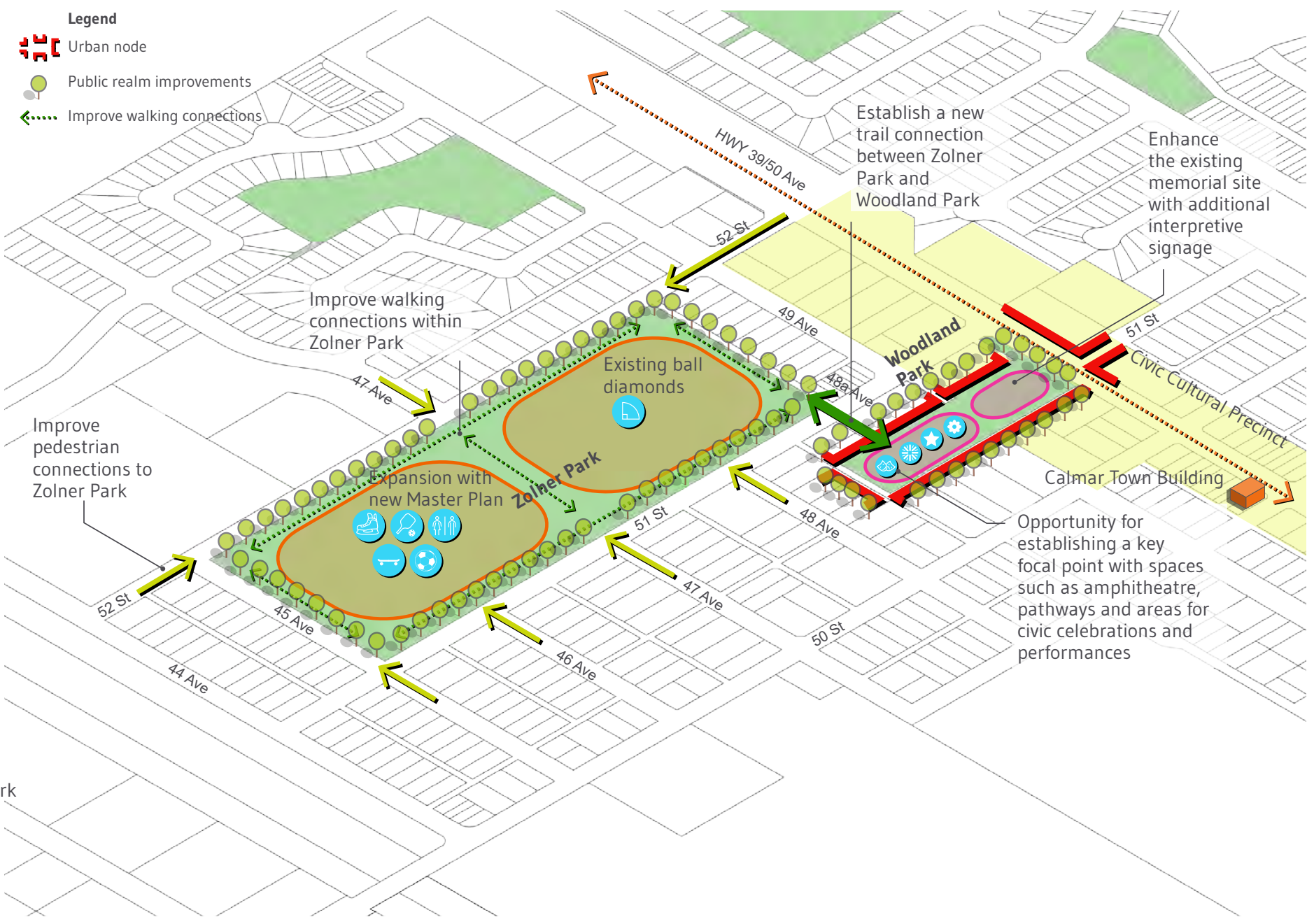
Parking and washrooms



Relocated skate park and outdoor ice



Soccer field and ball diamond expansion



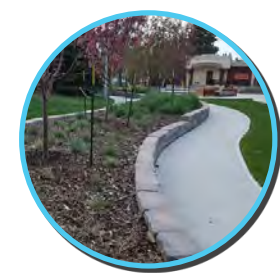
- Legend**
- Urban node
 - Public realm improvements
 - Improve walking connections



Pavilion/ amphitheatre



Performances, civic celebrations and festivals



Garden/ pathways



Historic displays

2. Outdoor Facilities and Programming

- A. Expand and Enhance the Trail System
- B. Designate Woodland Park as the Cultural Heart of the Community and Zolner Park as the Center for Outdoor Active Recreation
- C. Upgrade Existing Outdoor Facilities**
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C. Upgrade Existing Outdoor Facilities

Calmar currently has many well-loved outdoor facilities that are utilized by residents. By investing in continued maintenance and upgrading of these facilities they can be used into the future and will support greater participation in recreation, parks, and culture in Calmar. See Appendix F for specific recommendations.

D. Create an Off-Leash Dog Park

There are no official, permanent dog parks or off-leash areas within Calmar. Through public and stakeholder engagement, the lack of this amenity was one of the top gaps identified in Town. In Canada, it is estimated that approximately 41% of households have at least one dog.¹⁴ With the population of the Town expected to increase, so too will the number of dogs. Calmar should address the lack of facilities for these residents.

2. Outdoor Facilities and Programming

- A. Expand and Enhance the Trail System
- B. Designate Woodland Park as the Cultural Heart of the Community and Zolner Park as the Center for Outdoor Active Recreation
- C. Upgrade Existing Outdoor Facilities
- D. Create an Off-Leash Dog Park
- E. Enhance Outdoor Programming**
- F. Create a Toboggan Hill
- G. Crime Prevention Through Environmental Design

E. Enhance Outdoor Programming

COVID-19 has forced many municipalities to reconsider how they deliver programs. They have responded (in part) by shifting to offering more outdoor programs in the short-term, but we will likely see this shift continue into the long-term as municipalities see the value in providing more programs in an outdoor setting.

Outdoor recreation, parks, and culture programs were identified as lacking in Calmar. Survey respondents suggested they were most in support of new or improved outdoor registered programs focused on parks and trails (48%), fitness (31%), courts/fields (28%), and education/skill-building (24%).

Parks and Trails



At present, no programs exist in Calmar that focus on parks and trails. However, with the proposed expansion of the town trail network and Zolner Park, opportunities exist to develop programs that utilize two of the Town's most prominent outdoor recreation assets. Programs could be designed for all ages and be developed in conjunction with local social clubs and organizations. For example, the Town could create a trail walking program that encourages youth to explore the outdoors and seniors to engage with the community. Programs should be developed that offer opportunities for parks and trail use year-round.

Fitness



The Town may want to consider offering registered outdoor fitness classes including yoga, cardio, bodyweight bootcamp and a variety of other classes for all levels of fitness. The programs would make use of existing outdoor recreation facilities and allow participants to enjoy the fitness experience in nature. Calmar could partner with local fitness providers to offer outdoor fitness opportunities from April to October. Even winter outdoor fitness programs could be developed for participants that enjoy a more challenging fitness experience.

F. Create a Toboggan Hill

Tobogganing and sledding are excellent opportunities for families to get outside and stay active during the winter months. Toboggan hills provide a simple, low maintenance outdoor amenity that can be engineered for enhanced safety and appeal. The Town should consider the creation of toboggan hill at one of the local parks or new development areas. Safety guidelines should be clearly outlined by adequate signage and Town policy.

G. Crime Prevention Through Environmental Design

The Town should consider a Crime Prevention Through Environmental Design (CPTED) approach when planning for future facilities and amenities. CPTED has been defined as the "science around the design and effective use of physical space to lead to a reduction in both the incidence and fear of crime."¹⁵ CPTED guidelines have long been recommended as a standard for neighbourhood planning, and some evidence exists that the principles can be adapted to park spaces.¹⁶ For example, natural surveillance should be promoted in addition to traditional surveillance techniques such as cameras. This can be accomplished by ensuring that foliage in parks is well maintained and trimmed, adequate lighting is maintained, and structures are located strategically to produce clear sightlines throughout the establishment.¹⁷

3. Service Delivery, Community Partnerships, and Communication

A. The Town’s Role in Service Delivery

B. Improving Communication

- C. Track Amenity Use and Feedback
- D. Evaluating New Partners
- E. Capital Project Evaluation
- F. Implement New Policies

A. The Town’s Role in Service Delivery

The Town’s current role in recreation, parks, and culture service delivery is best described as a mix between Facilitator and Partner. Figure 10 below describes the current role of the Town along a continuum of municipal service delivery. In the future, it is our recommendation that the Town take on a greater role in the provision of some services (e.g. recreational programming) therefore shifting along the continuum to a partner role. See Appendix G for an explanation of service delivery approaches.

Figure 10. Role of the Town in Recreation, Parks, and Culture Service Delivery



B. Improving Communication

Communication of the recreation, parks and culture opportunities available in Calmar was identified as an area for improvement by residents and stakeholder groups. Nearly 1 in 4 resident survey respondents (24%) indicated that a lack of awareness of available facilities, programs, and services keeps them from participating in recreation, parks, and culture opportunities in Calmar.

Many stakeholders who responded to the survey thought that their organization and the Town would benefit from improved engagement, collaboration, and communication. Stakeholders indicated they would like to see the Town use a variety of communication channels and opportunities to better promote the programs, user groups, facilities, and services available to the community. At present, the Town website, Town social media accounts, and the Calmar Chronicle are the primary channels for communicating recreation, parks, and culture opportunities. Stakeholder interviews revealed the potential need for a separate recreation, parks, culture, and events communication that would better showcase opportunities in Town.

Online Information

The Town’s webpage should be easy for users to understand and navigate. Improvements to the website could be made to ensure residents, user groups and visitors are able to easily find the information they are looking for. These improvements could include:

- Improve the layout and organization of topics on the landing page to make it easier for different groups to find the information they need (see <https://www.edmonton.ca/activities-parks-recreation.aspx> as an example).
- More prominent and attractive mapping of recreation facilities and parks; similar to the Community Quick Facts Handout.
- Provide trails information and maps on the website.

3. Service Delivery, Community Partnerships, and Communication

- A. The Town’s Role in Service Delivery
- B. Improving Communication
- C. Track Amenity Use and Feedback**
- D. Evaluating New Partners
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C. Track Amenity Use and Feedback

Establishing a set of metrics for tracking amenity usage will help the Town make decisions related to recreation and culture programs, facilities and amenities needed in the community. The current system to track facility utilization is broken down by the number of hours each facility is booked by an organization. More detailed tracking is needed to identify opportunities for enhanced utilization during peak and non-peak hours and community group capacity growth. Tracking usage is key for Calmar to better understand demand within the community and predict future trends moving forward.

The Town should also create a system to receive regular feedback on the facility and service needs of the community. This could include regular public/stakeholder surveys and community engagement sessions. The County should be included in this feedback process to ensure the needs of rural County residents are being met.

D. Evaluating New Partners

As projects begin to advance through the planning stage, the Town will have opportunities to form new partnerships. The Town will then have the responsibility of choosing which partners add the most value to recreation, parks, and culture service delivery. Table 1 describes a set of criteria to help evaluate future partners.

Table 1. Criteria for Evaluating Partners

Criteria	Description
Value Alignment	The extent to which the core values of the organization align with those of the Town.
Inclusive and Collaborative	The level to which the organization is inclusive and encourages participation by all residents of the Town. The level to which the organization is collaborative.
Organizational Capacity	The extent to which the organization has the business infrastructure, experience, management capacity and financial resources to be an active partner.
Viability	The extent to which the organization has the ability to generate revenue/reduce costs to be reinvested in services.
Complementary Skills	The extent to which the organization will bring to the arrangement a skill set and/or other resources that will complement Town resources and enhance services to citizens.
Past Success	The extent to which the organization has been successful in the past.

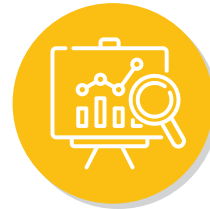


3. Service Delivery, Community Partnerships, and Communication

- A. The Town’s Role in Service Delivery
- B. Improving Communication
- C. Track Amenity Use and Feedback
- D. Evaluating New Partners
- E. Capital Project Evaluation**
- F. Implement New Policies

E. Capital Project Evaluation

At the present time, the Town does not appear to have a clear, concise, and data-based process for evaluating new capital projects and new partnerships. This process gap could result in capital projects being funded that do not provide adequate value for taxpayer investment. For this reason, we propose the following business case and partnership framework.



Business Case Development

Budgeting for new facilities requires advanced analysis and planning in order to properly estimate resource requirements, prove the need for new infrastructure exists, and to gain support from the public and from funders. The analysis and business planning process often begins years before construction takes place to ensure adequate time for consultation and planning, and to confirm that the necessary funds are budgeted to begin construction.

The Town should consider starting the process when certain indicators show that new facility development is required. This can include facilities reaching end of life, growth in market size, facilities reaching capacity, or demand for new facilities that are not provided within the market area. Proper analysis and business planning is a multi-step process, involving a high level of engagement of both stakeholders and the public. See Appendix H for a recommended outline of the process.



Criteria for Evaluating Major Capital Development Projects

The Town recognizes the importance of enhancing its recreation and culture infrastructure and, funding permitted, will seek to partner on capital projects that demonstrate a high degree of community need and viability. Appendix H describes a set of criteria that will be used by the Town to evaluate business cases for major capital funding. Business cases may be submitted by external partners seeking funding from the Town or developed by the Town itself. Furthermore, the Town may choose to cost share on the development of business cases with prospective partners.



3. Service Delivery, Community Partnerships, and Communication

- A. The Town’s Role in Service Delivery
- B. Improving Communication
- C. Track Amenity Use and Feedback
- D. Evaluating New Partners
- E. Capital Project Evaluation
- F. Implement New Policies

F. Implement New Policies and Plans

Analysis of the current situation in Calmar identified several policy gaps that impact the development of recreation, parks, and culture in town. Addressing these gaps will be important in the coming years.



Naming Policy

At present, the Town does not have a policy that addresses the naming of new or existing municipal facilities. With the recent cultural movement calling into question the historical naming of public facilities, sports teams, and parks, the Town will need to develop a policy that outlines the criteria for facility naming. It is important that the policy mitigates the risk associated with the naming of public facilities in these rapidly changing social times. The policy should also outline opportunities for corporate partnerships and sponsorships. The Town should consider the development of a Naming Committee to work in conjunction with Town Council and Administration to evaluate potential names that reflect Calmar’s heritage.



Community Development

The Town has set a goal to “streamline the development process as a way to encourage growth in the industrial, commercial, and residential sectors.” Planning for this growth should strongly consider recreation, parks, and culture development and address the most prominent needs of the community. More specifically, development and design standard policies should be amended to include opportunities for neighbourhood trail and parks development. The development of new neighbourhoods should include extensive connection to the proposed expanded trail network and parks system.



Town Funding Grants

While existing grants are available at the federal, provincial, and county level, the Town does not currently provide grants to organizations for recreation, parks, and culture development in Calmar. The Town should consider the establishment of separate grants for recreation & sport and arts & culture similar to those offered by Leduc County. These grants would provide greater control to the Town over program development and could improve collaboration with stakeholder groups.



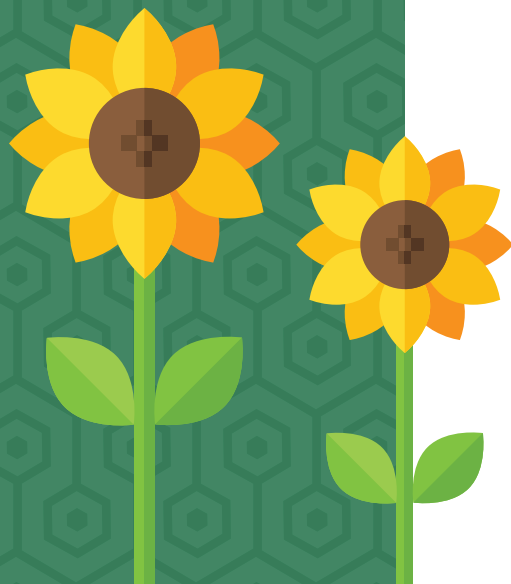
Strategic Alignment

It is recommended that the Community Vitalization Plan currently under development and all other Town strategies align with each other and the Recreation Master Plan to ensure the efforts and investments of the Town and County provide maximum value to the community.



Pandemic Plan

The Town should develop a Pandemic Plan that supports an approved municipal emergency plan and business continuity plans with strong consideration for the impact to recreation, parks, and culture services.



3. Service Delivery, Community Partnerships, and Communication

- A. The Town's Role in Service Delivery
- B. Improving Communication
- C. Track Amenity Use and Feedback
- D. Evaluating New Partners
- E. Capital Project Evaluation
- F. **Implement New Policies**



Tourism Opportunity Assessment

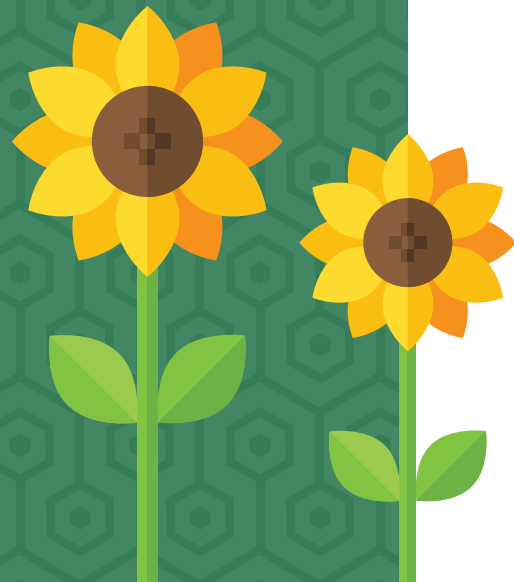
It is recommended that the Town conduct a Tourism Opportunity Assessment to identify high-value opportunities for tourism growth and development in Calmar. The assessment should align with the Recreation Master Plan, Community Vitalization Plan, and other community plans and strategies.



Allocation for Art

Public art is considered to be a key component to the attractiveness and identity of a municipality. Investment in the arts strengthens the local economy while support for local arts and culture is a reflection of a progressive municipality with a strong sense of character. The Town should develop a policy that contributes a percent of annual capital funding to support the development and showcasing of art. Comparable organizations implementing this policy contribute approximately 1% of capital project budgets to art. The policy would aim to:

- Improve the livability and attractiveness of Calmar.
- Increase public awareness and appreciation of the arts.
- Stimulate the growth of the arts and arts-related business.
- Use public art to help meet urban design objectives of municipal developments.
- Encourage public art in private developments through example.





8

IMPLEMENTATION PLAN

This section provides a detailed plan for implementing the priorities identified for recreation and parks in the Town of Calmar.

Categories, Priorities and Action Item Charts

The Action Plan is divided into categories, priorities, and action items. Priorities are divided into the three categories identified in the previous section. Within each priority, specific action items have been established that clearly describe the steps that should be taken to achieve the objective. The action items will also assist the Town in evaluating the success of the plan moving forward. Each action item has been assigned a suggested priority rating, estimated cost, and anticipated timeline for implementation.

Priority Criteria

Low Priority (L) There is considerable community benefit, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority **at this time**.

Medium Priority (M) There is a considerable community benefit, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority than high priority items **at this time**.

High Priority (H) There is a strong community benefit, and because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a high priority **at this time**.

Cost Criteria

Low Cost (L) Less than \$10,000
 Medium Cost (M) \$10,000 - \$50,000
 High Cost (H) More than \$50,000

Implementation Timeline

Short Term (S) 2020 - 2025
 Medium Term (M) 2025 - 2030
 Long Term (L) 2030 - 2040

Organizational Lead

Town administration will be responsible for implementing the master plan. It is expected that the Town will provide the resources necessary to implement the action items. The Town is encouraged to seek partnerships with Leduc County, stakeholder groups, neighbouring municipalities, provincial ministries, and other applicable groups wherever possible to leverage available resources. Residents can also be engaged through task forces and committees to help contribute to implementation.

Quick Wins



A blue star indicates that an action item is a “Quick Win.” Quick wins are actions that can be implemented within a year or two, have a high probability of success and have a relatively low cost.

Highest Priority Items



An exclamation mark identifies items that should be considered the highest priority in the short term.

Future Planning, Evaluation, and Reporting

A key component of the success of the Recreation Master Plan will be the evaluation of its initiatives. The action plan should be reviewed bi-annually, at which time priorities should be re-evaluated and a discussion of any variances should occur in reference to key performance indicators (KPI’s). If new projects are added (or old projects removed) as the plan progresses, this should be done by weighing the relative priority of all projects in the plan. The action plan should be updated on a yearly basis; therefore, the third quarter evaluation period will set the stage for the updated version of the plan. In the fourth quarter, the updated plan should be formalized and a draft approved by the end of the year.

Implementation Considerations

In total, the Implementation Plan identifies 74 action items, grouped into 17 separate priorities. Attempting to complete all initiatives concurrently will stretch the resources and limit the focus of the Town as it implements the plan. Therefore, it is recommended that implementation of the plan begin with the highest priority items (!).

1. Indoor Facilities and Programming

LEGEND:

Priority/
Cost
L (Low)
M (Medium)
H (High)

Timeline
S (2020-2025)
M (2025-2030)
L (2030-2040)

★ Quick Win

! Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Enhance Indoor Fitness Opportunities	! 1.A.1 Consider opportunities to add equipment and fitness programming to existing recreation facilities.	H	S	M
	★ 1.A.2 Explore opportunities to provide incentives to the private sector to offer expanded fitness programming.	H	S	L
	1.A.3 Consider the development of a standalone fitness centre facility or inclusion in a new community/multipurpose space.	M	M	H
B. Ice Arena Upgrades	! 1.B.1 Upgrade the Mike Karbonik Arena. <ul style="list-style-type: none"> Complete the remainder the recommended upgrades outlined in the 2015 Facility Analysis Report. Provide additional lighting in the parking lot. Upgrade the bleachers to allow for greater comfort and enhanced accessibility. Upgrade the dressing rooms to allow for more space in each room and create a new dressing room for use by other genders or special groups. Provide significant enhancements to the façade of the arena and curling rink (similar standard to Calmar Schools and Library). 	H	S	H
C. Expand and Enhance Programming for All Ages	! 1.C.1 Develop recreation and culture program plans and enhance programming for a wide variety of interests and ages.	H	S	L
	★! 1.C.2 Hire a community programming and development officer to provide programs and build capacity among community groups.	H	S	H
	1.C.3 Develop a program plan for youth and enhance youth programming.	H	S	L
	1.C.4 Utilize existing facilities for youth programming and activities.	H	S	L
	1.C.5 Assess the feasibility of developing a dedicated youth centre in Calmar. Multiple options should be explored (e.g. repurposing existing spaces, building new, etc.).	M	M	H
	1.C.6 Enhance the provision of cultural programming. Examples of potential programs include performing arts camps, visual arts classes, dance, and theatre for all ages.	H	S	L
	1.C.7 Provide support to local groups and organizations to encourage the development of arts and culture-related events and programs.	H	S	L
	1.C.8 Establish the Calmar Public Library as a core facility for a “civic and cultural precinct” and expand its provision of cultural programming in the community.	H	S	L
D. Community/Multipurpose Space	1.D.1 Consider the need to develop a community/multipurpose space to accommodate new programs, services, and increased demand.	M	M – L	H

2. Outdoor Facilities and Programming

LEGEND:

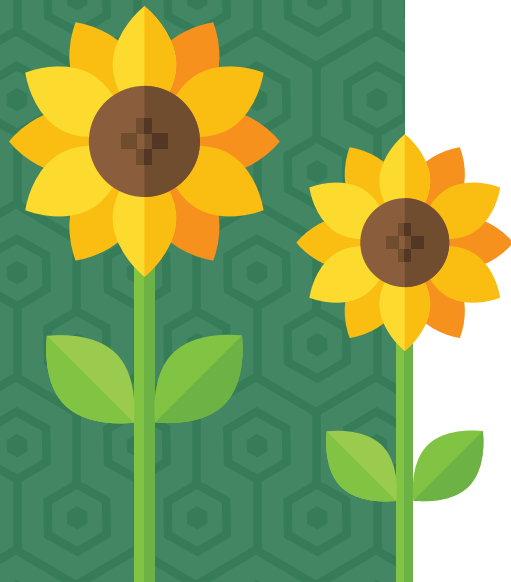
Priority/
Cost
L (Low)
M (Medium)
H (High)

Timeline
S (2020-2025)
M (2025-2030)
L (2030-2040)

★ Quick Win

! Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Expand and Enhance the Trail System	2.A.1 Develop a network of interconnected trails, wider sidewalks, and open spaces as identified in Map 2. <ul style="list-style-type: none"> Increase the length of overall paved trail network within the Town. Enhance site amenities within all parks. 	H	S	H
	2.A.2+ See Appendix F for an expanded list of action items as described in Map 2.	H	S	H
B. Designate Woodland Park as the Cultural Heart of the Community and Zolner Park as the Center for Outdoor Active Recreation	2.B.1 Designate Zolner Park as the center for outdoor active recreation.	H	S - M	L
	2.B.2 Designate Woodland Park for culture, celebration, and quiet contemplation. Develop Woodland Park as a key component of the "civic and cultural precinct".	H	S - M	L
	2.B.3 Upgrade the equipment at the skate park and consider relocating to Zolner Park to accommodate a new pavilion or amphitheatre at Woodland Park.	M	S - M	H
	2.B.4 Upgrade the boards and lighting at the outdoor rink and consider relocating to Zolner Park.	M	S - M	H
	2.B.5 Add active recreation amenities to Zolner Park. Amenities should include a ball diamond, soccer field, and pickleball court (in addition to relocated outdoor rink and skateboard park).	H	S - M	H
	2.B.6 Utilize winter design/lighting principles and animate Woodland Park during winter months.	M	S - M	M
	2.B.7 Add a pavilion or amphitheatre along with places for quiet contemplation and establish Woodland Park as the destination for small community and cultural events.	M	S - M	H
	2.B.8 Provide additional outdoor seating along highway frontage of Woodland Park to better integrate the ice cream shop with the park space.	M	S - M	L
	2.B.9 Upgrade the façade of the utilities building at Woodland Park and integrate into the design of the park.	M	S - M	M
	2.B.10 Build a trail connecting Zolner Park and Woodland Park.	H	S	M
	2.B.11 Consider acquiring properties to connect Zolner Park and Woodland Park.	M	S - M	H
C. Upgrade Existing Outdoor Facilities	2.C Upgrade outdoor facilities as described in Appendix F.	H	S - M	H
D. Create an Off-Leash Dog Park	2.D.1 Create a new off-leash dog park.	H	S - M	H
	2.D.2 Connect the new dog park to the expanded trail network.	H	S - M	M




2. Outdoor Facilities and Programming



LEGEND:

Priority/
Cost
L (Low)
M (Medium)
H (High)

Timeline
S (2020-2025)
M (2025-2030)
L (2030-2040)

 Quick Win

 Highest Priority Items


Master Plan Priorities	Action Items	Priority	Timeline	Cost	
E. Enhance Outdoor Programming	 2.E.1	Develop a set of programs focused on parks and trails.	H	S	L
	 2.E.2	Develop registered and drop-in outdoor fitness programs during the summer and winter months.	H	S	L
F. Create a Toboggan Hill	2.F.1	Create a toboggan hill in an existing park or new development with adequate signage outlining safety guidelines.	M	S - M	M
G. Crime Prevention Through Environmental Design	2.G.1	Incorporate CPTED guidelines in all future outdoor facility planning.	M	Ongoing	L
	2.G.2	Review existing outdoor facilities utilizing CPTED guidelines and enhance the crime prevention qualities of existing spaces.	M	Ongoing	L

3. Service Delivery, Community Partnerships, and Communications






LEGEND:

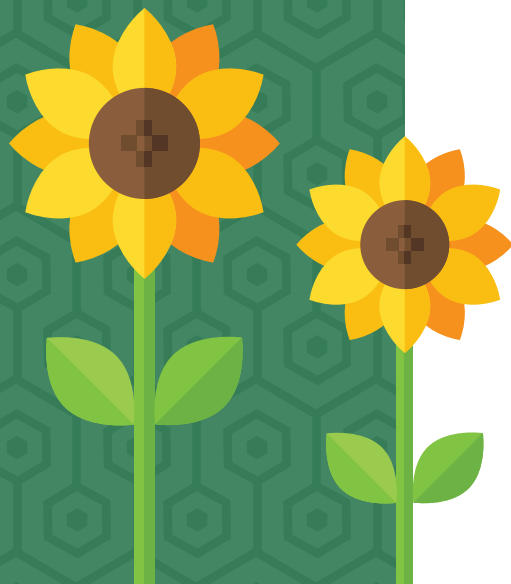
Priority/
Cost
L (Low)
M (Medium)
H (High)

Timeline
S (2020-2025)
M (2025-2030)
L (2030-2040)

 Quick Win

 Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Shift the Town's Role in Service Delivery to Partner 	3.A.1 The Town should shift from Facilitator to the role of Partner in recreation, parks, and culture service delivery.	H	S	L
B. Improve Communication  	3.B.1 Update the Town website as described below. <ul style="list-style-type: none"> Improve the layout and organization of topics on the landing page to make it easier for different groups to find the information they need. More prominent and attractive mapping of recreation facilities and parks; similar to the Community Quick Facts Handout. Provide trails information and maps on the website. 	H	S	L
	3.B.2 Consider the development of separate communication channels for activities, programs, events, and opportunities for community engagement.	H	S	L
C. Track Amenity Use and Feedback  	3.C.1 Improve the detail of the record system for bookable amenities to better understand and anticipate participation trends and opportunities for utilization.	H	S	L
	3.C.2 Complete annual community and user surveys to collect ongoing feedback on programs and services.	H	Ongoing	L
D. Evaluate New Partners	3.D.1 Evaluate new partnership arrangements based on the criteria in Section 7.	M	Ongoing	L
E. Capital Project Evaluation	3.E.1 Implement the process identified in Appendix H for evaluating major capital development projects.	H	Ongoing	L
F. Implement New Policies and Plans	3.F.1 Develop a Municipal Naming Policy that outlines a framework for naming municipal facilities. Consider the creation of a Naming Committee.	H	S	L
	3.F.2 Amend existing development and design standards to include greater opportunities for trails and parks development in new neighbourhoods.	H	S	L
	3.F.3 Establish Town grants for recreation & sport and arts & culture to support local stakeholder groups in the development of recreation, parks, and culture opportunities in Calmar.	H	S	M
	3.F.4 Develop a Pandemic Plan that supports an approved municipal emergency plan and business continuity plans with strong consideration for the impact to recreation, parks, and culture services.	H	S	L
	3.F.5 Conduct a Tourism Opportunity Assessment to identify high-value opportunities for tourism growth and development in Calmar.	H	S	H
	3.F.6 Align the Community Vitalization Plan currently under development and all other Town strategies with each other and the Recreation Master Plan to ensure the efforts and investments of the Town and County provide maximum value to the community.	H	Ongoing	L
	3.F.7 Develop a percent for art policy that contributes capital funding to support the development and showcasing of public art.	M	Ongoing	L



Top 10 Priority Items for Implementation



1. Expand and enhance the trail system.



6. Create an off-leash dog park.



2. Enhance fitness facilities and programs.



7. Designate use at Zolner Park (active recreation) and Woodland Park (culture) and begin to add amenities at each site.

- Add amphitheatre to Woodland Park
- Relocate skatepark and outdoor rink to Zolner Park
- Add ball field and soccer field at Zolner Park



3. Hire a recreation program/community development officer.



8. Complete ice arena upgrades including:

- Dressing rooms
- Bleachers
- Façade improvement



4. Expand and enhance programming for all ages and interests.



9. Improve communication with residents and stakeholder groups.



5. Upgrade existing outdoor facilities.

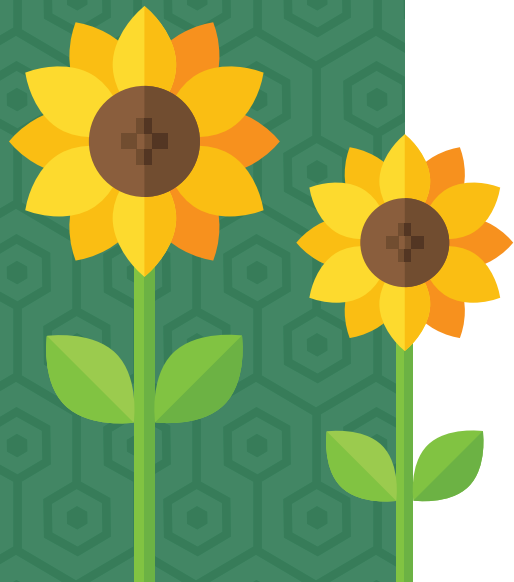


10. Improve amenity use tracking and evaluation procedures.

Master Plan Scorecard - Measuring Success

The Town can use the following measures to track performance during the implementation of the plan. Exact numbers and percentages should be added to each performance measure once benchmarks have been developed.

Goal	Performance Measures	Measurement Tools	Measurement Value
Social Measures	1.1 Increased utilization of facility amenities (e.g. ice sheets, Program Centre, ball diamonds, etc.).	Visitation Statistics	% Growth % Utilization
	1.2 Strong support for recreation, parks, and culture offerings among stakeholders.	Stakeholder survey, focus groups, interviews	% Support
	1.3 Facilities and programs positively impact individual and community wellness.	Resident and user surveys	% Satisfaction
	1.4 Facilities and programs demonstrate a high level of accessibility.	Accessibility audits, user survey	% Satisfaction
	1.5 Increased user satisfaction.	User survey	% Satisfaction
Economic Measures	2.1 Increased rental sales.	Revenue tracking	% Growth
	2.2 Increased revenue from programs/events.	Revenue tracking	% Growth
	2.3 The department achieves budget targets.	Dept. budget	% Target Realization
	2.4 Increased market reach and awareness.	Resident and user surveys	% Market Growth % Awareness
Organizational Measures	3.1 Facilities are appropriately staffed to successfully deliver programs and run operations.	Staffing complement, staff survey	% Satisfaction
	3.2 Facility and program performance are reviewed annually.	Annual report	% Target Realization % Growth
	3.3 Improved support is offered to community organizations.	User group survey	% Satisfaction





CONCLUSION





The Town of Calmar Recreation Master Plan puts forward a strategic direction that will guide the community toward its vision to further establish itself as an attractive choice for young people, an excellent place to raise a family and a wonderful location to enjoy an enriching retirement.

Implementation of the Master Plan will require investment and concerted effort on the part of the Town, funding partners and the community. This investment will ensure that the enhanced recreation, parks, and culture system is recognized as a core strength of the community, uplifting residents and attracting newcomers.

APPENDICES



APPENDIX A: Strategic Alignment Analysis

Town of Calmar Strategic Plan (2020 – 2024)¹⁸

The Town of Calmar Strategic Plan comprises the expressed desire of elected officials and provides citizens, businesses, Administration and other stakeholders with an indication of the planned future of the Town. Council identified a series of goals and strategies to work towards a common future for the community.

Mission

“Calmar is where rural meets urban. We nurture a small-town lifestyle with big possibilities: innovative community programming; abundant recreational opportunities; and a rich regional history. Grow with us.”

Goals

The plan describes 12 overarching goals and a variety of strategies to meet those goals. A selection of goals and strategies that apply to the Recreation Master Plan are shown below.

- Ensure local government aligns with community needs.
- Provide programs and services which enhance the lives of residents and leverage existing facilities effectively.
 - Increase community awareness of programs and services provided by the town and its partners.
 - Plan for a designated youth space in a new arena facility.
 - Partner with community organizations to leverage their existing facility for youth programs.
 - Encourage the formation of social clubs.
- Express our unique cultural identity and celebrate our rich cultural history.
 - Collect records and history for a new edition of the Pioneers and Progress book.
 - Plan a homecoming celebration for 125+1 and future milestone events.
 - Identify and build a community symbol.

- Create a multi-use trail system that promotes a healthy lifestyle and green urban living.
 - Develop a Trails Master Plan.
 - Formulate a long-term Recreation Master Plan.
 - Develop the Conjuring Creek trail on the west end of Thomas Creek Estates.
- Make contaminated land useable for future development (including recreation).
 - Apply for available grant money to remediate contaminated sites.
 - Find alternative uses for contaminated land. Provide opportunities for recreation such as soccer, football, ball diamonds, dog parks, and campgrounds.

Town of Calmar Municipal Development Plan (2019)¹⁹

The Town of Calmar Municipal Development Plan (2019) is the principle planning document for the municipality that provides the foundation for policy direction, service delivery, land use, and transportation. The Recreation Master Plan is in direct alignment with the recreation, parks, and culture related priorities laid out in the Municipal Development Plan. Town Council approved the following goals for the Town:

Goals:

“Calmar has a diversity of parks and recreation opportunities that enhance individual and community well-being and have venues that are valued as gathering places and destinations because of their design, accessibility, landscaping, and programming. In addition, a Central Park, a connected park system, and a trail network becomes a primary framework for Calmar’s urban form.”

“The Town celebrates its past, present and future by ensuring that art, culture, and its history are integrated into the community.”

The plan highlights seven strategic recreation, parks, and culture objectives. These include:

1. Each residential neighbourhood has a unique park providing active and/or passive recreation.
2. A centrally located civic open space provides a venue for gathering and social activities.

3. Trails connect neighbourhoods and amenities, making it easy for people to travel actively and safely.
4. Existing or new recreational facilities are expanded or developed to facilitate an active lifestyle.
5. Learning and education offerings help residents prepare for a diversity of economic opportunities.
6. A healthy lifestyle is supported and encourage to improve the overall health of residents.
7. An intermunicipal trail links Calmar to the TransCanada Trail, and to Wizard Lake.
8. Local culture and history is celebrated and presented through festivals, art and events.

Leduc County and Town of Calmar Intermunicipal Development Plan (2019)²⁰

The Leduc County and Town of Calmar Intermunicipal Development Plan is a cooperative planning initiative between the Town and County that ensures that land use decisions within the IDP plan area are thoughtfully considered and support the long-term interests of both municipalities. The plan is important to consider in the Recreation Master Plan because many of the principles and objectives put forward for intermunicipal development have direct relevance to recreation, parks, and culture including collaborative land use planning, promoting pedestrian connectivity, and providing recreational opportunities and facilities that meet the needs of diverse residents.

Principles:

“Reduce potential conflicts and encourage dialogue to understand the needs, desires, and aspirations of both municipalities.”

“Confirm and support the continued future growth of the Town.”

Objectives:

- Accommodate urban growth and rural development within the IDP Boundary in a manner which is mutually acceptable, orderly, and efficient.
- Provide development opportunities that would attract investment and create employment of benefit to both municipalities.

Leduc County Municipal Development Plan (2019)²¹

The Leduc County Municipal Development Plan outlines the goals, principles, form and character of development within each area of the County. The plan identifies two distinct policy areas: the urban Nisku Area and the Rural County. The plan lays out the following key principle and objectives for recreation and open spaces in the County:

Principle:

“The County values recreation throughout the County as a way of enhancing the quality of life for residents and visitors to the County and will pursue opportunities to enhance recreation systems through private and public investment.”

Objectives:

1. To design parks and recreational facilities in ways that will achieve multiple benefits and accommodate a diversity of people and activities.
2. To establish well-connected, clearly identifiable and multi-functional networks of open space and recreation corridors across the County.
3. To develop a regional open space system that connects to environmental features such as wetlands, rivers, creeks, habitat areas and tree stands that are an important part of maintaining environmental function.
4. To support partnerships that enhance the development of recreation systems related to regional open spaces, tourism and recreational facilities.

Leduc County Strategic Plan (2018-2021)²²

The Leduc County Strategic Plan is council's 4-year road map to ensuring that the County offers "an economic advantage, sustainable agricultural network, environmental leadership and an unsurpassed quality of life." The Plan lists a variety of strategic focus area and key performance indicators that relate to enriched quality of life through recreation, parks, and culture.

Focus Areas:

1. Develop a plan framework to meet growth and program needs for recreation, tourism and culture.
2. Maintain existing partnerships and pursue new partnership opportunities with other municipalities to leverage county investment.
3. Offer affordable county-sponsored programs and activities to all citizens.

Key Performance Indicators:

1. Adopt a strategic approach to community building that identifies community needs, access to services and financial sustainability.
2. Increase collaborative efforts among local governments, voluntary organizations and individuals that support and nurture a vibrant recreation system for community service provision.
3. Develop strategies and policies so all families and individuals in Leduc County have access to community programs and services.

Leduc County Recreation Facilities Study (2012)²³

In 2012, Leduc County published their Recreation Facilities Study which explored "existing regional needs for recreation facilities and assessed the current approach to recreation facility provision by the County." The Study lists a number of recommendations for recreation planning that directly relate to the Master Plan. They include:

Recommendations:

- The County strive to partner in recreation facility delivery in urban areas with the realization that the County's level of involvement in planning, development and operations will be beyond what is currently practiced.
- The County strive to target recreation facility provision, primarily through partnerships, to the levels indicated in new urban growth areas.

Leduc County Social Framework (2019)²⁴

The Leduc County Social Framework is intended to be a living document that will lead the services of Leduc County Family and Community Support Services (FCSS) and related social support services over the next ten years. The Framework recognizes that healthy social connections are important in all stages of life and supports these connections through the following service strategy:

Service Strategy:

"Foster social and recreational opportunities that support physical and mental well-being and allow residents of all ages to establish connections within their communities."

Leduc County Parks & Open Spaces Master Plan (2006)²⁵

The Leduc County Parks & Open Spaces Master Plan is intended to provide comprehensive and integrated policy direction on the future management of the parks and open spaces owned by Leduc County.

Parks Goal

"The goal of our Parks management will be to maintain the quality of life for residents and visitors by providing access to a variety of outdoor recreation opportunities."

Edmonton Metropolitan Region Growth Plan (2020)²⁶

The Edmonton Metropolitan Region Growth Plan is a 30-year regional plan that provides an integrated policy framework to plan for and manage all of the multifaceted components of regional growth through a holistic approach. Under the Economic Competitiveness and Employment Policy Area the Plan promotes the following objective and policy that affect regional recreation and tourism:

Objective:

"Promote global economic competitiveness and diversification of the regional economy."

Policy:

“Identify and promote opportunities for tourism and recreation including planning and developing recreation corridors throughout and beyond the Region;”

Active Alberta Policy (2011 – 2021)²⁷

The Government of Alberta recognizes the importance of recreation, active living and sport. Through the Active Alberta Policy (2011 – 2021), the Province lays out its direction to refocus government initiatives, challenge partners, and encourage Albertans to become more active. The Policy sets out the following vision for recreation, active living and sport:

Vision:

“Albertans enjoy a high quality of life, improved health and wellness, strong communities, economic benefits and personal fulfillment, through recreation, active living and sport.”

The Policy identifies six key outcomes that will guide the Government of Alberta and its partners as they design programs, deliver services and make investments related to recreation, active living and sport.

A Framework for Recreation in Canada – Pathways to Wellbeing (2015)²⁸

The Framework for Recreation in Canada provides a vision for recreation in Canada based on a framework that includes clear values and principles. The Framework has become a guiding document for municipalities across the country and has provided a basis for discussion and development of recreation action plans. The vision and goals set out in this Recreation Master Plan will help bring the Town of Calmar into alignment with the key principles put forward in the national framework.

Canadian Sport for Life: Long-Term Athlete Development (2016)²⁹

Sport for life aims to build quality sport and physical literacy in Canada by addressing overall sport and physical activity from policy to program delivery.³⁰ Establishing quality programs based on developmentally appropriate sport and physical activity will improve the health, wellness and sporting experiences of all Canadians. The results will be more Canadians with improved physical literacy achieving sporting excellence and optimum health.

Long-Term Athlete Development is a multi-stage training, competition and recovery pathway guiding an individual’s experience in sport and physical activity from infancy through all phases of adulthood. The pathway identifies seven distinct stages of development.

APPENDIX B: Facility Utilization and Community Programming

Facility Utilization

Town facilities are utilized by a wide variety of people and organizations throughout the year. A breakdown of the utilization information for the Mike Karbonik Arena, Program Centre, and ball diamonds is shown in this section.

Figure 11 outlines the utilization of three Town facilities, including the total available hours, available prime time hours, and hours booked. The Mike Karbonik Arena and Program Centre currently have an excess of prime-time capacity. Significant non-prime capacity exists at all facilities.

Figure 11. Facility Utilization in Calmar

Facility	Start Date	End Date	Total Available Hours	Available Prime-time Hours	Total Hours Booked
Arena Ice	2-Sep-18	30-Mar-19	3030	1886	1441
Arena Dry	1-Apr-19	30-Aug-19	2044	1128	366.5
Program Centre	1-Jan-19	31-Dec-19	5110	2077	945
Ball Diamonds	1-May-19	30-Sep-19	3072	1008	1330

Community and Partner Programs

Calmar and Leduc County residents participate in a number of recreation, parks, and culture programs, including:

- Zirka Ukrainian dance
- Figure skating
- Youth soccer
- T-ball
- Minor hockey
- Adult hockey (men’s and women’s)
- Pond hockey
- Adult slo-pitch
- Music jammers at the Seniors Centre
- Tae kwon do
- Adult fitness
- Zumba
- Pickleball
- Adult drop-in volleyball
- Curling
- Darts at the Royal Canadian Legion
- Sewing, quilting, scrapbooking, and painting classes
- School activities
- Library programs

Community Events

The Town plays host to a series of annual events that welcome residents and visitors from Calmar, Leduc County, and many nearby communities. These events take place throughout the year and include:

- Curling Bonspiels (February – March)
- Volunteer Appreciation Night (April)
- Farmers’ Day Breakfast (June)
- Seniors Week (June)
- Canada Day (July)
- Summer Getaway (July - August)
- Calmar Days (3rd weekend in August)
- No Where to Run evening road race (October)
- Christmas Craft Sale (November)
- Christmas in the Park (December)
- First Night (December)
- Zirka Ukrainian dance performances

APPENDIX C: Regional Facility Supply

The Town of Calmar's neighbouring municipalities develop and operate recreation facilities that contribute to the regional supply. These facilities are in close proximity to Calmar and are occasionally used by residents of Calmar. Therefore, they should be considered when planning for the future.

City of Leduc

The City of Leduc is located 17 km to the east of Calmar. In terms of indoor facilities, the City has an aquatics centre, four sheets of ice, two boarded fields, eight curling sheets and a performing arts centre. Outdoor amenities include 13 full-sized rectangular fields, 15 full-sized baseball diamonds, 14 outdoor rinks, four tennis courts, a skate park, and an outdoor pool. Planning is underway regarding the development of the West Campus consisting of 2 complementary fieldhouses (2027), an aquatic centre (2033), and twin arenas (2033). This new multi-purpose leisure centre will be located on the west side of the City along Highway 39, and approximately 14 km from Calmar.³¹

Town of Devon

The Town of Devon is 16 km to the north of Calmar. This community has one indoor ice sheet, a large conference centre and a number of outdoor amenities, including sports fields, outdoor rinks, an outdoor pool, splash park, dog park, playgrounds, tennis courts, skateboard park and a mountain bike skills park. The Town recently received federal and provincial funding to expand the current Dale Fisher Arena into a multi-use recreation facility. The expanded facility is anticipated to include a second ice sheet, exercise room, running track, the enclosure of the Devon Community Pool, and other amenities.³²

Town of Thorsby

The Town of Thorsby is located 20 km southwest of Calmar. The community has one indoor ice sheet, a multi-purpose field house, dance & yoga studio, bowling alley, racquetball court, and fitness centre. The Town also has 3 outdoor playgrounds, 4 baseball diamonds, 4 soccer fields, 2 outdoor basketball courts, and approximately 6 km of single-track, multi-use trails.

Town of Millet

The Town of Millet is a small community approximately 40 km southeast of Calmar. Millet has one indoor ice sheet, a curling rink, seven outdoor soccer fields, three ball diamonds, an outdoor rink, splash park, dog park, and playgrounds.

City of Edmonton (South)

The City of Edmonton boundary lies approximately 40 km to the north of Calmar. The City's southern portion contains numerous indoor and outdoor recreation amenities, including large multi-purpose recreation centres such as the Meadows Community Recreation Centre, Mill Woods Recreation Centre, Confederation Leisure Centre and Terwillegar Community Recreation Centre. Other notable indoor facilities include the Edmonton and District Soccer Association's fieldhouse on the south side of the City (4 boarded fields), and the Edmonton Scottish Society's air-supported, full-sized indoor soccer pitch. The City also maintains a large supply of rectangular fields, ball diamonds, multi-purpose court spaces, outdoor rinks and park spaces, including the newly developed Ivor Dent Sport Park on 50th Street and Ellerslie Road.

APPENDIX D: Comparative Service Level Analysis

Figures 12 and 13 identify relative service level provisions among comparator municipalities. Inventories were developed for each comparator’s indoor and outdoor recreation, parks, and culture facilities through an online review. Ratios were then calculated to demonstrate facility-to-population service levels. These ratios are inclusive of comparators’ urban facilities and population bases. Research was conducted to assess the rural populations serviced by each municipality, however, only Beaver County could provide this information. It should also be noted that only municipally owned and/or operated facilities were included in the comparative analysis (except golf courses). Therefore, communities may have additional facilities run by the private or not-for-profit sector that contribute to their service level provision. Currently, the Town offers 1 indoor ice surface per 2,228 people and the benchmark standard is 1 indoor ice sheet per 2,162 residents. In this case, the Town is slightly under the standard but very close and within an acceptable range (shown by figures in black). In order to meet benchmark standards for publicly operated facilities, the Town of Calmar would need to add an art/culture facility, 2 rectangular fields, 1 ball diamond, and a park/playground (shown in red). Green figures indicate Calmar is currently exceeded service level provisions for those facilities.

Figure 12. Indoor Recreation, Parks, and Culture Facility Service Level Provision Comparison

Indoor Recreation Facilities	Service Levels by Population (Count)					
	Town of Calmar	Average Across Comparators*	Town of Millet	Town of Tofield**	Town of Redwater	Town of Rimbey
Ice Surfaces	1:2228 (1)	1:2162	1:1945 (1)	1:2081 (1)	1:2053 (1)	1:2567 (1)
Curling Sheets	1:557 (4)	1:583	1:486 (4)	1:520 (4)	1:684 (3)	1:642 (4)
Fitness Centre						1:2567 (1)
Hall/Program Centre	1:1114 (2)	1:2162	1:1945 (1)	1:2081 (1)	1:2053 (1)	1:2567 (1)
Libraries	1:2228 (1)	1:2162	1:1945 (1)	1:2081 (1)	1:2053 (1)	1:2567 (1)
Art/Culture Facilities		1:1584	1:1945 (1)	1:2081 (1)	1:1027 (2)	1:1284 (2)

*Averages exclude comparator communities that do not provide the services. Certain averages were calculated using data from two or less comparators. These results should be interpreted with caution.

** Based on the 2016 municipal census, 3451 rural Beaver County residents are served by the recreation, parks, and culture facilities in the Town of Tofield.

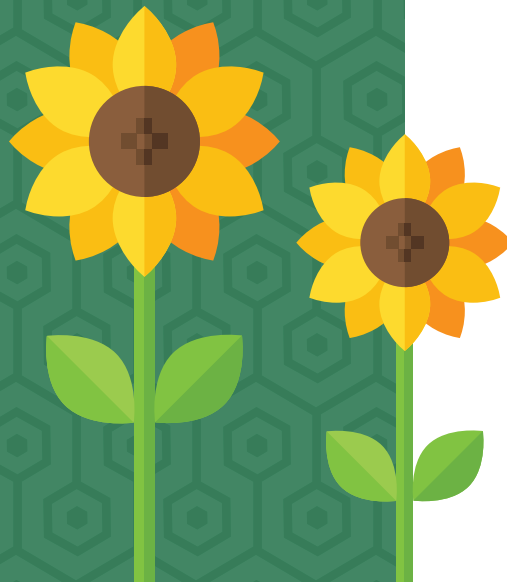


Figure 13. Outdoor Recreation Facility Service Level Provision Comparison

Outdoor Recreation Facilities	Service Levels by Population (Count)					
	Town of Calmar	Average Across Comparators*	Town of Millet	Town of Tofield	Town of Redwater	Town of Rimbey
Ice Surfaces	1:2228 (1)	1:2162	1:1945 (1)	1:2081 (1)	1:2053 (1)	1:2567 (1)
Spray Parks	1:2228 (1)	1:2198	1:1945 (1)	1:2081 (1)		1:2567 (1)
Skate/BMX Parks	1:2228 (1)	1:2234		1:2081 (1)	1:2053 (1)	1:2567 (1)
Rectangular Fields	1:1114 (2)	1:535	1:278 (7)		1:684 (3)	1:856 (3)
Ball Diamonds	1:743 (3)	1:624	1:648 (3)	1:520 (4)	1:684 (3)	1:642 (4)
Tennis Courts	1:2228 (1)					1:1284 (2)
Parks/Playgrounds	1:446 (5)	1:366	1:389 (5)	1:520 (4)	1:187 (11)	1:367 (7)
Dog Parks			1:1945 (1)			
Golf Courses		1:1919	1:973 (2)	1:2081 (1)	1:2053 (1)	1:2567 (1)
Pools		1:2310			1:2053 (1)	1:2567 (1)

Figures 14 and 15 identify relative service level provisions among comparator municipalities based on the projected Town of Calmar population of 3,200 in 2030. Comparator populations are derived from the 2016 Federal Census. Based on the projected comparative analysis, the Town of Calmar would be in need of a fitness centre, art/culture facility, outdoor pickleball court, tennis courts, parks and playgrounds to meet benchmarks.

Figure 14. Projected Indoor Recreation, Parks, and Culture Facility Service Level Provision Comparison (2030)

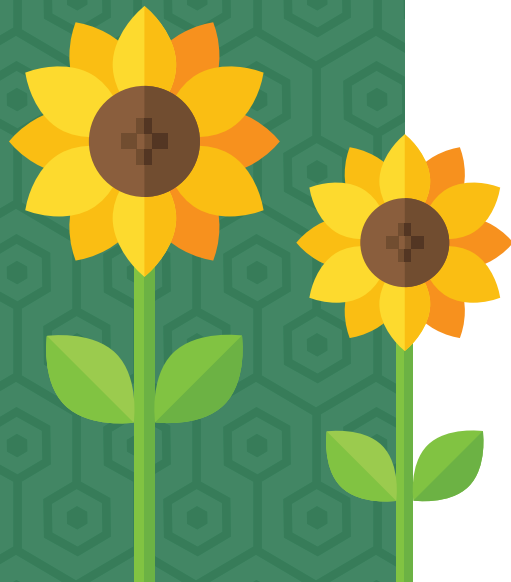
Indoor Recreation Facilities	Service Levels by Population (Count)					
	Town of Calmar	Average Across Comparators*	Town of Gibbons	Town of Three Hills	Town of Penhold	Town of Crossfield
Ice Surfaces	1:3200 (1)	1:3239	1:3159 (1)	1:3212 (1)	1:3277 (1)	1:3308 (1)
Curling Sheets	1:800 (4)	1:807	1:790 (4)	1:803 (4)		1:827 (4)
Fitness Centre		1:3245		1:3212 (1)	1:3277 (1)	
Hall/Program Centre	1:1600 (2)	1:2830	1:3159 (1)	1:3212 (1)	1:1639 (2)	1:3308 (1)
Libraries	1:3200 (1)	1:3239	1:3159 (1)	1:3212 (1)	1:3277 (1)	1:3308 (1)
Art/Culture Facilities		1:3226	1:3159 (1)	1:3212 (1)		1:3308 (1)

*Averages exclude comparator communities that do not provide the services. Certain averages were calculated using data from two or less comparators. These results should be interpreted with caution.

Figure 15. Projected Outdoor Recreation Facility Service Level Provision Comparison (2030)

Outdoor Recreation Facilities	Service Levels by Population (Count)					
	Town of Calmar	Average Across Comparators*	Town of Gibbons	Town of Three Hills	Town of Penhold	Town of Crossfield
Ice Surfaces	1:3200 (1)	1:3239	1:3159 (1)	1:3212 (1)	1:3277 (1)	1:3308 (1)
Spray Parks	1:3200 (1)	1:3239	1:3159 (1)	1:3212 (1)	1:3277 (1)	1:3308 (1)
Skate/BMX Parks	1:3200 (1)	1:3239	1:3159 (1)	1:3212 (1)	1:3277 (1)	1:3308 (1)
Rectangular Fields	1:1600 (2)	1:2443	1:1580 (2)	1:1606 (2)	1:3277 (1)	1:3308 (1)
Ball Diamonds	1:1067 (3)	1:1626	1:1053 (3)	1:1071 (3)	1:3277 (1)	1:1103 (3)
Tennis Courts	1:3200 (1)	1:1172	1:790 (4)	1:1071 (3)		1:1654 (2)
Parks/Playgrounds	1:640 (5)	1:502	1:316 (10)	1:459 (7)	1:819 (4)	1:414 (8)
Dog Parks						1:3308 (1)
Golf Courses		1:3226	1:3159 (1)	1:3212 (1)		1:3308 (1)
Pools						
Pickleball Courts		1:2056		1:803 (4)		1:3308 (1)

*Averages exclude comparator communities that do not provide the services. Certain averages were calculated using data from two or less comparators. These results should be interpreted with caution.



APPENDIX E: Trends in Recreation, Parks, Culture, and Facility Development

In order to inform the planning process, it is important to review pertinent trends that affect the delivery of recreation, parks, and culture services.

Recreation, Park, and Culture Trends

Increase in Flexible, Unstructured Activities

Nearly all households in Alberta have participated in some form of informal active living. The most popular activities among adults are walking, gardening, bicycling and jogging/running.³³ Two main factors are driving the trend towards more informal activities. First, there are growing pressures for individuals to fit recreation activities into convenient time slots, in the context of a busy schedule. Increased commuting, a move to “two career families,” growing pressures to perform in the workplace and children having multiple extracurricular commitments are some of the contributing factors. Second is the aging population who are gravitating towards flexible, low-intensity activities such as walking and wildlife viewing and away from organized sports. As individuals age and move into retirement, they have more time available for participating in recreation and leisure activities. In order to accommodate this trend, recreation providers are developing more flexible opportunities for participation by providing drop-in activities and flexible day-use areas, building fitness centres and developing trails for biking, cycling, walking and jogging.

Team Sports

Team sport programs are an important part of recreation, especially with younger age groups. The Albertan Recreation Survey (2017) describes the recreation activities and percentage participation of all Alberta households during the last 12 months. The most common organized sports across Alberta are soccer (20%), ice hockey (17%), basketball (17%), baseball (14%), volleyball (12%), and curling (9%).³⁴ However, organized sports in Alberta are decreasing in popularity overall. Between

2015 and 2018, membership in provincial sport organizations grew at an annual rate of 0.86%.³⁵ This rate of growth did not keep pace with the annual increase in provincial population over this timeframe (1.29%), which leads to a lower proportion of participation (see Figure 16).

Figure 16. Membership in Provincial Sport Organizations Compared to Population Growth in Alberta

	2015	2016	2017	2018	Average Annual Growth
Sport Memberships	768,000	804,000	811,000	788,000	0.86%
Alberta Population	4,144,000	4,067,000	4,244,000	4,307,000	1.29%

Rise in Outdoor-Based Activities

Participation in outdoor recreation has increased significantly overall, particularly with regards to connecting people with nature. The 2017 Alberta Recreation Survey reports that 94% of Alberta households enjoy connecting with nature. Most popular activities were walking (83%), cycling (54%), jogging (39%), and picnics (33%).³⁶ Trails and parks play an essential role in providing residents with a daily connection to nature. They also contribute to healthy and active neighbourhoods.

Proximity of activities plays a role in their popularity. For example, snowmobiling, fishing and ATV use are popular among individuals living in rural areas, while downhill skiing is popular among those living near ski resorts.³⁷ Of note, fewer individuals over the age of 55 participate in land, water and snow-based activities when compared to younger demographics.³⁸ Camping, hiking and walking are ranked within the top three most favorite activities among Albertans.³⁹ As sections of the Trans-Canada and other long-distance trails are developed, there will also likely be a rise in alternative transportation adventures/treks.

The COVID-19 pandemic has forced municipalities to reconsider how they offer recreation and culture services due to limitations around indoor gatherings. Municipalities have responded by offering increased outdoor fitness, health, wellness, and culture opportunities. These opportunities are likely to remain or experience growth in the years following pandemic recovery.

Increased Emphasis on Parks for All Seasons

Alberta communities experience cold weather conditions as well as long summer days and short winter days. To ensure park systems support outdoor recreation in all seasons, municipalities are developing their parks to offer appropriate climate responses, including rest points, night lighting, warming huts, path clearing, and amenities to support winter recreation and comfortable protection from wind and cold winter weather. Amenities to support activities such as ice skating, hockey and cross-country skiing should be a key component to recreation planning by the Town.

Importance of Culture

The creation of and participation in culture is important to Albertans:

- Albertans participate in 2.5 cultural activities per month on average, with the average Canadian small-town participation being 2.4 times per month.⁴⁰
- In 2017-18 visitation at provincially operated museums, interpretive centers, and historic sites increased by 3.4 per cent to 821,344 visits.⁴¹
- In 2016, approximately 44,880 Albertans were employed in the arts, entertainment, and recreation.⁴²
- In 2016, the visual and applied arts, and live performance industries in Alberta contributed approximately \$1.3 billion in GDP.⁴³

The most popular activities that Albertans participate in share three core principles: community, connection, and discovery. These types of activities bring together audiences with shared interests, provide opportunity for sociability, and often expose participants to new things.⁴⁴

Cultural Districts

Creative placemaking describes projects in which art plays an intentional and integrated role in place-based community planning and development. This brings artists, arts organizations and artistic activity into the suite of placemaking strategies pioneered by Jane Jacobs and her colleagues, who believed that community development must be locally informed, human-centric and holistic.⁴⁵

Many communities across Canada and the U.S. have created Cultural Districts to position the arts at the centre of urban revitalization efforts. These districts, often in the heart of a community's downtown, employ creative placemaking through building iconic spaces for cultural and community programming and activity, using bylaws and other mechanisms to allow public space to be used for creative and cultural expression, and programming and using public art to enliven the public pedestrian experience.

Downtown cultural districts boost urban revitalization and bring life to downtown cores through:

- Beautifying and animating communities
- Providing employment
- Attracting residents and tourists
- Complementing adjacent businesses such as restaurants and retail shops
- Enhancing the property values
- Expanding the tax base
- Contributing to a creative and innovative environment that can be a differentiator between other towns in proximity.

Playgrounds and Youth Recreation

Current trends in playground design include a focus on increasing children's connection with the natural environment. "Nature play" areas incorporate natural elements such as boulders, logs, stumps, sand pits, small water features and native plantings. These natural elements enhance the play environment and complement traditional play structures such as swings and slides (which will continue to attract kids). Other amenities like climbing boulders, bicycle/tricycle circuits, seating areas for reading or socializing, skate parks, mountain biking parks, outdoor classrooms, musical elements, mural/art walls, multi-sport courts, and food/flower gardens are gaining popularity across Canada and North America.

There is a growing recognition that providing recreational opportunities and community spaces specifically for youth are critical to positive youth development and engagement in the community. Youth leadership programs and youth-led projects can be especially effective at building confidence and skills that will help them be successful throughout their lives. Recently, some communities have developed "Youth-Friendly Community Plans" to drive a shift in the approach to youth services.

Increased Focus on Inclusion and Access

In recent years there has been an increasing focus on improving the inclusiveness of recreation activities to reach all citizens and bring people together. In order to accomplish this task, municipalities must strategically address any barriers and constraints that specific populations may face. Affected individuals include the elderly, visible minorities, individuals with lower socioeconomic status, LGBTQ people, people living with disabilities, and many others. These individual factors must be taken into consideration in the planning of facilities, open spaces and recreation programming, to ensure that all citizens can participate.

Focus on Sustainability and Capacity of Recreation

An appropriate mix of individuals including professional staff and volunteers is needed for delivering high-quality recreation programs and services. In many communities, there is a significant workload placed on volunteers specifically, which can lead to burnout of the volunteer pool. Nationally in 2010, volunteers in

recreation and sport accounted for 208,000 full time equivalent jobs, which further exemplifies the importance of this resource.⁴⁶ Volunteers must be provided with training and other forms of support to ensure that they feel valued and that they have a reason to continue donating their time and effort to the community.

Naming Policies and the Growing Cultural Shift

Recently, a growing cultural movement has focused on reconsidering how communities use historical iconography such as statues, memorials, and prominent names. A push has been made to rename many existing facilities and infrastructure with ties to controversial historical figures. Municipalities must ensure that policies around the naming of public spaces and events are clearly outlined and strongly consider the contextual, cultural, and community significance of any current and proposed names.

Pandemic Planning

The COVID-19 pandemic has had profound impacts on every community, with municipalities facing an unprecedented financial crisis that could last for years. As a result, many difficult decisions will need to be made about staffing, service levels, taxation, and future projects. The US Centers for Disease Control and Prevention has identified a number of factors that increase the risk that future outbreaks will occur more frequently and spread rapidly, including:⁴⁷

- Increased risk of infectious pathogens "spilling over" from animals to humans.
- Development of antimicrobial resistance.
- Spread of infectious diseases through global travel and trade.
- Acts of bioterrorism.
- Weak public health infrastructures.

Municipalities must be aware of the impact of a pandemic on their own capacity to provide services. All services delivered by municipal governments are likely to be affected by supply chain disruptions, staff absenteeism due to their own illness, to care for ill family members, or to otherwise support family members and children at home, and recommendations or orders issued by the Chief Medical Officer of Health. It is critical in for municipalities to develop pandemic specific plans that support an approved municipal emergency plan and business continuity plans.⁴⁸

Facility Planning and Development Trends

*A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing*⁴⁹ describes current trends related to facility planning and development. Facility administrators should consider these key areas when planning for future development.

Infrastructure Deficits

Planning for future facilities should balance fiscal and service priorities, with built-in cost efficiencies and as many revenue opportunities as possible. Many centres have faced significant costs associated with aging infrastructure, so capital reserve funds have become more commonplace to ensure that funding is set aside for regular capital maintenance. Securing dedicated funding and forming partnerships with private sector and not-for-profit organizations may be necessary to ensure ongoing renewal of facilities. Furthermore, municipalities must develop assessment tools and evidence-based guidelines to inform decisions to invest in new infrastructure or reinvest in aging infrastructure.

Multi-purpose Facilities

The use of multipurpose facilities is on the rise. Consolidation of services leads to effective use of resources and increases efficiencies through economies of scale. Multi-purpose facilities become community hubs where a variety of activities including education and recreation can be accessed by families or groups of users. Other trends related to the shift towards multi-purpose facilities include:

- As multi-purpose facilities replace single use facilities, it is important to continue working with partners to utilize existing structures such as schools, churches and vacant land for recreation purposes in addition to their primary function.
- The focus of recreation facilities has shifted from male youth sports to become more inclusive of all ages, genders, interests and abilities.
- Facility designs are changing to facilitate the growing demand of individual activities.
- Fitness rooms are larger and indoor tracks are making use of circulation corridors and activity spaces; indoor synthetic surface running tracks remain popular.
- Aesthetically appealing and welcoming facilities are becoming more popular in an effort to meet the desire for quality experiences.

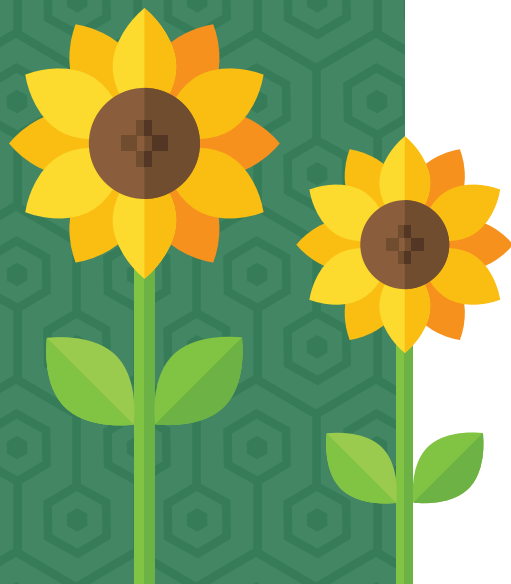
Many new multi-purpose facilities are built on the outskirts of municipalities where more land is available for purchase and construction. However, this movement away from the core of the community can have a detrimental effect on overall community vitality in some circumstances. Future planning should consider the cost/benefit of centrally locating facilities versus locating them in new development.

Embracing New Technology

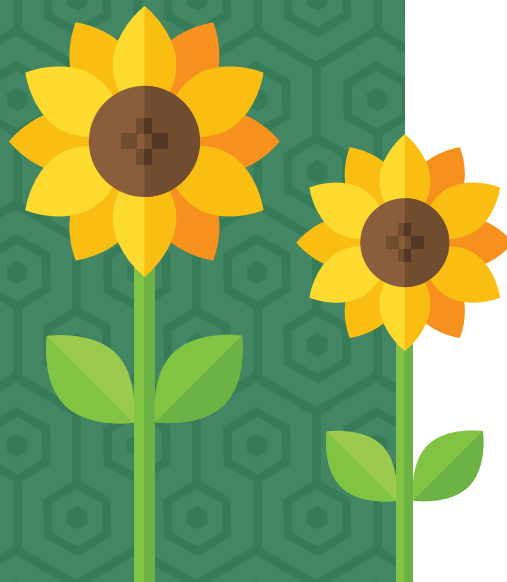
Recreation facilities benefit from numerous technologies, including bar-coded entry systems, computer and web-based program registration, user tracking systems, improved facility security and enhanced communication with both users and colleagues. Increasing technological complexity, coupled with increasing bandwidth and connectivity, improve facilities' ability to manage and track information, model alternative courses of action and provide customer service. Communities and recreation departments are finding it critical to embrace new technology to meet the changing demographics and needs of their citizens and users. However, these high-tech capacities can complement, but not replace, human contact and personal attention.⁵⁰

APPENDIX F: Recommended Upgrades to Existing Outdoor Facilities

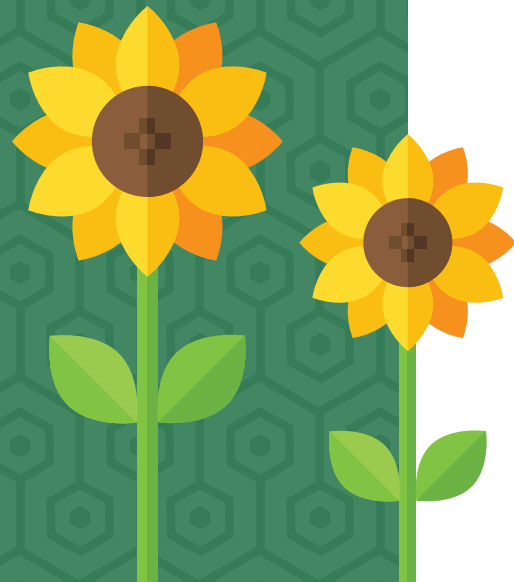
Location	Action Items	Priority	Timeline	Cost
Town Trail and Sidewalk System	2.A.2 Improve access points to existing park spaces from surrounding areas that are constrained due to the existing site conditions such as fencing, lack or sidewalk connections, poor site drainage and lack of wayfinding/signage.	H	S	H
	2.A.3 Explore the feasibility of upgrading compacted gravel walkways/pathways in some parks to asphalt or concrete walkways.	H	S	M
	2.A.4 Improve walking connections between various existing park spaces, school sites and other community destinations in order to establish an interconnected loop system.	H	S	H
	<ul style="list-style-type: none"> • Develop new wider sidewalks/additional pedestrian-oriented lighting, seating areas along: <ul style="list-style-type: none"> - North side of 52 Avenue and 52 Street - South side of 49 Avenue - East side of Westview Drive - North side of 47 Avenue (Between Southbridge Drive and 52 Street) • Build on the existing trail network along Highway 39 and explore opportunities to extend these trails along the Highway corridor or local roadways parallel to the highway. Improve east-west pedestrian connectivity. <ul style="list-style-type: none"> - Work with Calmar Community Baptist Church to establish a trail connection between Centre Park and Highway R.O.W. trail through the Church site. - Develop internal trail network within Zolner Park based on existing or new Zolner Park Master Plan. - Explore the development of an internal pathway/trail walking loop within Engberg Park. - Work with private landowners in the northwest and southeast section of the Town to extend the trail network to the northwest and southeast corners of the Town. 			
	2.A.5 Improve pedestrian crossings along Highway 39 corridor at Westwood Drive, 50th Street and 47th Street intersections.	H	S	M
	2.A.6 Improve public realm within downtown portion of the Highway 39 corridor including wider sidewalks, pedestrian lighting, and seating areas.	H	S	M
	2.A.7 Review the typical cross sections for local, collector and arterial roadway types established in the Town’s Roadway Design Standards. Explore opportunities to include Shared Use Path (SUP) within the proposed right-of-way of collector or arterial roadways.	H	S	M



Location	Action Items	Priority	Timeline	Cost
Centre Park	2.C.1 Consider providing additional amenities such as benches, pedestrian-oriented lighting along the asphalt pathway, and an amenity area within the central green space.	M	S - M	M
	2.C.2 Encourage adjacent property owners to provide partial or transparent fencing and improve visual surveillance (eyes on the park) of the park space. This measure may be implemented on a voluntary basis through better public education/advocacy.	M	M	L
	2.C.3 Consider improving trail/sidewalk connections in the surrounding area to better connect this park space with the Town level trail/pathway network.	M	M	M
Westview Park	2.C.4 Improve drainage of play areas (e.g. sand pit with swings).	H	S	L
	2.C.5 Consider providing an additional amenity area along the northern edge of the park and picnic tables or BBQ pits.	M	M	M
	2.C.6 Consider upgrading the internal pathways to wider asphalt or concrete pathways/sidewalks.	M	M	M
Engberg Park	2.C.7 Consider adding garbage receptacles, pedestrian lighting and benches along the potential internal walking loop.	M	S - M	L
	2.C.8 Improve access road (from 47th Street) and parking area.	M	M	M
	2.C.9 Improve connectivity with the nearby Tot Lot and other parks by providing informative signage about other parks and their amenities.	M	S - M	L
	2.C.10 Consider integrating this park space with Calmar Curling Club and Mike Karbonik Arena through the development of a pedestrian plaza within the road right of way located between Engberg Park and Mike Karbonik Arena.	M	M	M
Tot Lot	2.C.11 Consider adding themed/contemporary play structures in order to generate interest and vibrancy.	M	M	M
	2.C.12 Consider adding benches for parents and visitors.	M	S - M	L
	2.C.13 Consider upgrading the internal pathways to wider asphalt or concrete pathways/sidewalks.	M	M	M
	2.C.14 Improve connectivity with Engberg Park and provide informative signage about other parks and their amenities.	M	M	L
Southbridge Retention Pond Area	2.C.15 Consider adding pedestrian-oriented lighting, garbage receptacles and benches along the asphalt pathway.	M	S - M	L
	2.C.16 Consider additional trails as well as environmental information panels/signs around the Storm Water Management Facility.	M	M	H



Location	Action Items	Priority	Timeline	Cost
Municipal/ Environmental Reserve Space in Northwest Corner	2.C.17 Explore opportunities for future development in conjunction with nearby undeveloped residential subdivision.	M	M	M
Triangular Green Space in Northwest Corner	2.C.18 Undertake community consultation to establish appropriate use for this underutilized open space.	M	S – M	L
	2.C.19 Consider adding a walking pathway/loop, pedestrian-oriented lighting, garbage receptacles and benches and potentially a small off-leash dog park.	M	M	M
Zolner Park	2.C.20 Address the drainage and dew worm issues at the ball diamonds.	H	S	M
	2.C.21 Replace the storage facility at the ball diamonds.	H	S	H
	2.C.22 Upgrade the washrooms on site.	H	S	M



APPENDIX G: Service Delivery Approaches

Delivery Approach Options⁵¹

The following four service delivery options represent a continuum of service provision that municipalities offer. It is possible for a municipality to fall in between two of the options on the continuum, and this is used as a general guide to monitor and compare changes in service delivery approach.

Indirect Provider

Municipalities have limited or no involvement in the provision of recreation facilities and programs. These services are provided by the private sector and/or non-profit associations.

Facilitator

Municipalities primarily influence the development and delivery of recreation and culture opportunities through planning, counsel, support and promotion. Municipalities may provide some operational or capital funding to support services and may own some facilities. Facilities owned by the municipality are often leased out for delivery of services. Management of facilities and programs is primarily the responsibility of other sectors.

Partner

Municipalities primarily partner with organizations and share responsibility for the provision of recreation facilities and programs with other sectors. Municipalities provide considerable operational and capital funding to support services and may own many facilities. Management of facilities and programs is a shared responsibility.

Direct Provider

Municipalities primarily assume the lead responsibility for the direct provision of recreation facilities and programs. Municipalities own facilities and provide all operational and capital funding to support services. Management of facilities and programs is the responsibility of the municipality.

APPENDIX H: Capital Project Evaluation Criteria

Evaluation Criteria

1. Condition Assessment (if the project is an expansion, renovation or replacement of an existing facility)
 - The project mitigates safety risk to staff and public.
 - The project ensures compliance with all laws and regulation.
 - The project mitigates risk to infrastructure and the environment.
 - The project will enable operational cost savings and efficiencies.
2. Strategic Alignment
 - Demonstrates strategic alignment/compliance with key Town planning documents, including the Strategic Plan, Recreation Master Plan and other documents produced by the Town.
 - If County involvement is desired, strategic alignment with County plans is also needed.
3. Consultation with Town Council
 - Demonstrates early involvement and consultation with Town Council.
4. Consultation with Town Residents
 - Demonstrates meaningful consultation with the Town residents.
5. Consultation with Leduc County
 - If seeking funds from Leduc County, project exhibits strong engagement with county officials and residents (see Appendix G).
6. Demand
 - Demonstrates demand from residents in the catchment area (indicators may include public input surveys, stakeholder interviews, focus groups, activity trends, population projections, current and projected facility utilization, program statistics etc.);

- Clearly identifies target markets and how the facility will meet the needs of those markets.

7. Comparative Research

- Comparison of facility provision to benchmarks from other communities supports the project.

8. Supply

- Provides complementary (vs. competitive) services and facilities;
- Demonstrates facility supply does not meet demand in the catchment area;
- Demonstrates effective use of existing assets in the community and has completed a thorough review of all re-purposing options of existing assets.

9. Strategic Partners

- Demonstrates a collaborative approach and strong partnerships;
- Demonstrates a plan to work with other organizations to ensure resources are shared, support services are centralized and efficiencies are maximized.

10. Public Access and Facility Use

- Demonstrates high level of accessibility to the public and ensures the greatest access to the greatest number of citizens;
- Demonstrates inclusiveness and accommodates people of all ages, cultural backgrounds, income levels and abilities;
- Single use facilities or those facilities that cater mostly to one user group must specifically demonstrate the broad community benefit.

11. Capital Financing Plan

- Capital financing plan is realistic and is supported by sound data;
- Capital financing plan demonstrates a clear ability to fund the project;
- The sponsoring organization demonstrates provision of an agreed upon percentage of project costs (e.g. cash in hand, grants, donations, labour in kind, etc.).

12. Operational Costs

- Operational revenue/cost assessment is realistic and is supported by sound data;

- Business model demonstrates enhanced opportunities for citizens, while seeking to maximize revenue and minimize tax supported annual operating costs;
- Demonstrates sound lifecycle planning and allocates annual resources for lifecycle costs;
- Clear identification of annual taxpayer support required.

13. Operating Plan

- Demonstrates that the facility will operate efficiently and effectively;
- Proposed operating model demonstrates sound management capacity, financial resources, business infrastructure, support services, experience and management controls to support the on-going high quality operation of the facility;
- Implementation plan is clear, logical and realistic;
- Implementation plan identifies clear performance measures.

14. Facility Concept and Site

- Sound preliminary design and site assessment that provides maximum benefit for citizens;
- Location ensures the greatest access to the greatest number of citizens;
- Location links new facility with other high value recreation and/or tourism assets;
- Project is high quality and built to last;
- Design encourages multi-use spaces that promote a variety of uses for a variety of interests;
- Design allows for growth in the future as needs change and evolve;
- Design will limit negative impacts on the environment.

15. Risks

- Project risks and mitigation measures are adequately identified.

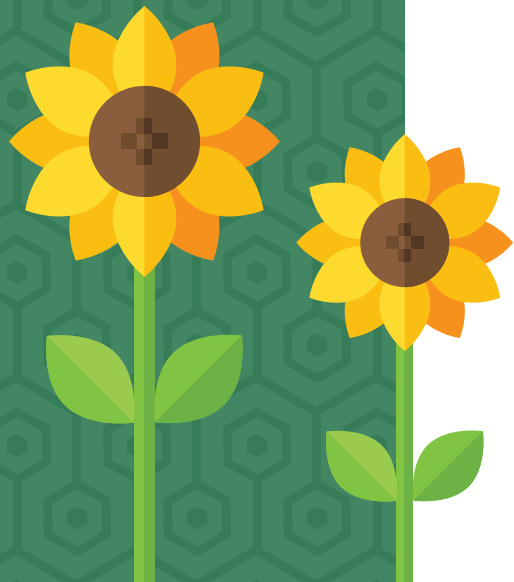
16. Relative Priority

- After evaluation of the above criteria, Town Council will measure the need for the project against other Town municipal projects (both recreation and non-recreation).

Process for Evaluating Major Capital Development Projects

It is recommended that the Town incorporate the evaluation of business cases into its annual budget planning cycle. Figure 17 outlines a process for evaluating major capital projects. It is also recommended that the Town establish a multi-department administrative committee that will evaluate business cases based on the criteria above.

Figure 17. Process for Evaluating Major Capital Development Projects



APPENDIX I: Collaboration with Leduc County

The future development of all facilities recommended in this report should be conducted in conjunction with Leduc County. The facilities will serve Leduc County residents and should feature Leduc County resident and administration consultation and opportunities for funding support.

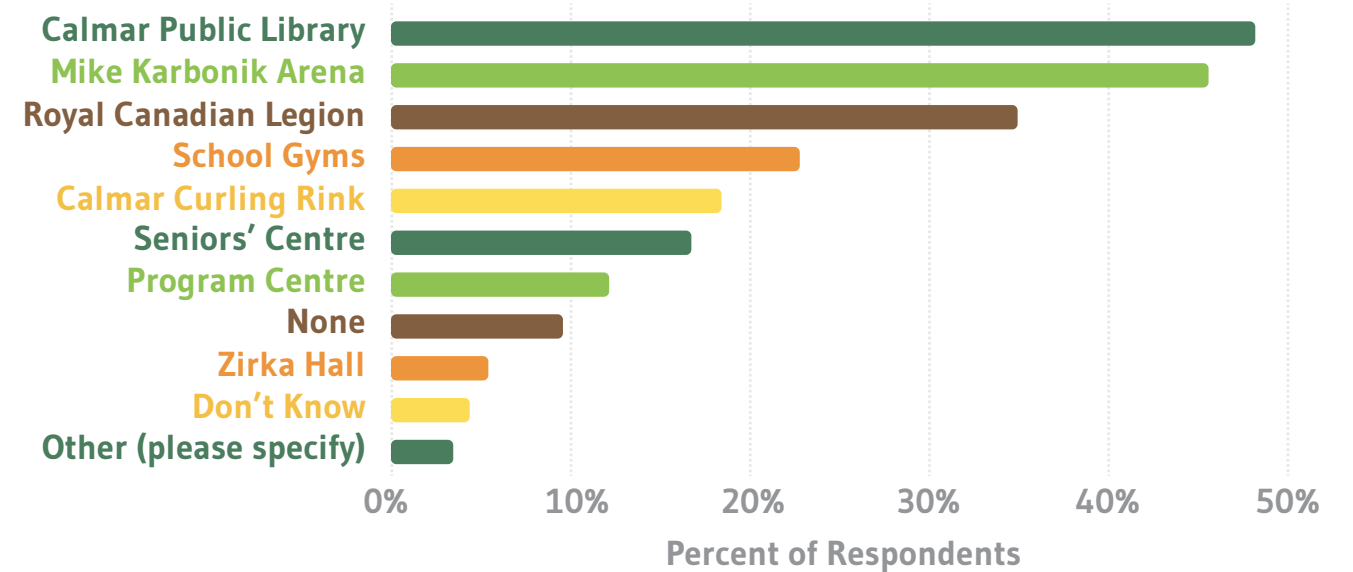
The Recreation Facilities Study adopted by County Council in 2012 evaluates the regional needs for recreational facilities and Leduc County’s role in providing required recreational facilities.⁵² The study outlines the nature of the Municipal Cost Sharing Agreements between the County and its municipalities, the Recreation Facility Development Process, and the Regional Recreation Facility Collaboration Framework. The agreements, frameworks and processes in the study will guide the Town of Calmar and Leduc County in their efforts to collaborate to provide new and improved facilities in Calmar.

Future development should also be coordinated based on the details of the Intermunicipal Collaboration Framework between the Town of Calmar and Leduc County. The framework directs intermunicipal communication and cooperation to support services that have mutual benefit including recreation, parks, and culture.

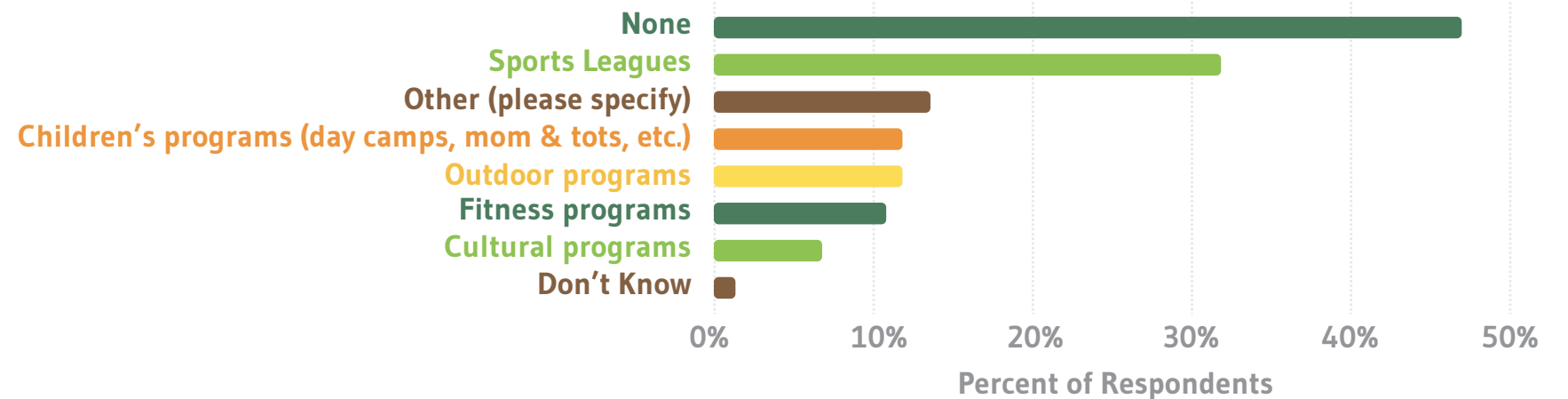
APPENDIX J: Expanded Survey Results

Resident Survey Results

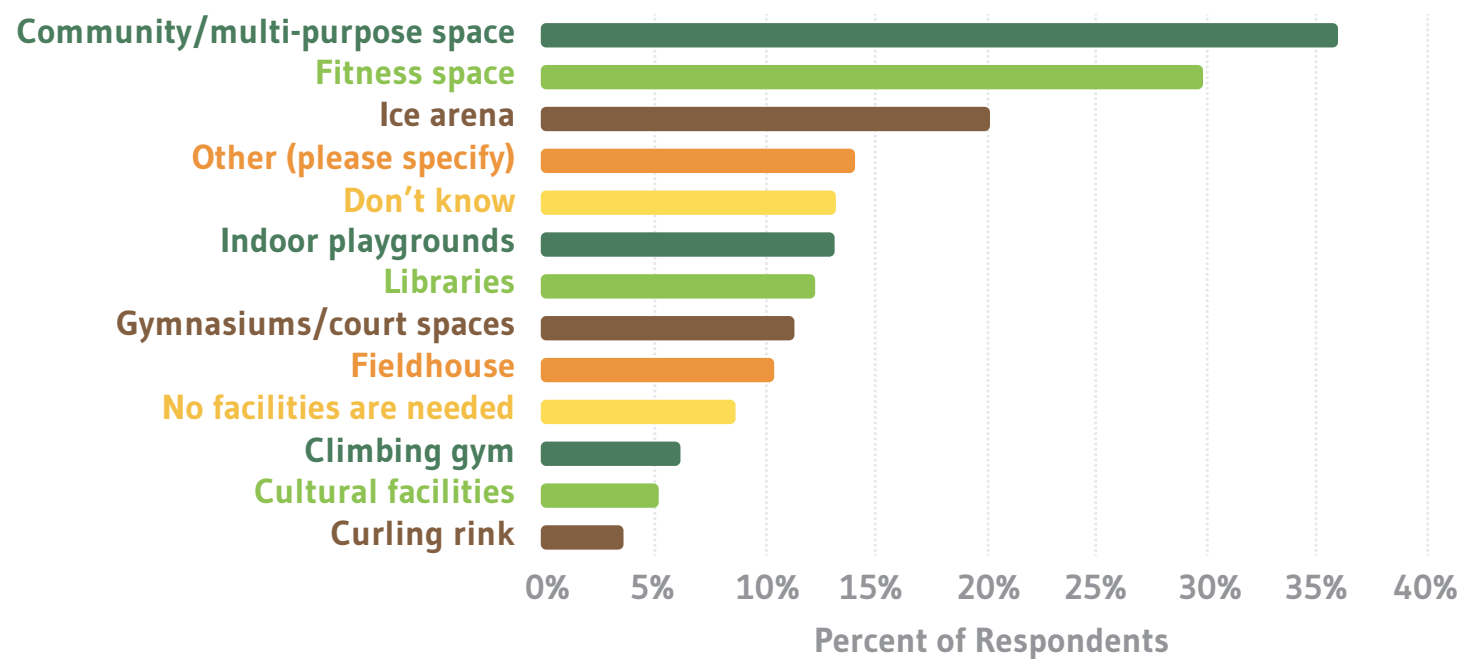
Question: What indoor recreation and culture facilities in Calmar are most important to you? Please select up to three options.



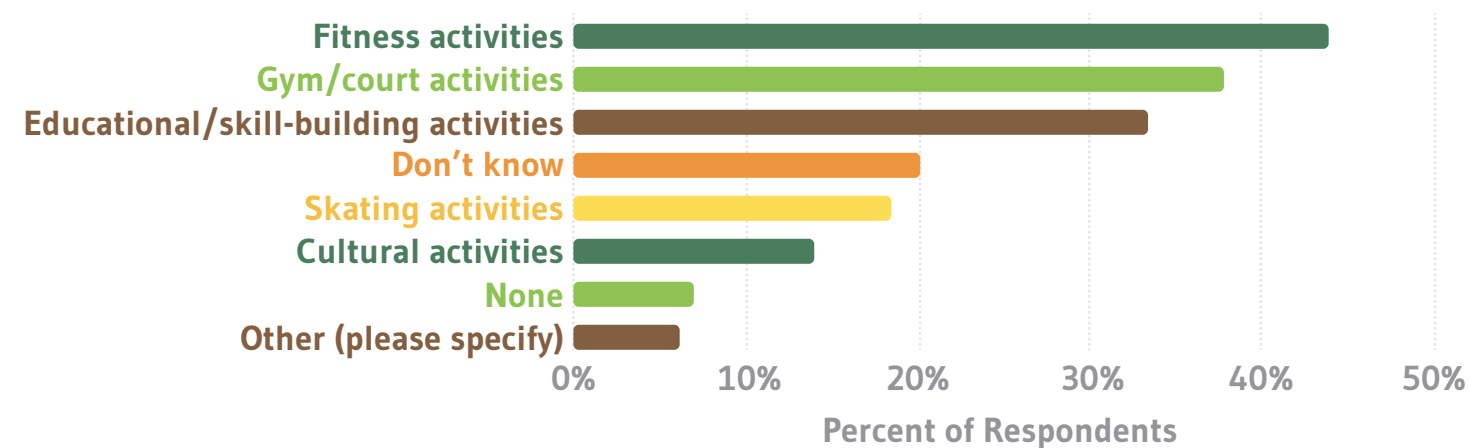
Question: What programs do you (or someone in your household) currently participate in that are offered in Calmar? Please select all that apply.



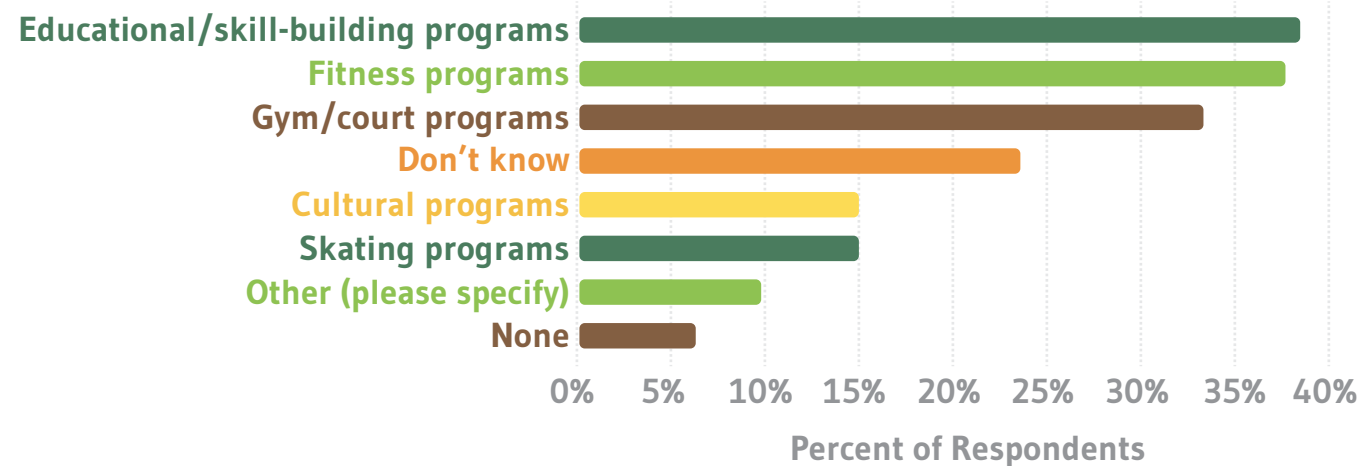
Question: What, if any, new or improved indoor recreation facilities are most needed in Calmar? Please select up to three options.



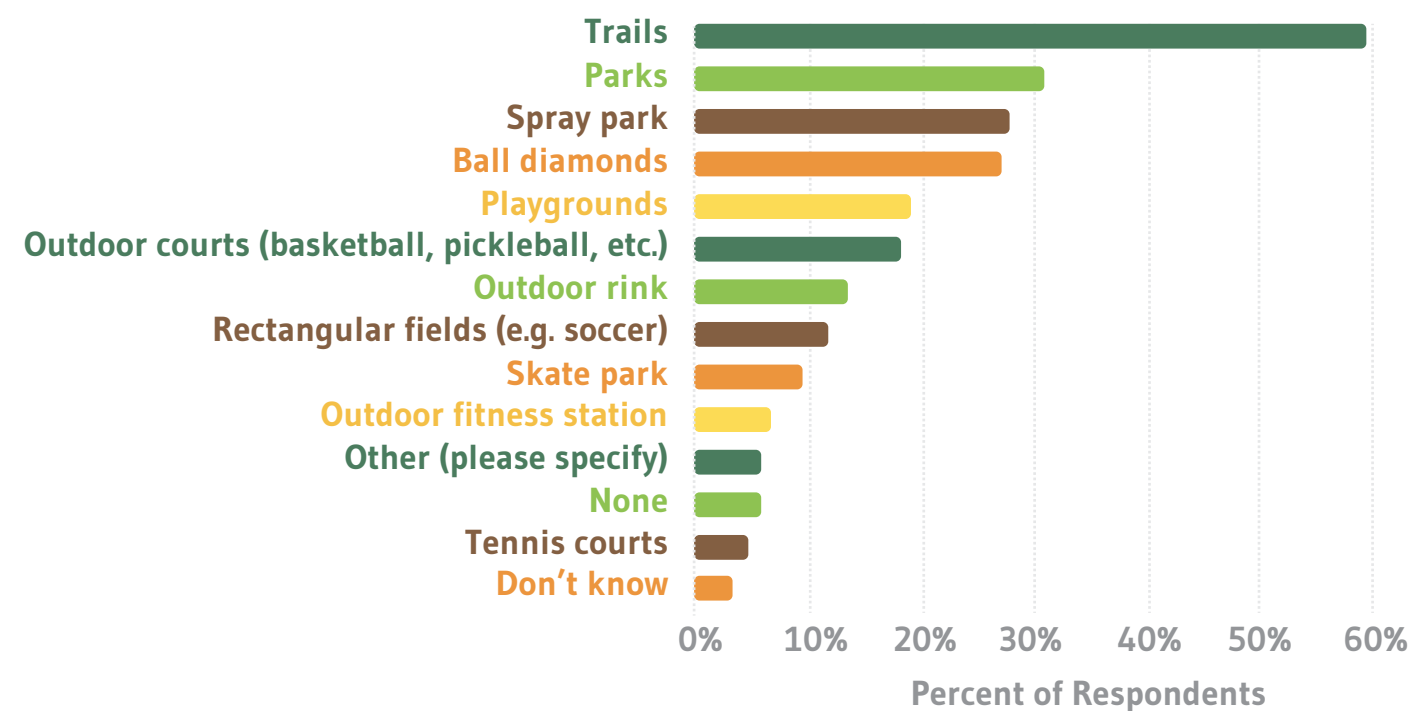
Question: What, if any, new or improved drop-in indoor recreational activities are most needed in Calmar? Please select up to three options.



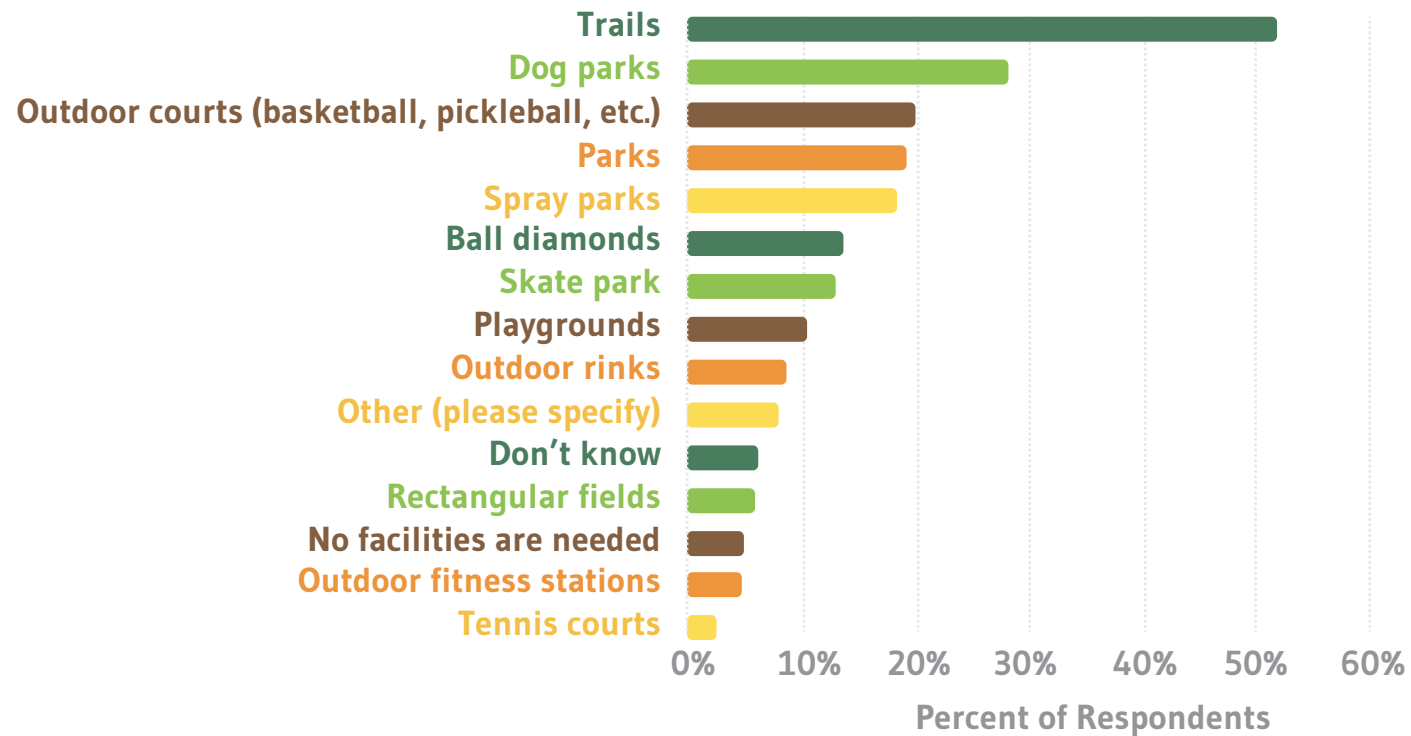
Question: What, if any, new or improved registered indoor recreational programs are most needed in Calmar? Please select up to three options.



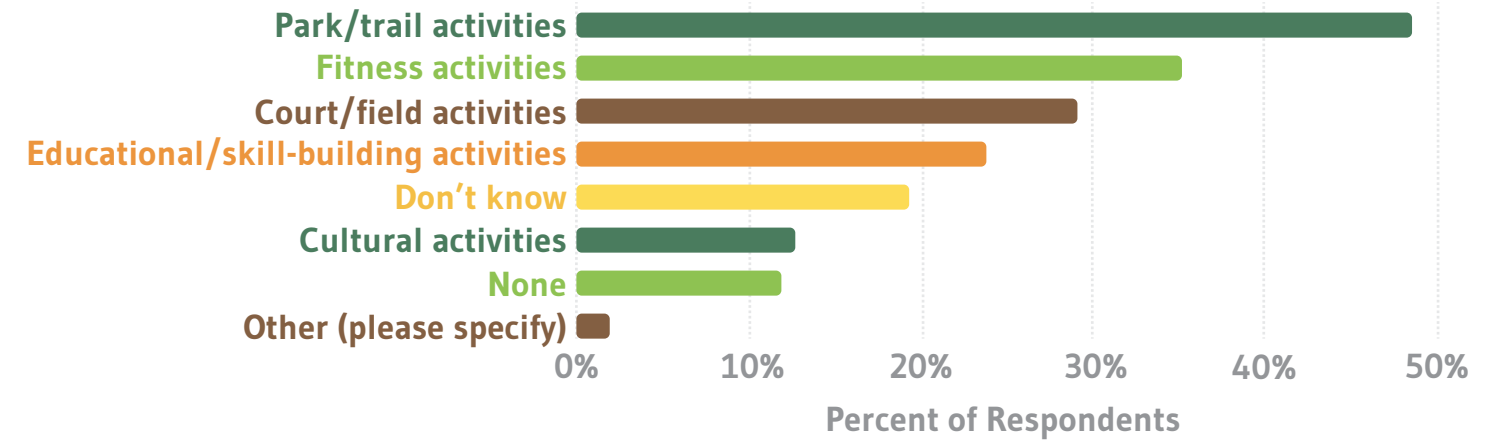
Question: What outdoor recreation and culture facilities in Calmar are most important to you? Please select up to three options.



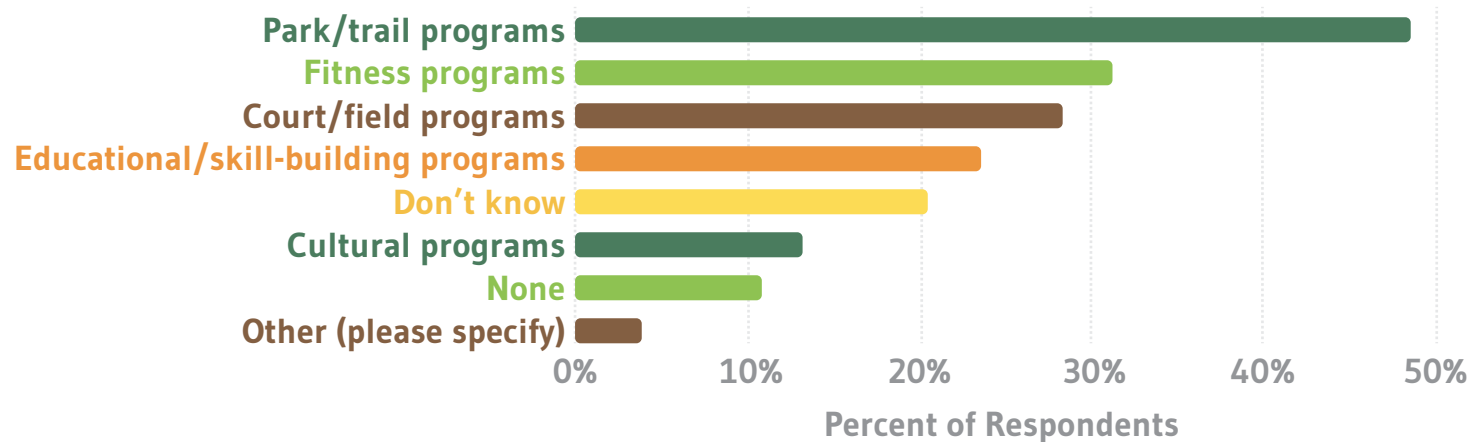
Question: What, if any, new or improved outdoor recreation and culture facilities are most needed in Calmar? Please select up to three options.



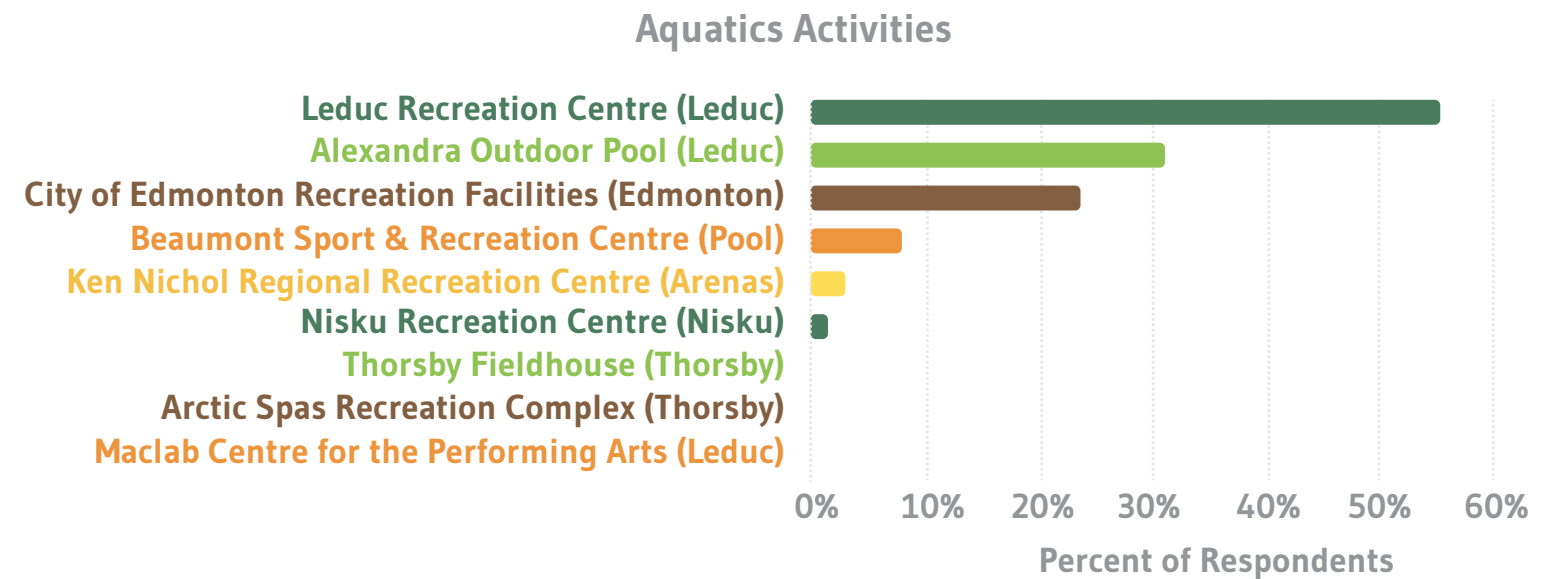
Question: What, if any, new or improved drop-in outdoor recreational activities are most needed in Calmar? Please select up to three options.



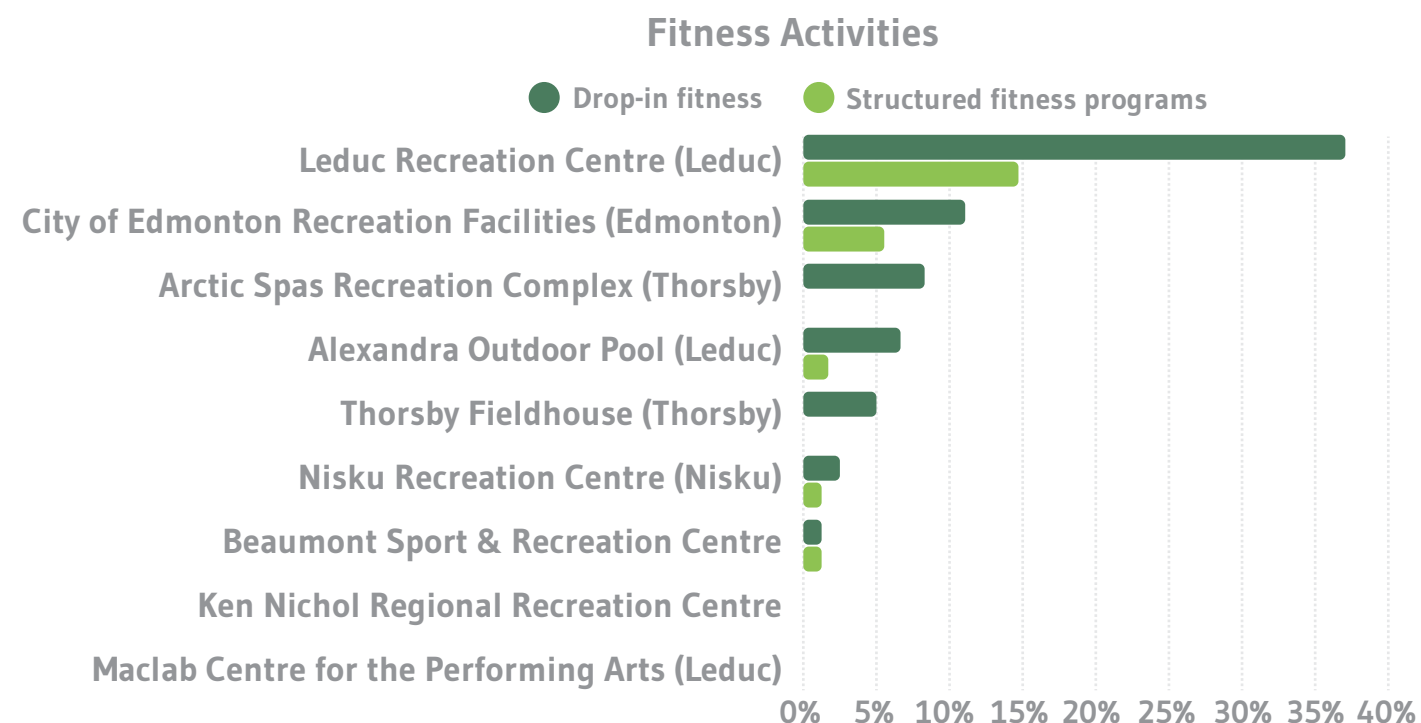
Question: What, if any, new or improved registered outdoor recreational programs are most needed in Calmar? Please select up to three options.



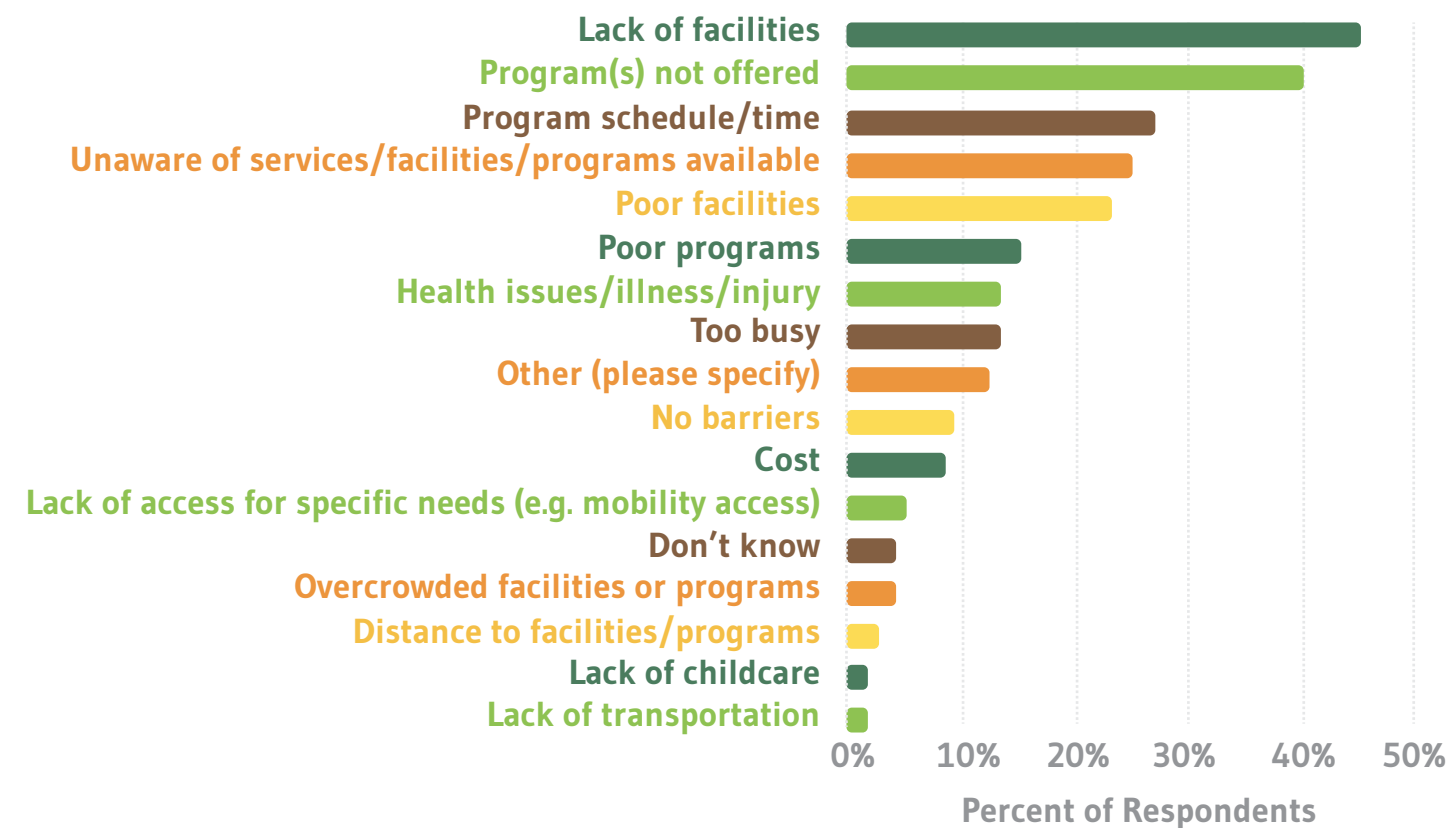
Question: What, if any, activities do you or your family take part in outside of Calmar and at what locations? Please select all that apply.



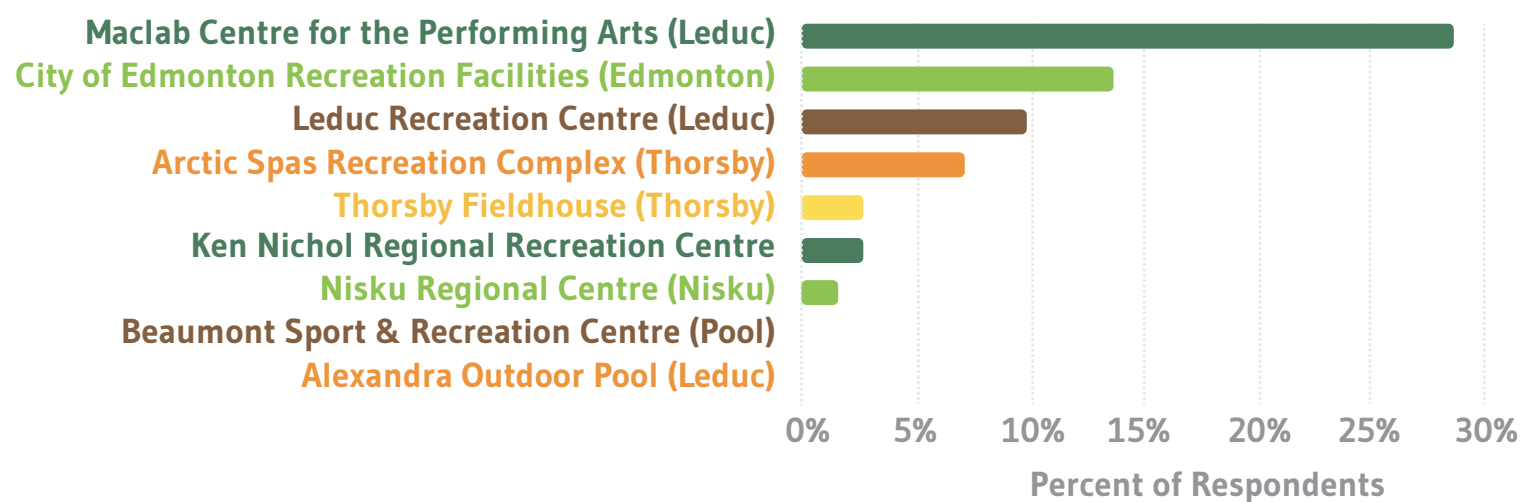
Question: What, if any, activities do you or your family take part in outside of Calmar and at what locations? Please select all that apply. (cont'd)



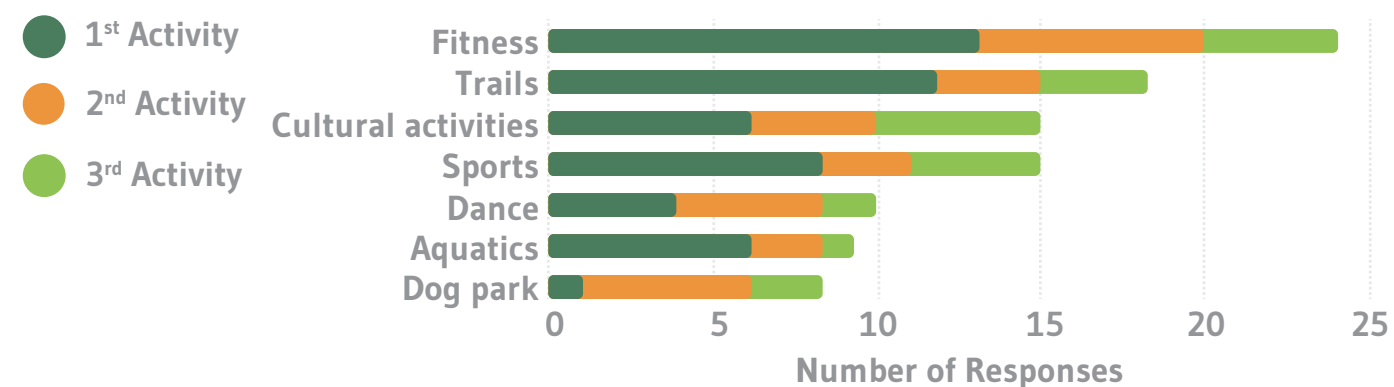
Question: What, if anything, prevents you from participating in recreation, parks, and cultural activities more often in Calmar? Please select all that apply.



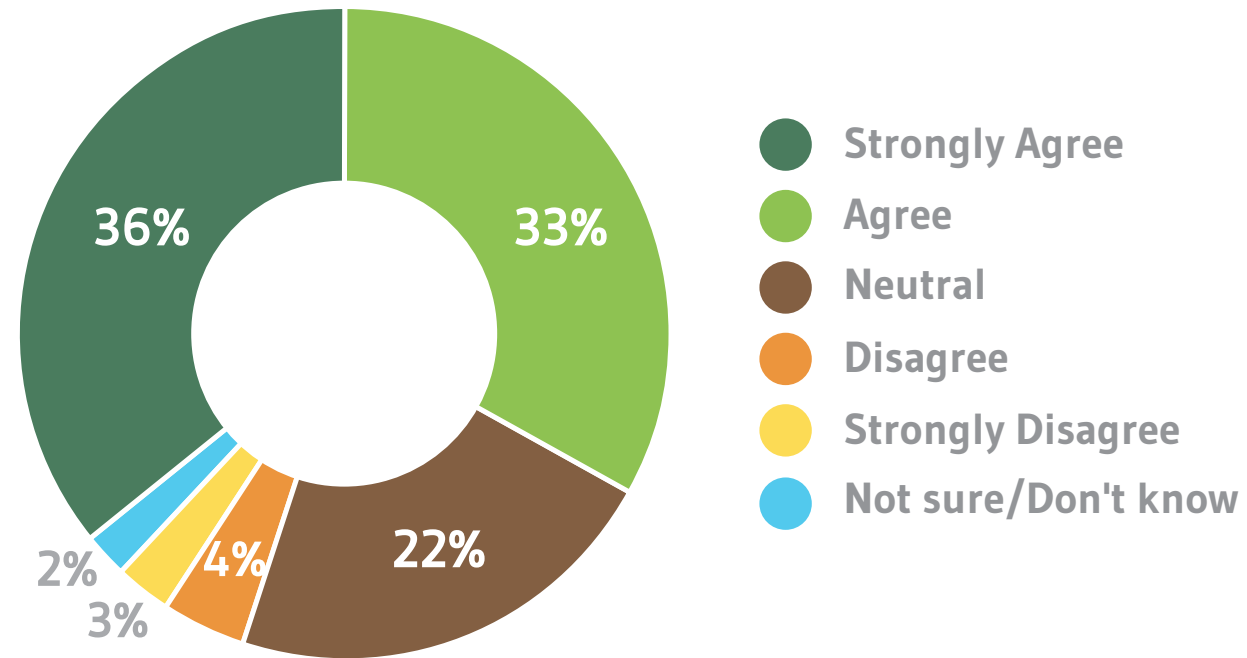
Cultural Programs & Activities



Question: Are there recreation, parks, and cultural activities that you would like to participate in within Calmar, but are currently unable to do so because they are not offered?

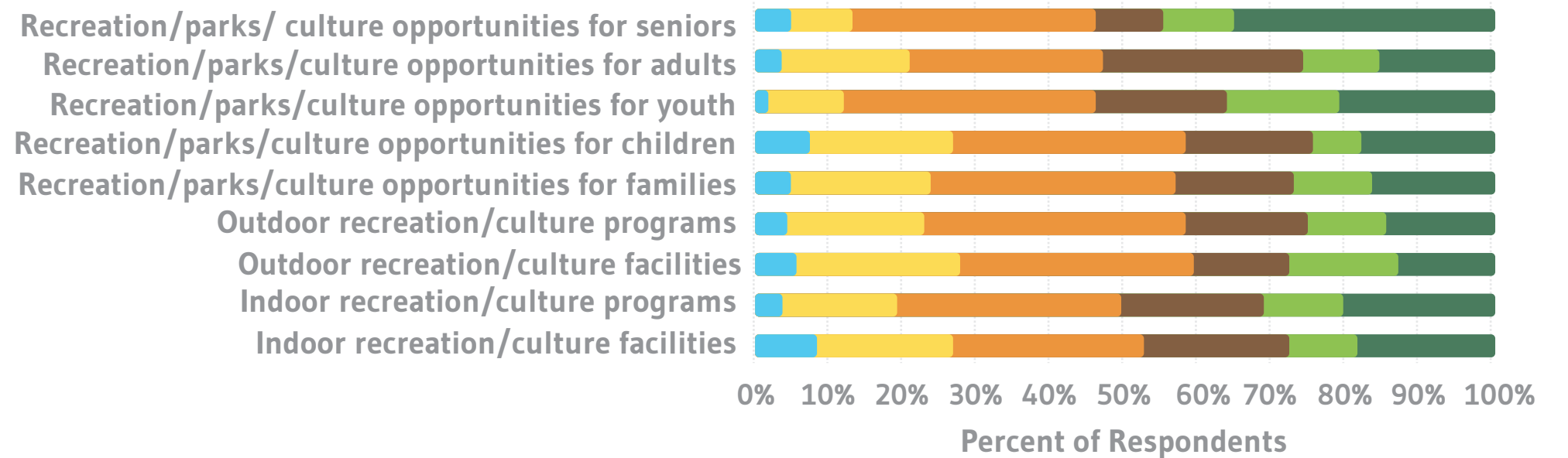


Question: Please rate your level of agreement with the following statement: Recreation, parks, and cultural opportunities in Calmar are important to my quality of life.



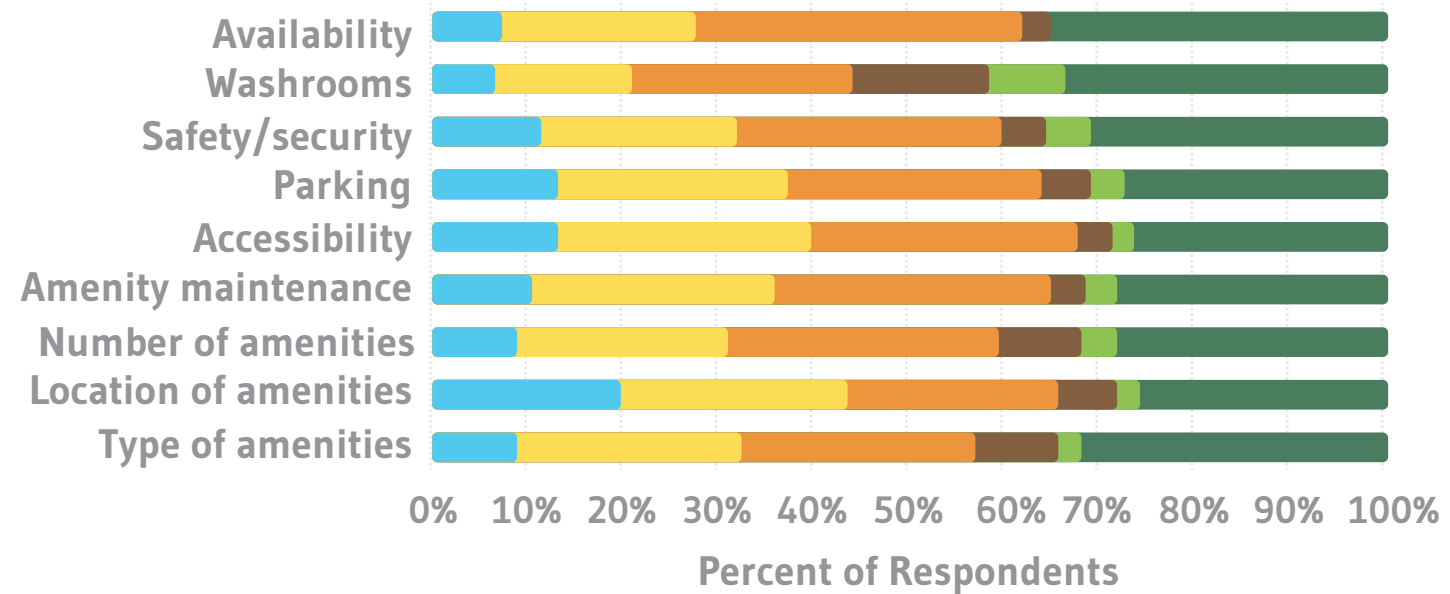
Question: Overall, how satisfied are you with the following in Calmar?

● Very Satisfied
 ● Somewhat Satisfied
 ● Neutral
 ● Somewhat Dissatisfied
 ● Very Dissatisfied
 ● Not Sure/Don't Know

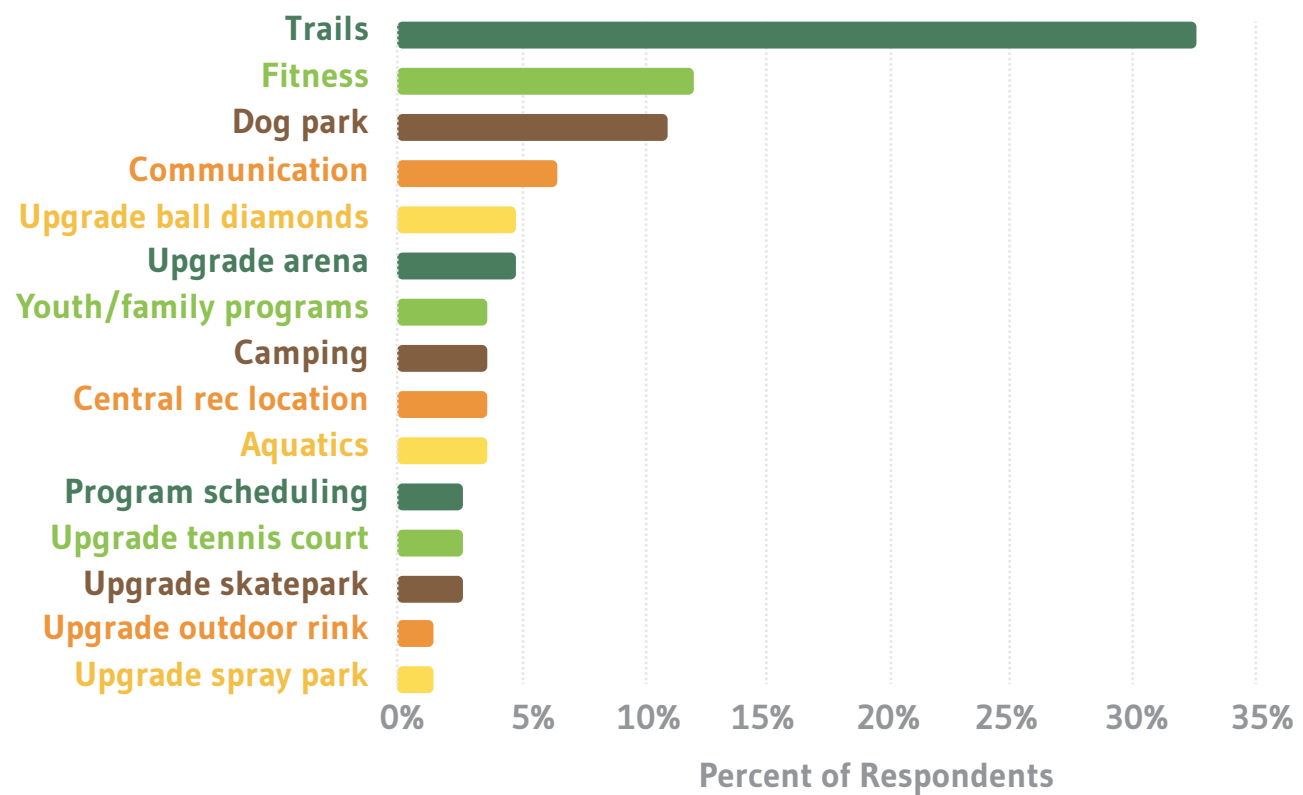


Question: Specifically, how satisfied are you with the following at the current location of the Town ball diamonds (Zolner Park)?

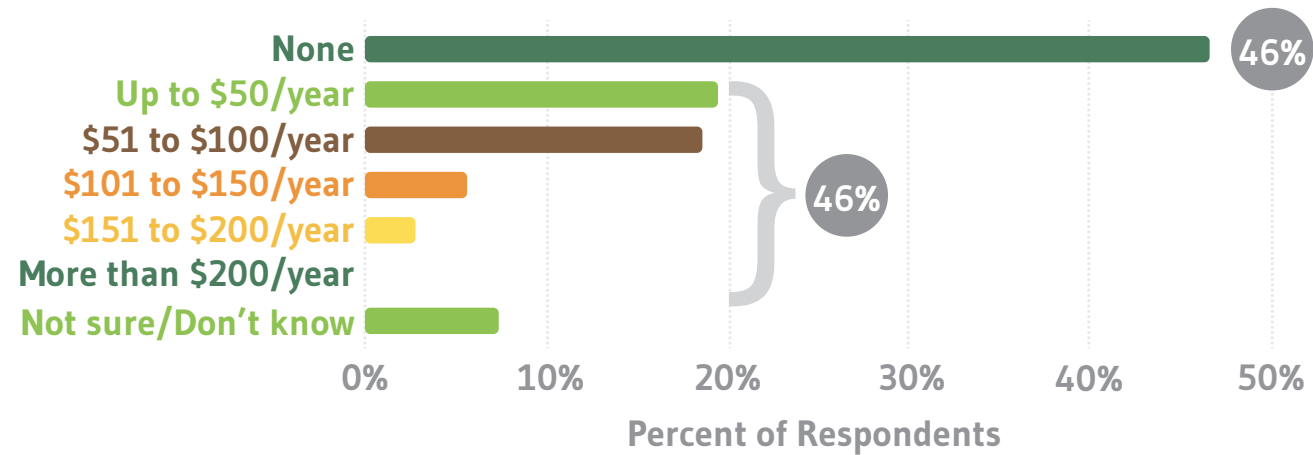
Very Satisfied Somewhat Satisfied Neutral Somewhat Dissatisfied Very Dissatisfied Not Sure/Don't Know



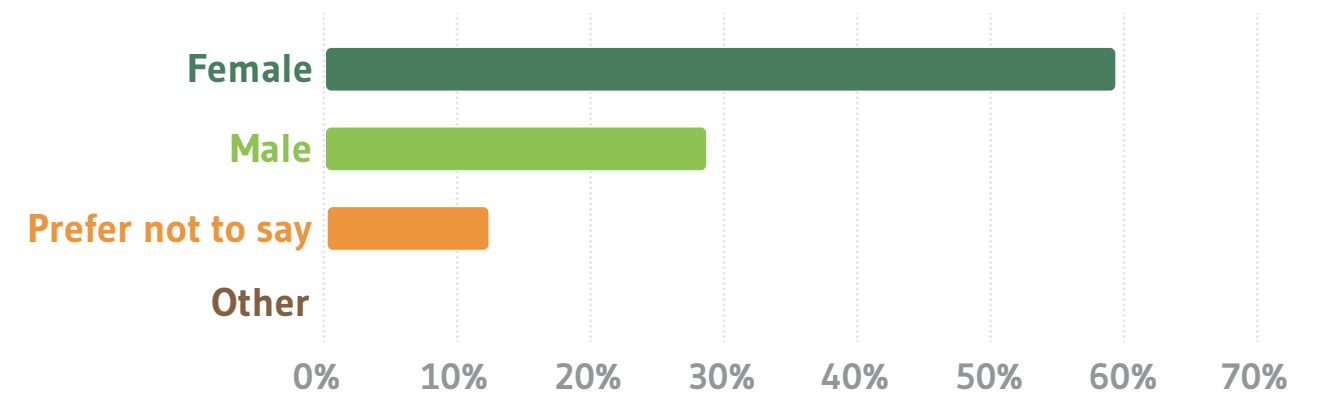
Question: If the Town of Calmar could make one improvement to recreation, parks, and culture services in your community, what would it be?



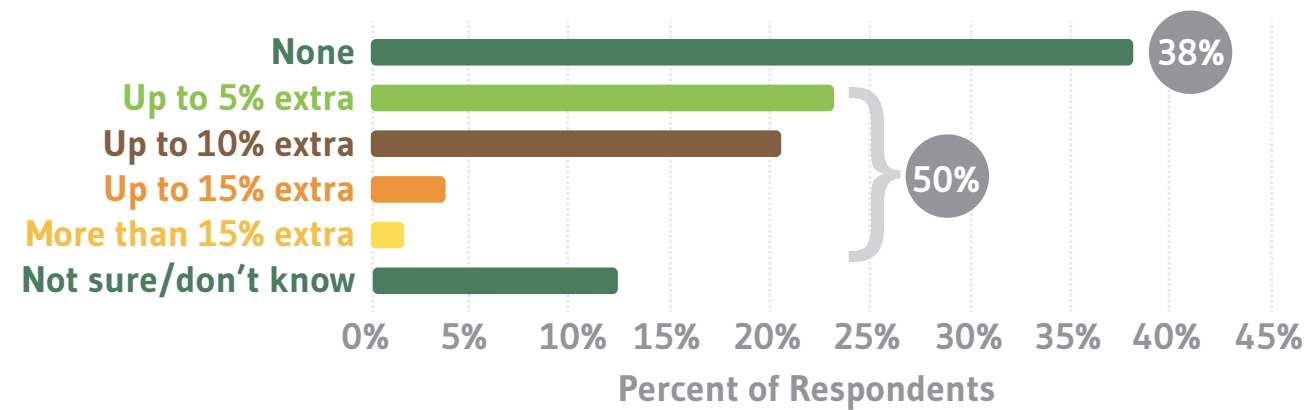
Question: Assuming normal economic conditions and personal financial circumstances (Pre-COVID-19), how much of an increase in property taxes would you support to better meet recreation, parks, and culture needs in Calmar?



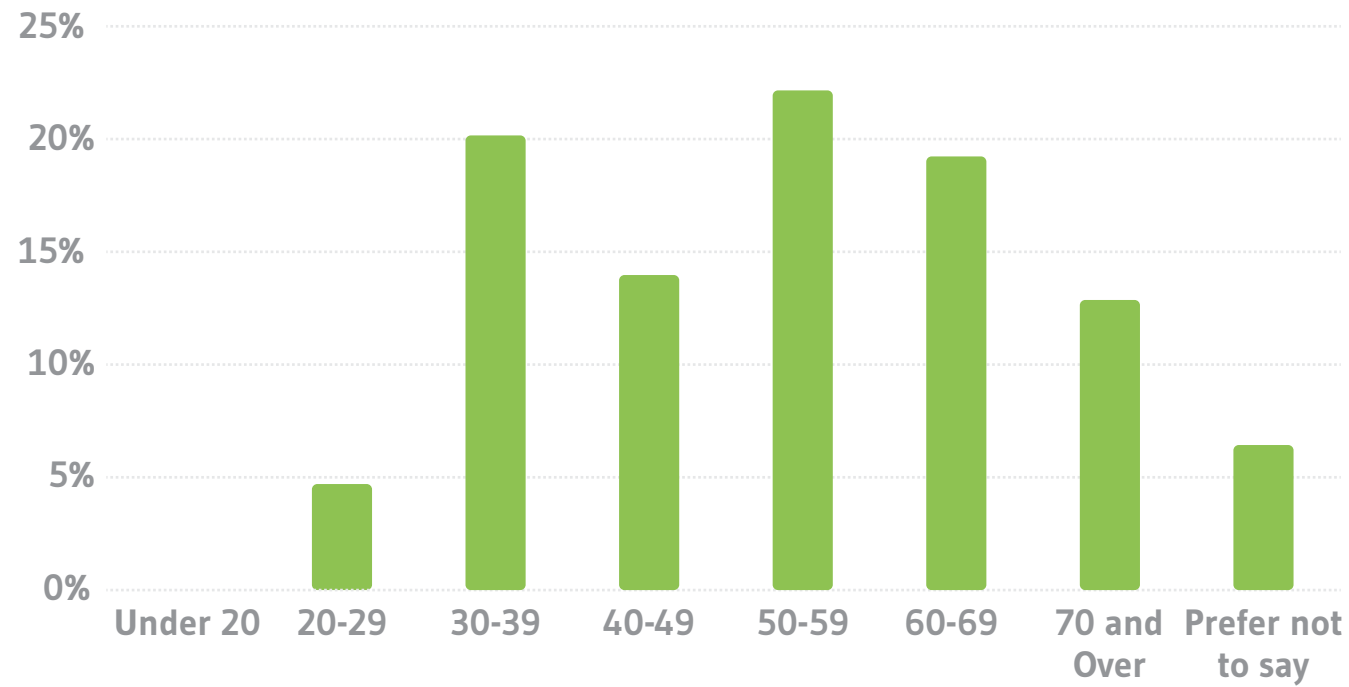
Question: What is your gender?



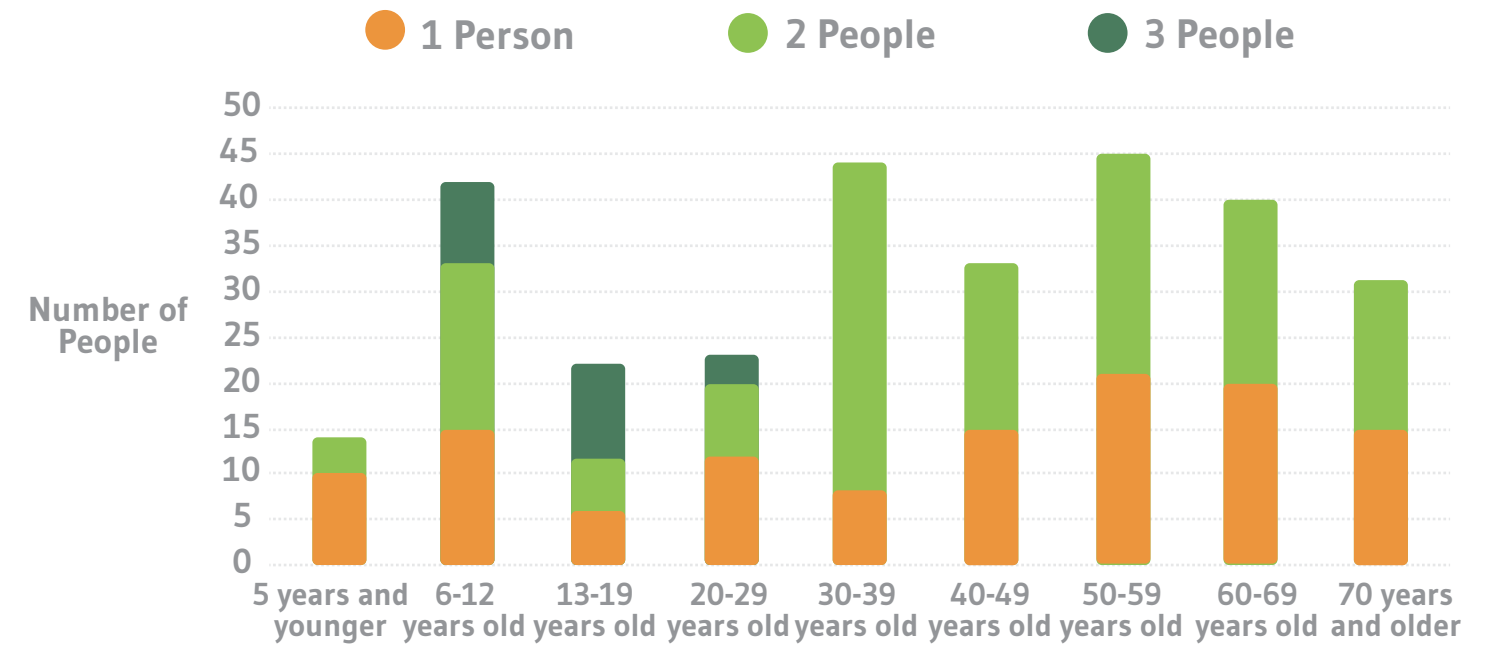
Question: Assuming normal economic conditions and personal financial circumstances (Pre-COVID-19), how much of an increase in user fees would you support to better meet recreation, parks, and culture needs in Calmar?



Question: What is your age?

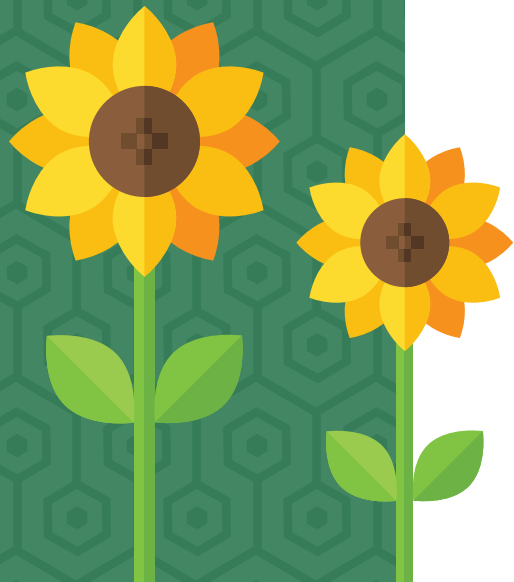
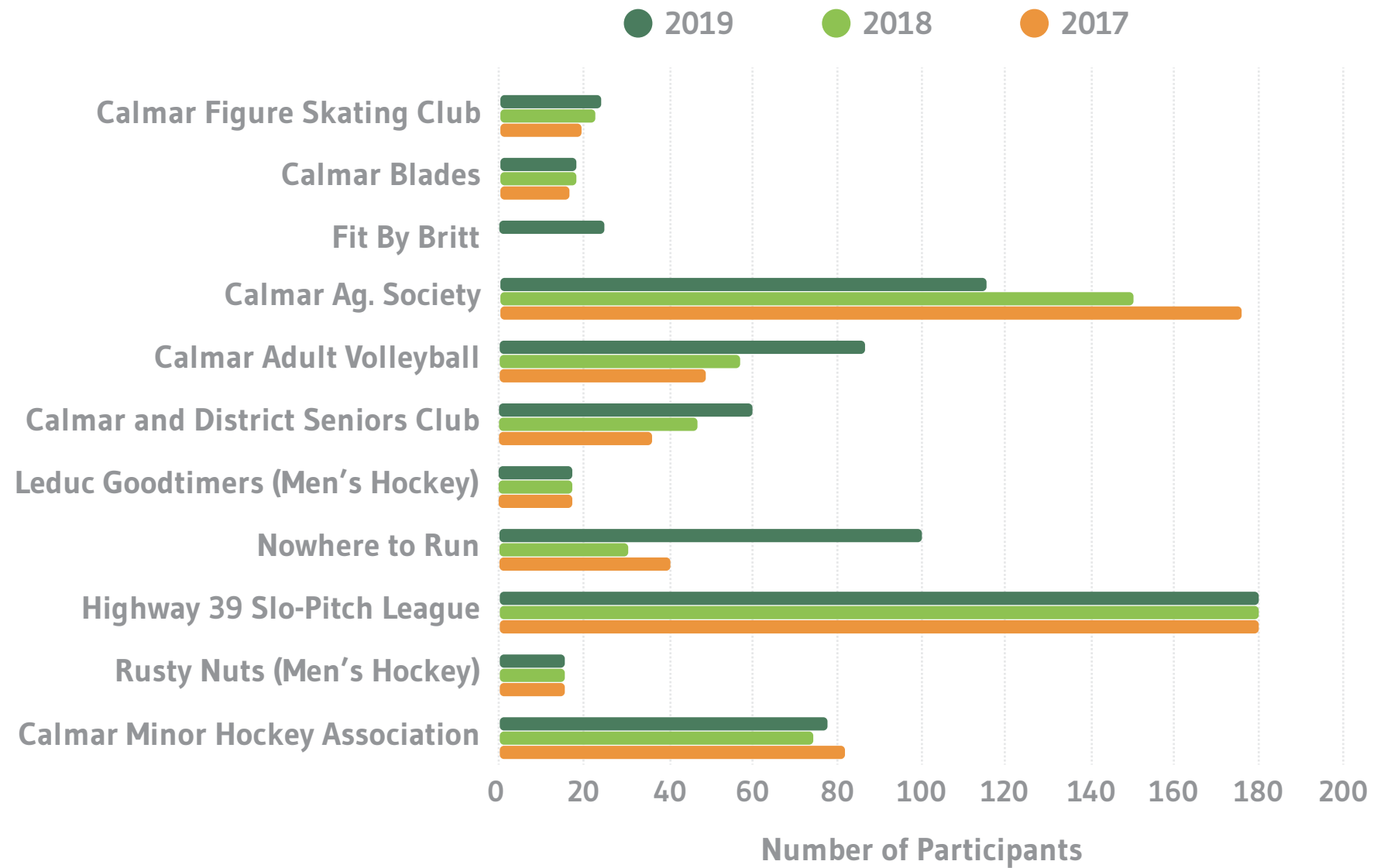


Question: Including yourself, how many people in each of the following age groups live in your household?

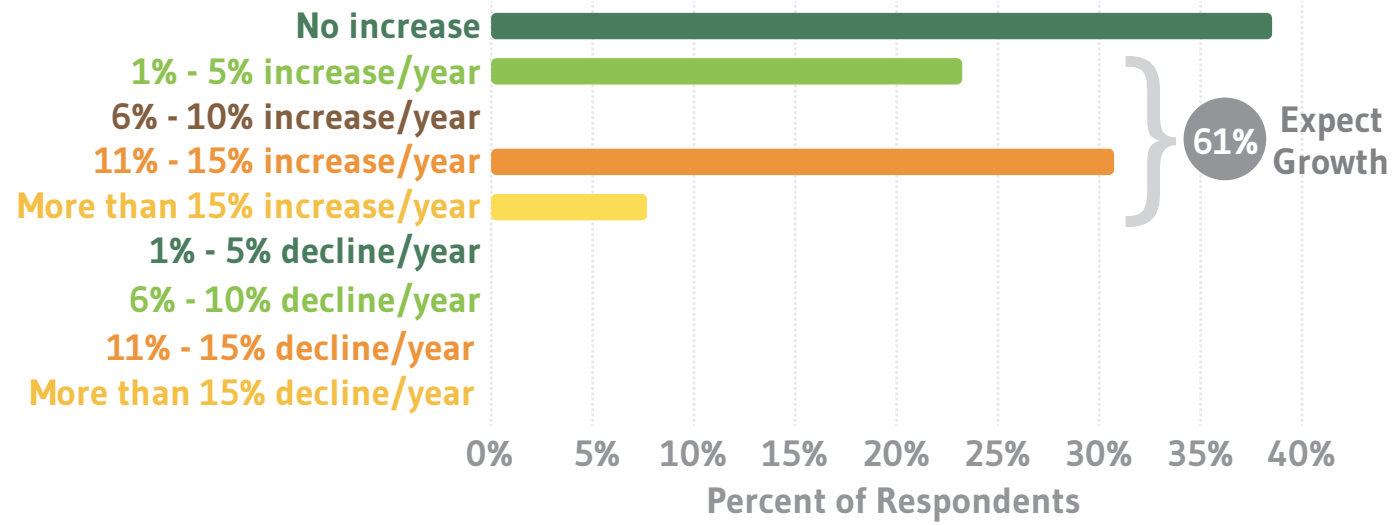


Stakeholder Survey Results

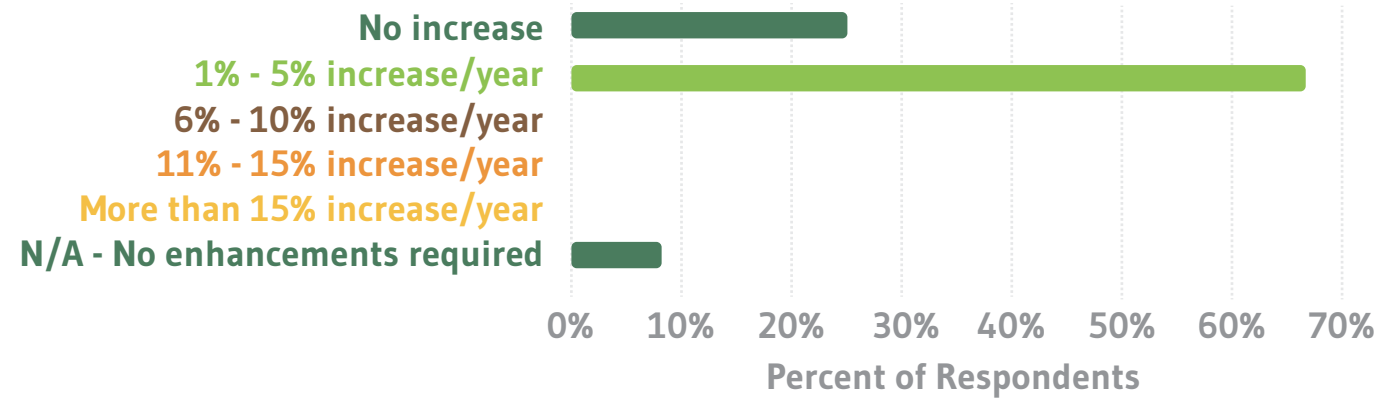
Question: Please indicate the participant base of your organization (i.e. the total number of different individuals served per year by your organization). For example, if one person participates in three programs/events they are counted as one.



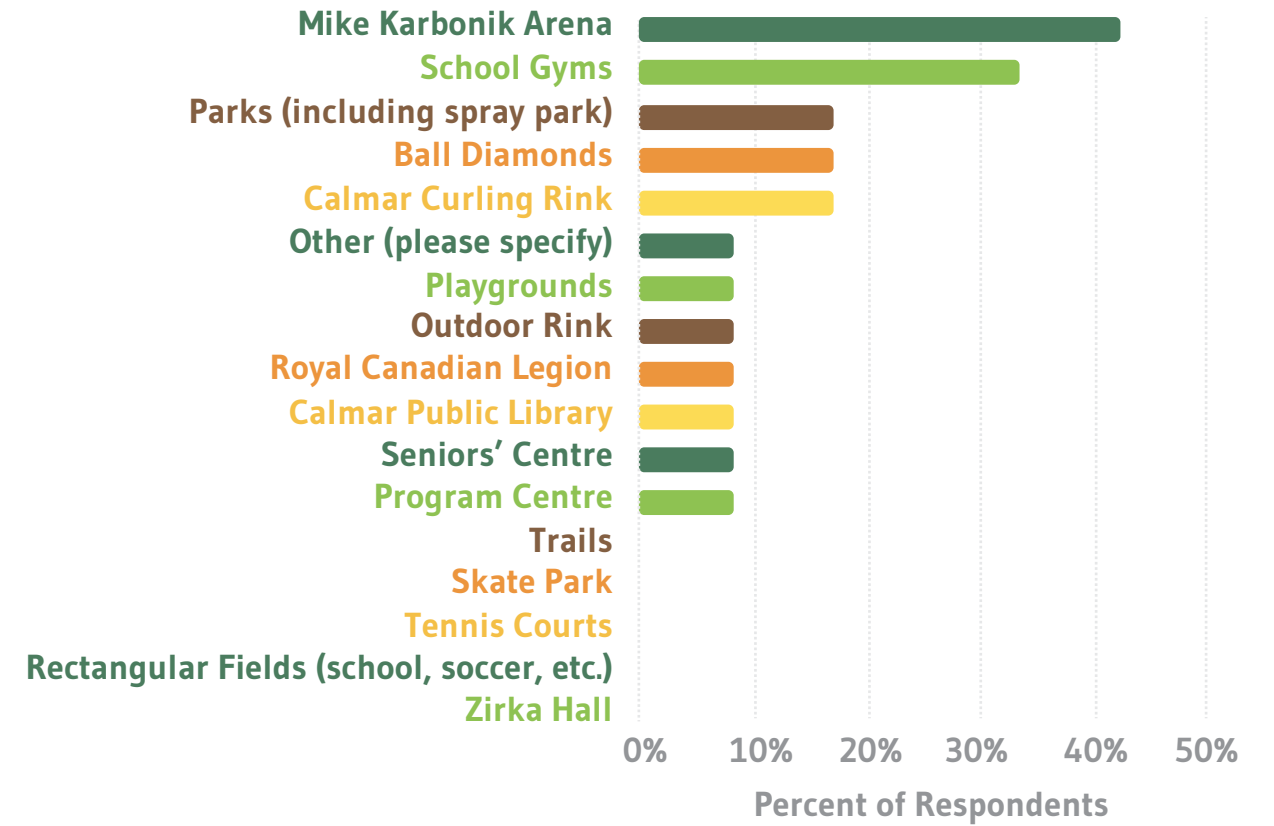
Question: What are your average annual participant base growth projections over the next 5 years?



Question: Assuming normal economic conditions and personal financial circumstances (Pre-COVID-19), would your organization be willing to pay increased user fees in order to provide these enhanced facilities/programs?



Question: Please indicate which facilities your organization currently uses to serve its participants.



Respondents indicated that upgrades are needed to existing recreation, parks, and culture facilities. The quotes below explain why some stakeholders thought this.

"[Arena] dressing room enhancements to provide larger space for 18 person teams including space for 4 to 6 females participants, including water fill station for water bottles."

"Overall, the upkeep and cleanliness of the arena is great. It would be great to see if they could [provide] some upgrades but understanding our economy and the location of the building I am sure it is a difficult task."

"All the facilities need upgrading in town. There would be opportunities to have better community involvement and the potential to bring in outside users if our parks and facilities were upgraded."

"Three [arena] things need some updates: New shower heads in the change rooms/shower room, hooks installed in the showers, and extra overhead lighting for the main parking lots (safety, security)."

"Funding [is needed] to allow for reconstruction of the ball diamonds for better drainage and removal of dew worms. To update the public washrooms with a keypad feature."

"If the arena was updated there would be higher-level tournaments that could be held there but it doesn't meet certain criteria. The ball diamonds would be rented more often if the fields were in better shape. Soccer has been moved several times to different parks with none of them being fully appropriate. Walking trails are used quite a bit but we could use more of them."

Respondents also indicated the need for new recreation, parks, and culture facilities to meet the needs of their organizations. The quotes below explain why some stakeholders thought this.

"Larger facilities to help seniors become more self reliant for activities. A facility for seniors for exercise and programs as well."

"A slightly larger space with more wellness/fitness features."

"A building that housed a variety of organizations and community programs under one roof. A full kitchen would enable us to do cooking program with all age groups. High speed internet for patrons to have access to e-resources while at home..."

"I think by having an indoor wellness/fitness centre for the community to access at any time and for instructors to offer classes helps to build community moral and keeps our community active and healthy! It is also a great attractor for residents thinking about moving to Calmar."

"Beach volleyball court and a separate facility that is not in the schools (fieldhouse)."

"We and all the community of all ages would benefit from a safe walking trail."

APPENDIX K: References

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