









CHESTERMERE

RESETTING RECREATION AND CULTURE SERVICES

NEEDS ASSESSMENT

AUGUST 2024

DRAFT

rcs+

LAND ACKNOWLEDGEMENT

In the spirit of respect, reciprocity and truth, we honour and acknowledge Moh'kinsstis, and the traditional Treaty 7 territory and oral practices of the Blackfoot confederacy: Siksika, Kainai, Piikani, Îethka Nakoda Nations: Chiniki, Bearspaw, Goodstoney, and Tsuut'ina Nation. We acknowledge that this territory is home to the Otipemisiwak Métis Government of the Metis Nation with Alberta District 4.

Finally, we acknowledge all nations - indigenous and non – who live, work and play on this land and who honour and celebrate this territory.

This sacred gathering place provides us with an opportunity to engage in and demonstrate leadership on reconciliation and we are honoured to have you join us on Treaty 7 Territory.

NEEDS ASSESSMENT SUMMARY

Recreation and culture amenities, facilities, spaces, and services are important to resident quality of life. These services lead to many indirect and direct benefits to individuals and the communities they live in.

The community of Chestermere was originally formed with recreational intentions through the Chestermere Cabin Owners Association; recreation and culture have always been important in the region.

This Recreation and Culture Needs Assessment builds upon and validates past strategic and tactical recreation and culture planning work completed by the City. It is intended to understand the current state of recreation and culture services in Chestermere in 2024 and identify important future considerations for sustaining and enhancing service levels.



RECREATION AND CULTURE IN CHESTERMERE...

The current population of the City is 28,129 (2024 municipal census). It has grown 44% since 2018 and is expected to grow dramatically in the future, possibly reaching as high as 55,000 over the next 10 year period (+49%).

The City uses an indirect delivery model (primarily) to support recreation and culture opportunities. This means that it supports other organizations to provide services to residents on its behalf. In 2023 this support equated to investing over $240,000 in important community group activities.

On average, the recreation budget for recreation and cultural services (including parks and open space expenditures) comprises 8-12% of the City's overall municipal budget. This equates to $398.54 per person in 2023; about $170 per person of which is spent directly on recreation and culture items.

There are two publicly owned indoor recreation and culture facilities in the City, the Chestermere Regional Recreation Center and the Chestermere Public Library.

Rocky View County owns the CRRC property, and the Chestermere Regional Community Association (CRCA) operates the property and facilities through a long-standing lease. The City does not have an ownership stake in the facility or site. The City currently does not have a formal regional relationship or partnership in place with either Rocky View County or the City of Calgary related to the provision of recreation and culture opportunities.

Over the past 10 years, significant planning and justification has been undertaken for the development of a proposed new Civic Centre, a multi-phase recreation facility project. An Offsite Levy was established in 2018 by the City to help fund the project that was at 60% detailed design drawings when it was canceled in 2021.

There are various parks and open spaces in the City, including a skate park, a bike park, community garden, two off leash dog parks, 10 sports fields, 5 ball diamonds, various trails, and a variety of areas to interact with the lake (boat launches, beaches, etc.).

Almost all residences in the City have access to at least one recreation opportunity within a 10 minute walk.

COMPARING CHESTERMERE TO OTHER SIMILAR COMMUNITIES...

In comparison to 5 other similar communities in Alberta, Chestermere does not provide as many of the following indoor amenities: leisure aquatics pools, 25m pools, community gymnasium spaces, dedicated performing arts theatre spaces, fieldhouse type spaces, multipurpose program spaces, indoor playgrounds, and walking tracks.

In regards to outdoor amenities, Chestermere does not provide as many of the following: ball diamonds, community parks, fitness stations, hard court spaces, pickleball courts, outdoor boarded rinks, playgrounds, rectangular fields, and trails.

On average, in 2022 the City spent $10,777,459 (about $370 per person) less annually on recreation and culture services than communities of similar size.

TRENDS INFLUENCING RECREATION AND CULTURE IN CHESTERMERE

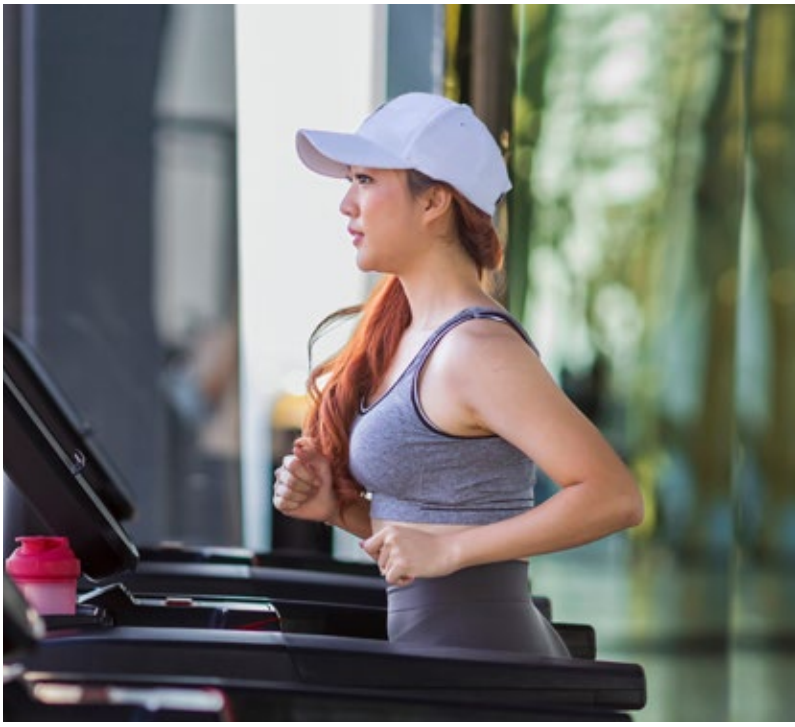
Key trends influencing recreation and culture services in Chestermere include the following. These trends can be observed in other communities across Alberta and beyond.

- Adopting prudent asset management protocols and processes to sustain existing infrastructure and ensure it remains relevant.
- Reducing energy consumption and enhanced environmental stewardship related to indoor and outdoor infrastructure design, development, and operations.
- Enhancing inclusion and accessibility of recreation and culture spaces and programs.
- Providing year round recreation and culture opportunities incorporating resilience to changing weather patterns where possible.

COMMUNITY PERSPECTIVES ON RECREATION AND CULTURE IN CHESTERMERE...

Community engagement conducted during this planning exercise included targeted discussions with various contributors throughout the community. Key summary statements included:

- In general, there is a lack of recreation and culture opportunity in the City, forcing many residents to leave the community to participate.
- This service deficiency is expected to intensify as the community grows and becomes more diverse.
- Maintenance of existing indoor and outdoor recreation and culture spaces could be improved.
- Enhanced promotion and marketing of existing recreation and culture opportunities is needed.



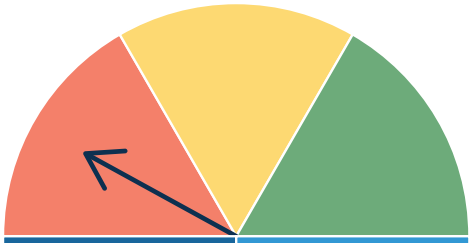
AMENITY SERVICE LEVEL ASSESSMENT AND PRIORITIZATION...

In order to assess the appropriateness of existing service levels for recreation and culture amenities (activity spaces) in the City or that could someday be provided by the City, a criteria based assessment of supply and demand was conducted. The results of the analysis conclude with amenities categorized as enhance, protect, or limit / innovate.



To compliment the service level assessment and provide direction as to where the City might choose to invest limited resources, recreation and culture amenities were also prioritized based additional criteria. The results of the prioritization render amenities categorized as high, medium, and low priority as follows:

High Priorities



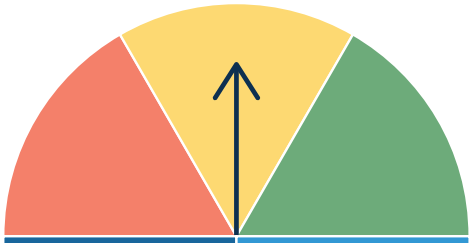
Indoor

- Indoor multi-sport / field house type facilities
- Art creation spaces
- Art display spaces
- Walking / running track
- Event hosting facilities
- Gymnasium type spaces
- Performing arts theatre
- Indoor multi sport court spaces
- Community hall/banquet facilities
- Leisure swimming pools
- Multi-purpose program rooms
- Lap pool (25m)
- Before and after school care facilities
- Indoor child playgrounds
- Parkour / gymnastics space
- Fitness and wellness spaces
- Libraries

Outdoor

- Open spaces
- Paved pathways
- Sport fields - grass
- Community gardens
- Lake access
- Outdoor boarded skating rinks
- Spray parks

Medium Priorities



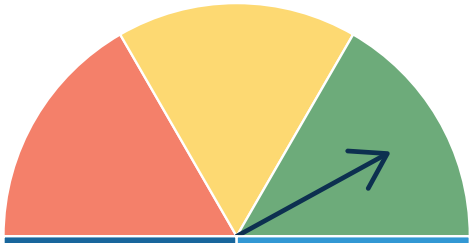
Indoor

- Ice arena facilities
- Community meeting rooms
- Leisure ice surfaces (non hockey)

Outdoor

- Campgrounds
- Cross country ski and snowshoe trails
- Trails (non-paved)
- Amphitheatre / event spaces / band shelters
- Hardcourts
- Picnic areas
- Sledding / tobogganing hills
- Sport fields – artificial turf
- Tennis courts
- Ball diamonds
- Disc golf course
- Bike parks
- Outdoor pool
- Pickleball courts

Low Priorities



Indoor

- Community group office / admin space
- Indoor climbing wall
- Community kitchen
- Curling rinks
- Storage space (for groups)
- Youth centre
- Indoor agriculture facilities

Outdoor

- Beach volleyball courts
- Off leash dog parks
- Outdoor fitness equipment
- Golf courses
- Playgrounds (younger children)
- Playgrounds (older children / youth)
- Skateboard parks
- Track and field spaces
- Outdoor agriculture facilities
- Archery range

FUTURE AREAS OF FOCUS...

Considering the research and engagement findings and the results of the service level assessment and prioritization process, the following list of future areas of focus has been developed. These are not meant to replace the need to develop a more thorough Recreation and Culture Master Plan (updating the City's current 2014 Master Plan) but they are meant to provide necessary guidance for decision making that needs to occur in the short term about these important community services.

1. Invest more in recreation and culture: Why?
    - » Lower than average recreation and culture investment levels in the City.
    - » Dissatisfaction expressed by the community.
2. Formalize an agreement between the City and Rocky View County: Why?
    - » The current ownership and operating model for the CRRC is uncommon. The model does not enable public influence over the provision of the City's only indoor recreation facility and also does not offer secure and appropriate support for the CRCA to operate the facility in an effective and sustainable fashion.
    - » The County has formal partnerships in place with other urban centres related to recreation and culture investment.
3. Strengthen the City's relationship with the Chestermere Regional Community Association: Why?
    - » The City has adopted an indirect approach to delivering recreation and culture opportunities to residents.
    - » The CRCA is the primary direct delivery agent of recreation and culture opportunities in the City.
    - » A stronger relationship with the CRCA would enable the City to be more collaborative in planning for future recreation and culture services.
4. Continue to work with other regional partners to deliver recreation and culture services: Why?
    - » Utilizing partnerships to deliver recreation and culture services can take many forms and is a leading practice.
    - » Partnerships can leverage the City's limited resources and extend service levels beyond what the City could do alone.
    - » Because Chestermere is a bedroom community of Calgary, residents are more likely to use regional amenities; these amenities are costly to build and operate and can be more affordable if offered through partnerships.
5. Continue supporting organizations that provide recreation and culture programming and services: Why?
    - » The City has adopted an indirect approach to delivering recreation and culture opportunities to residents.
    - » The support offered by the City in the past is relied upon by important community organizations and discontinuing it may compromise current service levels.

6. Enhance data collection systems: Why?
    - The City will likely be investing significantly in recreation and culture services and infrastructure in the future. Justification and rationale for such an investment will be important to demonstrate.
    - In order to measure progress and enhancements to current service levels, gathering and analyzing good data will be vital.
7. Invest in the Chestermere Regional Recreation Centre and Site: Why?
    - The CRRC fills a vital role in meeting the current service levels experienced (and expected) by residents and these need to be sustained; enhancing its functionality is also an important consideration in meeting community needs into the future.
    - The City does not own an indoor recreation facility and the amenities included in the CRRC align with those that have been highlighted as priorities for the City to both "protect" and "enhance" in this Needs Assessment.
8. Invest in Phase 1 of the proposed Civic Centre project: Why?
    - Past planning has justified the City's investment in the Civic Centre and that justification has only gotten more intense as time has passed and the community continues to grow.
    - The City does not own an indoor recreation facility and the amenities included in the Civic Centre project align with those that have been highlighted as priorities for the City to both "protect" and "enhance" in this Needs Assessment.
9. Invest in Partnership with the New High School if Possible: Why?
    - Municipal - school partnerships help lever public investment to meet the needs of both parties and would build upon joint-use agreements already in place between the City and Rocky View Schools.
    - The City has, and will continue to have as growth occurs, outstanding needs for a variety of indoor and outdoor amenities. These needs could be met, in part, through partnering with Rocky View Schools.
10. Invest in parks and open spaces and amenities: Why?
    - Outdoor parks and open spaces are less costly to build and operate than indoor spaces, typically have lower barriers to participation, and are demanded by residents.
    - Identifying and protecting land for indoor and outdoor recreation and culture purposes will be key for the City in meeting current and future community needs for recreation and culture as land is necessary to provide both indoor and outdoor infrastructure.
    - There are geographic areas of outdoor recreation and culture opportunity deficiencies which could be addressed by the City over time.

11. Focus on asset management: Why?

    - As the City invests in new and existing recreation and culture infrastructure, it will need to consider the long term sustainability of infrastructure. Appropriate maintenance practices and budgeting for needed investment in both function and form is key to perpetuating service levels.
    - The majority of communities across Canada have infrastructure deficits and require significant new investments simply to maintain existing service levels. As the City is just now embarking on recreation and culture facility ownership it has the opportunity to put prudent asset management practices in place so that it isn't faced with the same challenges that other municipalities are currently experiencing.

The City is now equipped with updated research and engagement data related to important recreation and culture services in the region. This study provides guidance on how service levels for recreation and culture amenities could be adjusted moving forward as well as provides some idea as to where investment is needed the most (priorities). There are also some other considerations for the City moving forward related to overall investment and effort into recreation and culture services as well as some ideas on how to sustain existing services and create a strong foundation for growth.



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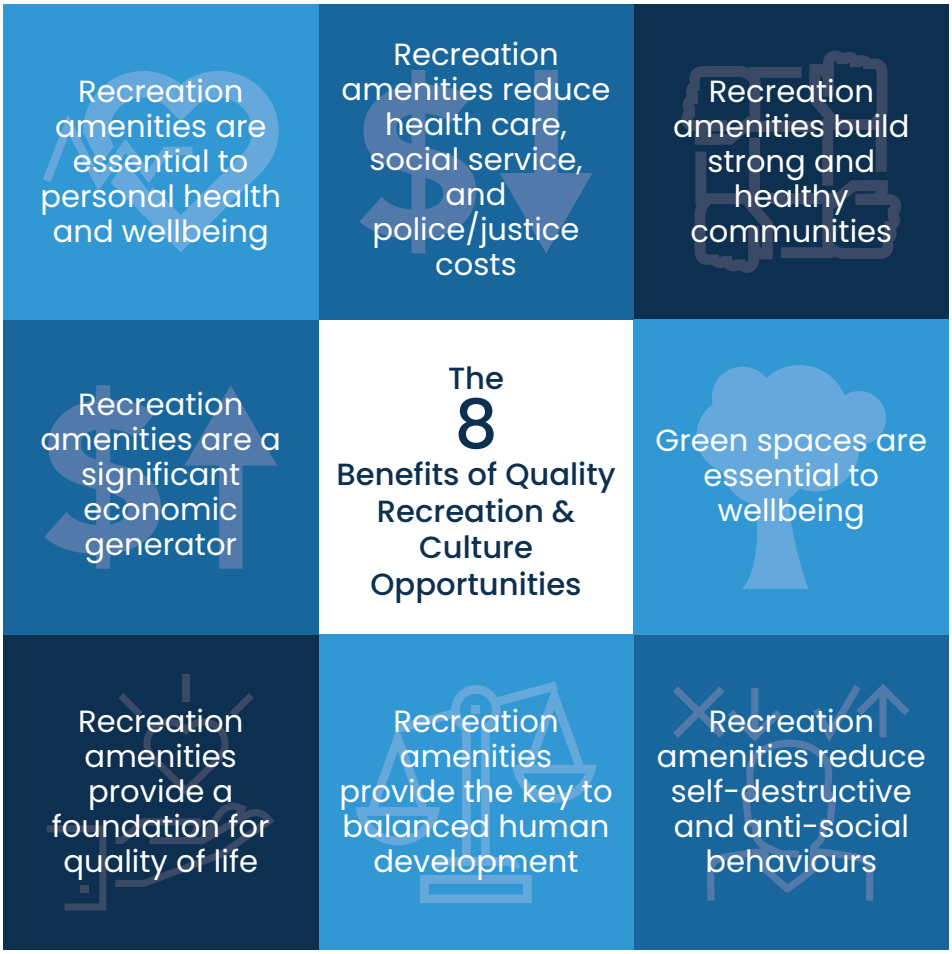
01 INTRODUCTION

Source: thecityofchestermere.ca

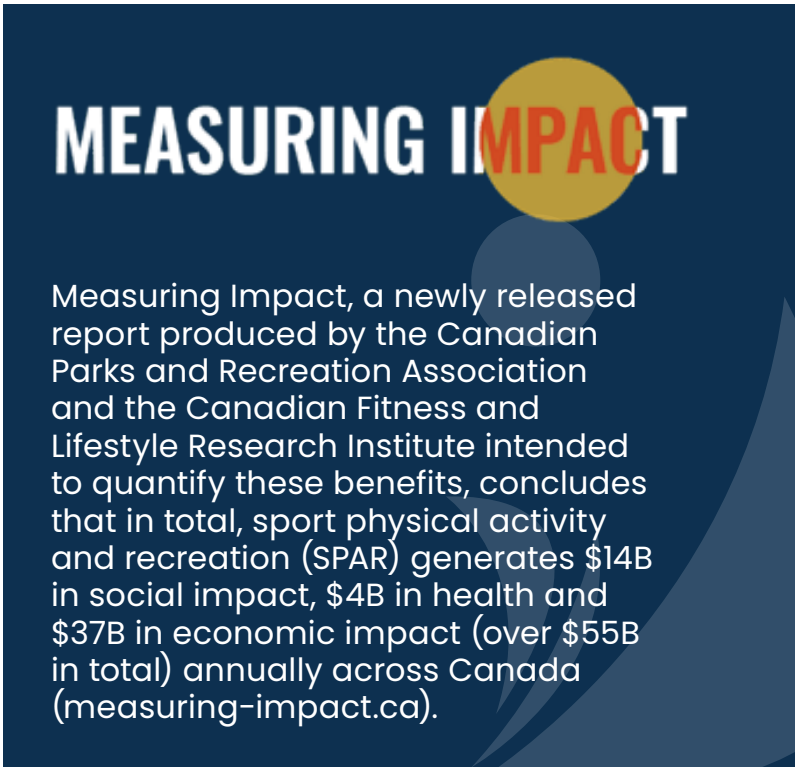


Recreation and culture facilities and amenities are important community spaces that provide residents with the opportunity to be active, connect, play, and learn. Recreation and culture opportunities play a fundamental role in creating vibrant and connected communities.

Recreation and culture services are subjective; the Municipal Government Act does not dictate the types of facilities and services a community needs to provide. As such, the portfolio of services in any community is based upon history, community input, and political will. For this reason, thinking strategically about recreation and culture opportunities is critical to optimizing resources and providing meaningful opportunities for all residents. The eight (8) benefits of quality recreation and culture opportunities presented in the accompanying graphic are just some of the reasons as to why the City of Chestermere invests in recreation and culture.



Measuring Impact, a newly released report produced by the Canadian Parks and Recreation Association and the Canadian Fitness and Lifestyle Research Institute intended to quantify these benefits, concludes that in total, sport physical activity and recreation (SPAR) generates $14B in social impact, $4B in health and $37B in economic impact (over $55B in total) annually across Canada (measuring-impact.ca).



Creating and implementing a strategic and transparent approach to guide decision making will ensure investments into these important services best achieve desired strategic outcomes and the needs of the community. Knowing this, and building upon past planning work, the City of Chestermere undertook the development of this Recreation and Culture Needs Assessment in order to:

- Conduct a thorough review of the current state of recreation and culture facilities and amenities in the City.
- Explore community needs and demands.
- Identify potential future priorities for investment.

This Needs Assessment will be used as a resource by staff and Elected Officials to help guide future decision making and resource allocation, including potential investment into existing and new facilities and spaces. Essentially, this document provides the information needed by City decision-makers as they determine a path forward for recreation and culture services in Chestermere. It is important to recognize that the Needs Assessment, and the conclusions outlined within it, is not a "binding" document – many of the priorities and amenity strategies will require further exploration and the City will also need to remain flexible as opportunities arise.

1.1 THE PROCESS

A number of inputs were considered in the development of this Recreation and Culture Needs Assessment.

The process began with an examination of the community context focusing on the geodemographics and history of the City.

A thorough review of related strategies and policies from all levels of government was also completed to understand how existing initiatives and plans influence and inform recreation and culture provision and planning in Chestermere.

A review of current trends and leading practices in recreation and culture was conducted to ensure that the future provision of recreation and culture in Chestermere is in alignment with the broader sector and benefits from leading or innovative practices.

An assessment of current amenities, facilities, and spaces was conducted, including an inventory of infrastructure as well as an understanding of current utilization (where possible). A review of how programs and events are delivered in the City was also undertaken.

Benchmarking, comparing Chestermere to other Alberta communities of similar size and characteristics, was also conducted to better understand what "typical communities like Chestermere" invest in and provide.

Community engagement was also conducted to understand the various perspectives in Chestermere on the current provision of recreation and culture and a desired future state.



02 COMMUNITY PROFILE

Source: facebook.com / CityofChestermere / photos_by



KEY TAKEAWAYS

- The City was first settled by the Territory of the Blackfoot peoples.
- The Chestermere Cabin Owners Association, which eventually evolved to the city it is today, was focused on recreation.
- The population of Chestermere grew 44% from 2016 to 2024 and continues to see significant growth which will put pressure on future recreation and culture services in the City. The current population of the City is 28,129.
- The population is expected to continue to grow, possibly reaching 55,000 by 2034 which would be an increase of 49%.
- The proportion of those aged 10-19 and 40-49 increased in the last census period indicating young families are moving to and living in the City.

The City of Chestermere is located in Rocky View County on the eastern border of Calgary. The City is immediately adjacent to the Trans Canada Highway, and is in close proximity to Stoney Trail Ring Road.

The Chestermere area was first settled by the Blackfoot peoples who used the land to herd bison (an integral part of their way of life). As the Canadian Pacific Railway was established, farmers began to migrate to the land. Chestermere is a natural wetland and this area proved to be a great area for agriculture operations. Through the Western Irrigation Block, a dam and canal system were developed in 1907. This resulted in the formation of what is now Chestermere Lake.

The development of the lake created interest among people to live and recreate there. In 1959 the Chestermere Cabin Owners Association (CCOA) originated to help reduce pollution, increase beautification and arrange for gas and electricity to be available in the cabins. In 1975, the CCOA bought land from the Western Irrigation District and gained official status as the Summer Village of Chestermere Lake which enabled the CCOA to build infrastructure such as roads, recreation facilities, local businesses and protection services.

In 1993, the Summer Village of Chestermere Lake gained Town status. With a population growth of 150%[1] from 2004 to 2014, the Town applied to the Province for a change of status to a City. In January of 2015, the Town of Chestermere became the City of Chestermere. The City continues to see rapid growth, with the City's population increasing 44% from 2016 to 2024. Today, the City of Chestermere has a population of 28,129 (2024 Municipal Census) and is expected to continue to grow.

The City is home to a variety of recreation opportunities including parks, trails, off leash dog parks and sport fields. Additionally, located in the City is the Chestermere Regional Recreation Centre (CRRC) that is operated by the Chestermere Regional Community Association (CRCA) and owned by Rocky View County. The CRRC is home to a banquet hall, two ice arenas, a four sheet curling rink, three multipurpose rooms, a lounge, a concession, a skate sharpening shop, three softball diamonds, three youth soccer fields, a playground, a riding corral, a BBQ area and a large green space.

1 https: / / thecityofchestermere.ca / cityhall / history

2.2 POPULATION AND DEMOGRAPHIC ANALYSIS

Understanding the demographic composition of a community is important to ensuring decisions about recreation and culture reflect the community's unique identity. Age, gender, race, and socioeconomic status are all factors to consider when thinking about public recreation and culture. The following sections outline the demographic makeup, economic indicators and education indicators that can influence the City's decisions regarding public recreation and culture services.

2.2.1 POPULATION ANALYSIS

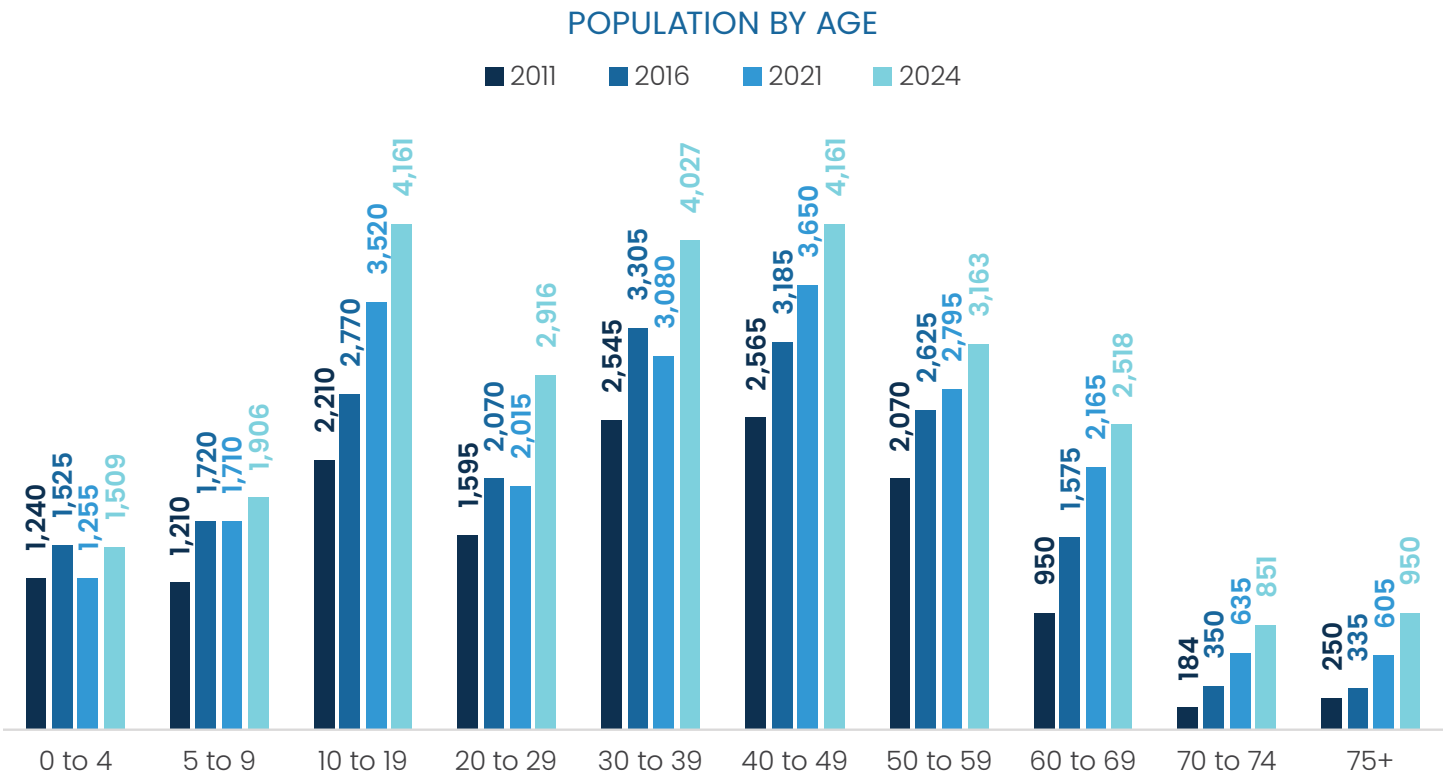
The 2024 municipal census identified a population of 28,129 residents; this figure is anticipated to continue to growth over the coming years. The City saw major growth over an 8-year span from 2016 to 2024 with a population increase of 44%.

	2006	2011	2016	2021	2024*
Population	9,564	14,824	19,477	21,425	28,129
Population changes from previous census	58%	35%	24%	9%	31%
Median Age	34.1	34.9	35.2	37.6	N / A*

**based on 2024 Municipal Census data.*



An examination of the population by age segment is presented in the accompanying graph. As can be seen, the proportion of youth aged 10 to 19 has grown over the last census year, along with those aged 40 to 49 years. There has also been a slight increase in the senior populations of those aged 75 and older. Additionally, there has been a slight increase in young children aged 0-4 years over the last census period.



According to the 2021 census, 42% (9,005) of the population in Chestermere identified as a visible minority. Of the 9,005 residents that identify as a visible minority, a sizeable proportion (4,265) identify as south Asian while in lower proportions, 1,115 identify as Southeast Asian.

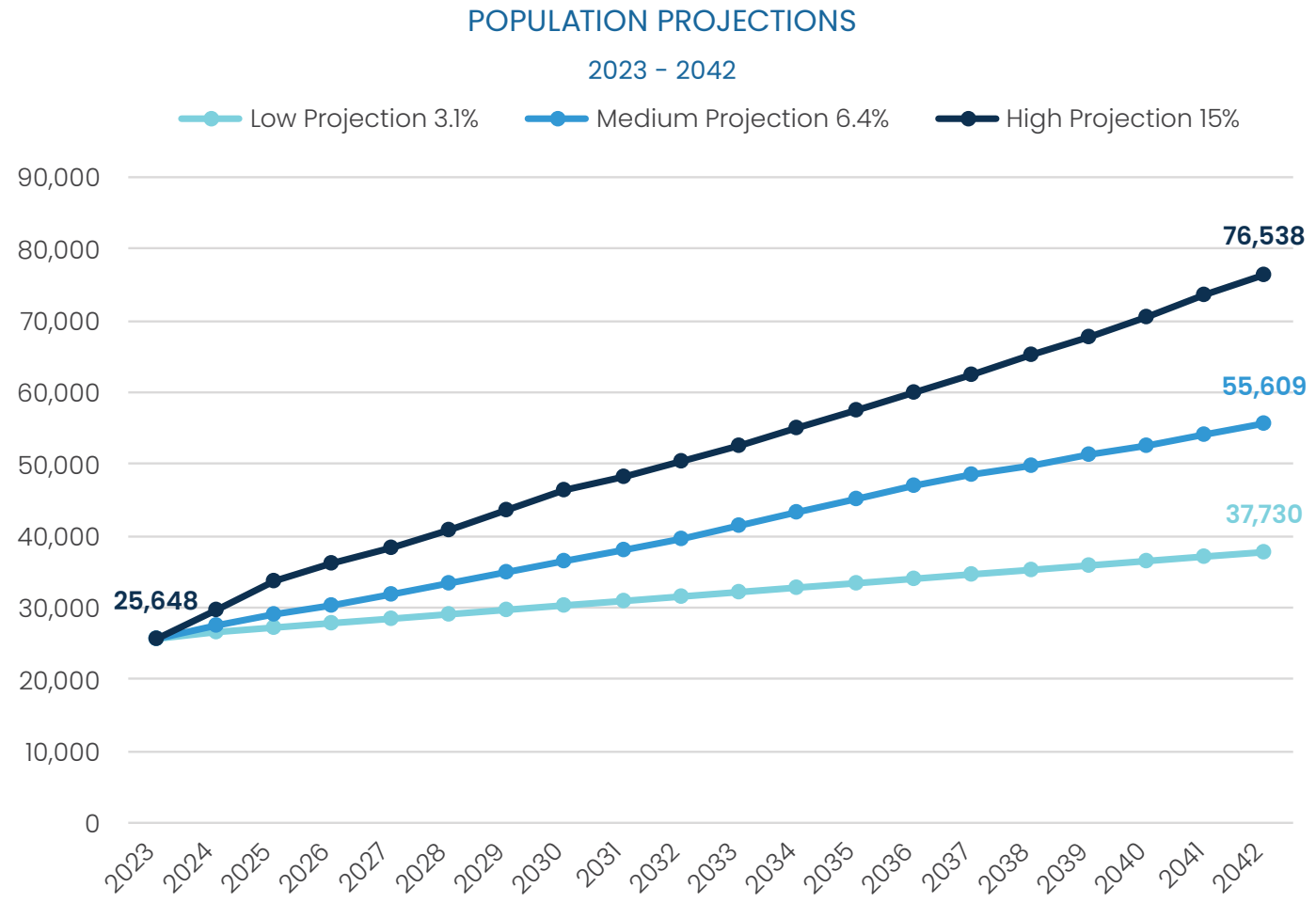
2.2.2 GROWTH

Some projections are presented for the City's population over the next 10 to 15 years. According to the City's Growth Projections document, the City has seen an average annual increase in population of 4.3% between 2010 and 2022 which is higher than the provincial average of 1.6%.

Three different projections were used based on the City's Growth Projection (2024) document and census data. The growth projection document took a variety of information into consideration when estimating future City population. Inputs included demographic, economic and social factors. Developer planning for the next 5 years was also considered. Additionally, the City of Calgary and provincial growth was also considered when projecting future populations for the City. The projections are presented as follows.

	Low Projection 3.1%	Medium Projection 6.4%	High Projection 15%
2023	25,648	25,648	25,648
2024	26,587	27,425	29,655
2025	27,347	29,049	33,857
2026	27,951	30,459	36,112
2027	28,541	31,879	38,442
2028	29,127	33,323	40,874
2029	29,731	34,833	43,479
2030	30,338	36,406	46,279
2031	30,947	38,044	48,328
2032	31,558	39,747	50,492
2033	32,168	41,506	52,730
2034	32,781	43,323	55,048
2035	33,394	45,196	57,447
2036	34,011	47,132	59,928
2037	34,627	48,486	62,490
2038	35,243	49,863	65,130
2039	35,862	51,264	67,858
2040	36,482	52,689	70,671
2041	37,104	54,137	73,563
2042	37,730	55,609	76,538

As illustrated in the accompanying graph the low growth projection predicts a population of 37,730 by 2042 while the high growth projection (15%) predicts a population of 76,538.



Note: Population figures from 2023 and 2024 were estimated prior to the completion of the 2024 Municipal Census which is resembles the "high projection" developed in 2023.

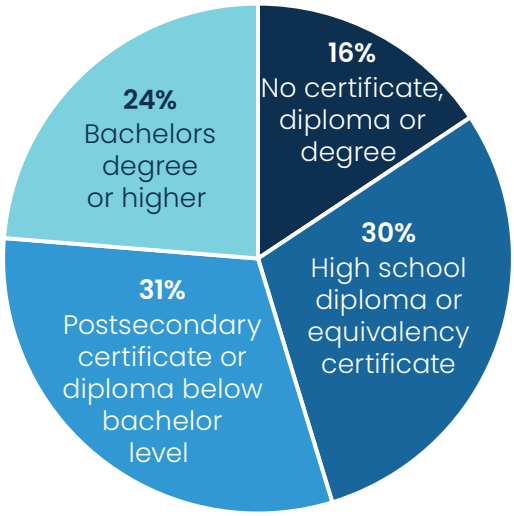
2.2.3 EDUCATION AND EMPLOYMENT

Regarding education attainment in Chestermere, over half (55%) have some sort of post-secondary education, with approximately one-quarter having a bachelor's degree or higher (24%).

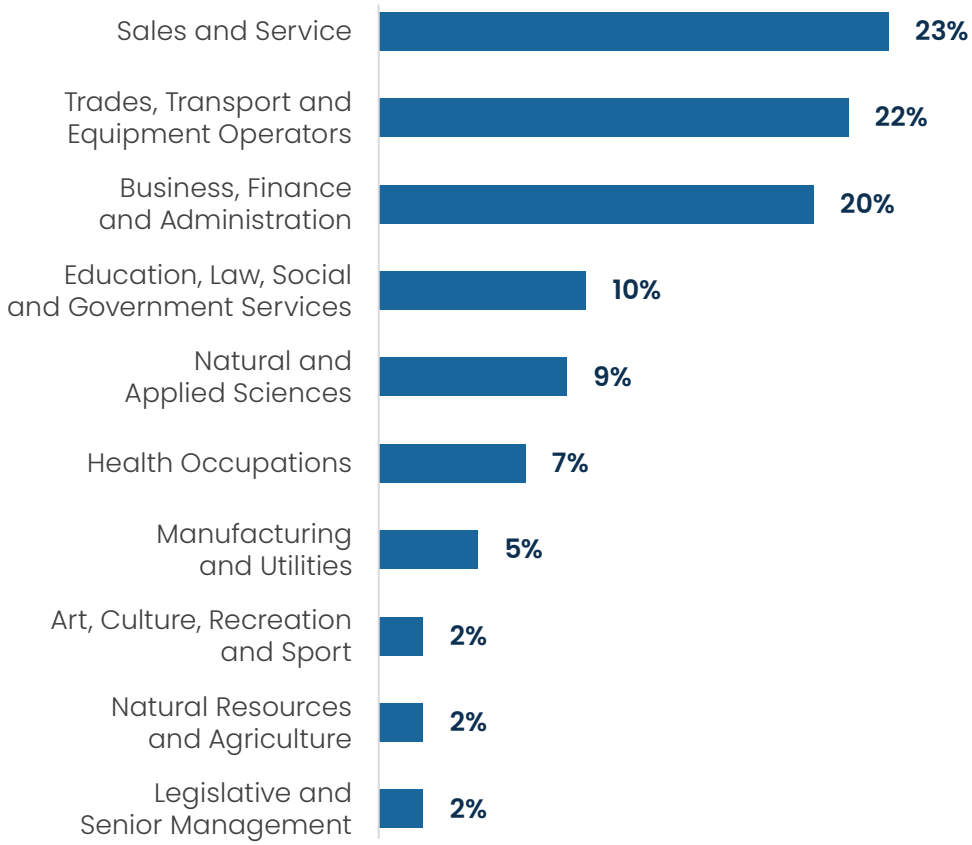
Chestermere's largest labour force is sales and service (23%), followed by trades, transport and equipment operators (22%) and business, finance and administration occupations (20%). According to Statistics Canada, the average annual household income after tax in Chestermere is $136,000 which is higher than the provincial average of $106,960.

Understanding occupation types in a community can help identify barriers such a programming time for those who work shift work and potential financial barriers to accessing recreation programs and services. According to Statistics Canada the employment rate decreased from 68.8% to 63.2% and the unemployment rate has increased from 7.3% to 11.2% from 2016 to 2021 which is higher than the provincial average of 7%[2].

EDUCATION ATTAINMENT RESIDENTS AGED 15+

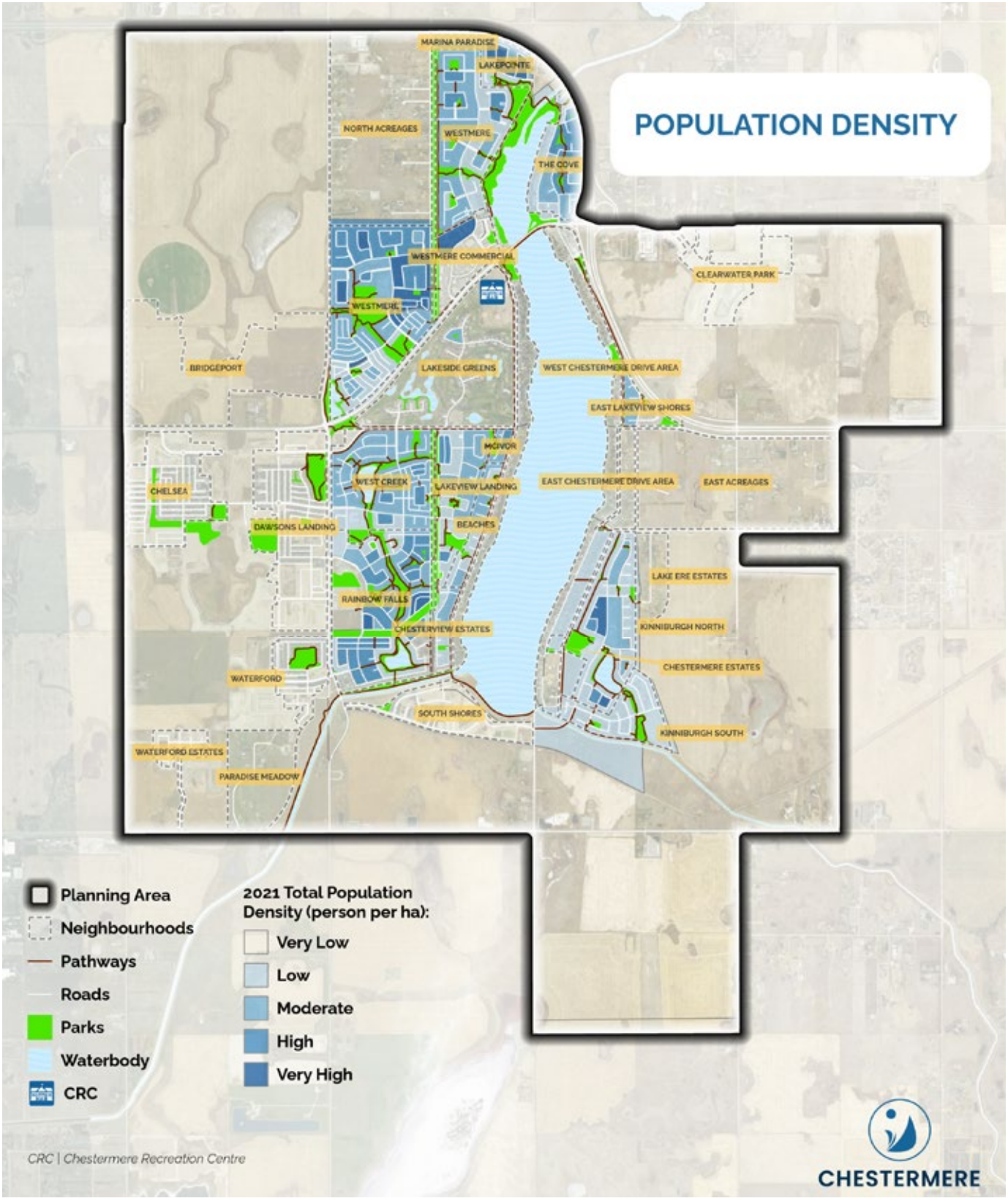


LABOUR FORCE RESIDENTS AGED 15+



2 *https: / / www150.statcan.gc.ca / n1 / daily-quotidien / 240510 / mc-a001-eng.htm*

The following map illustrates the relative population density in Chestermere.



Note: At the time of this study, geodemographic information was only available for 2021 and the mapping does not necessarily reflect 2024 population characteristics.

03 SERVICE DELIVERY

Source: facebook.com / CityofChestermere / photos_by



KEY TAKEAWAYS

- The City employs a primarily indirect approach to the delivery of public recreation and culture opportunities and relies upon (and partners with) various community organizations that provide services on its behalf. The City currently does not have a formal regional relationship or partnership in place with either Rocky View County or the City of Calgary.
- Rocky View County owns the CRRC property, and the Chestermere Regional Community Association (CRCA) operates the property and facilities through a long-standing lease. The City does not have an ownership stake in the facility or site.
- The CRRC is the site of a majority of structured recreation activities in Chestermere. There are also some drop-in opportunities at the facility including shinny hockey, pickleball, go girl and public skating. However, there is a larger focus on providing rental space rather than providing direct programming.

The City primarily employs an indirect approach to service delivery, meaning it relies on and partners with third party organizations to provide recreation and culture opportunities. These partners range from local arts, culture and sport groups to private sector service providers. The City supports these organizations through funding programs.

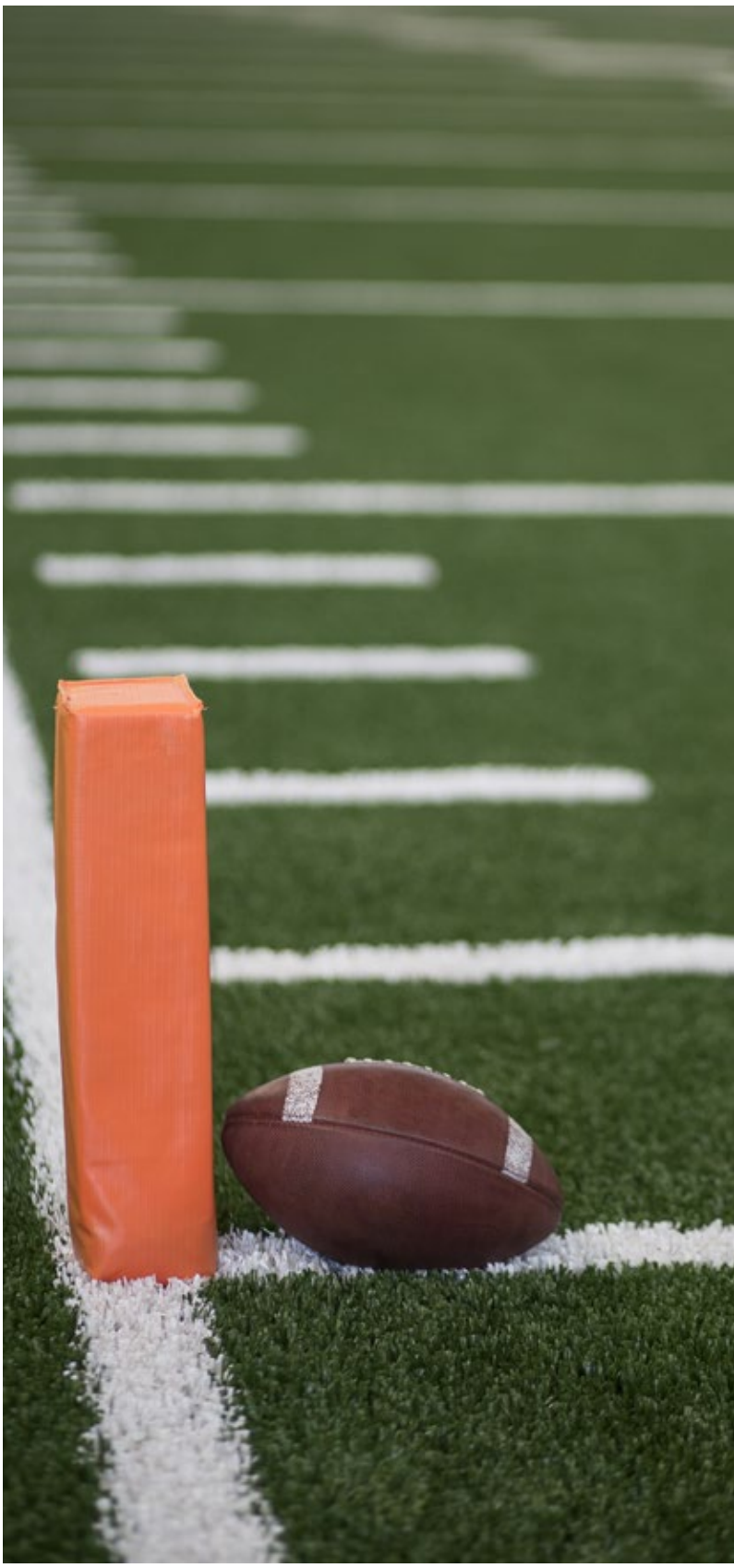
In addition to support offered to third party groups, the City also hosts (directly) a variety of events in the community.

Rocky View County owns the Chestermere Regional Recreation Center (CRRC) property and has a long-standing lease with the Chestermere Regional Community Association (CRCA) to manage the property and faciliites.

The CRCA is a nonprofit organization that is governed by a board of directors made up of a president, vice-president, treasurer, secretary and members at large. The board of directors is responsible for overseeing the association and provides guidance to staff.

The CRCA provides some drop-in recreation opportunities, however; the majority of opportunities are provided by organizations in the area that utilize the CRRC spaces.

Is it important to note that there has been no formal operational or capital agreement in place between the CRCA and the owner of the facility, Rocky View County, since 2014 nor is there a formal relationship between the CRCA and the City of Chestermere. This complicates the provision of public recreation and culture services as the City does not have a "public influence" over the operations of the facility. It also limits the CRCA's ability to meet community need as it does not have secure, reliable funding for facility operations and maintenance as many other third-party operated facilities in the Province do.



04 POLICY AND LEADING PRACTICES

Source: facebook.com / CityofChestermere / photos_by



KEY TAKEAWAYS

- The City recognizes the importance of local recreation and culture opportunities.
- The City has invested in planning for the future of recreation and culture services in the City.
- The City also recognizes the benefit of regional recreation and culture service provision opportunities and has participated in planning with the Calgary Metropolitan Regional Board and the City of Calgary.
- The City has joint – use policies in place with the Rocky View School division for both indoor and outdoor facilities and amenities which enable school use of community spaces and community use of school spaces.
- There are currently no formal agreements in place between the City, the Chestermere Regional Community Association, and Rocky View County related to the Chestermere Regional Recreation Centre and site.
- Significant planning and justification has been undertaken for the development of the proposed new Civic Centre, a multi-phase recreation facility project, over the past 10 years. An Offsite Levy was established in 2018 by the City to help fund the project that was at 60% detailed design drawings when it was cancelled in 2021.

There are many benefits to having robust and clear strategic and tactical plans; these include providing guidance for decision making, streamlining internal processes, providing guidance to staff on day-to-day operations, providing clarification to facility users, and providing transparency and reasoning to residents. The City has a number of plans and protocols in place that relate to recreation and culture service provision. A recreation and culture needs assessment must align with existing planning as well as confirm or refocus past direction related to these services.

Upon review of over 20 local, regional / provincial and national plans and initiatives, the following summary statements have been made related to strategic thinking about public recreation and culture investment. A more detailed review of the specific documents can be found in the Appendix.

Areas of Focus in Municipal Policies and Plans

- Recognizing the benefit of recreation and culture facilities and amenities.
- Recognizing the need for newcomer support in the City.
- Outlining and recognizing the importance of regional recreation and collaboration throughout the Calgary Metropolitan Area.

Areas of Focus in Provincial and National Policies

- Providing rationale for investment in public recreation and culture including fostering active lifestyles, fostering inclusion and accessibility in recreation, connecting people to nature, and building capacity in the sector.
- Outlining the importance and relevance of our Indigenous history.
- Focusing on enhancing physical activity and reducing sedentary behaviours among all Canadians across their lifetime.
- Creating inclusive opportunities for newcomers and providing solutions and opportunities to reduce barriers to participation.

4.1 PLANNING FOR A NEW CIVIC CENTRE

One of the most significant projects for the City in the past 10 years has been planning for and investing in its first City-owned indoor recreation facility. The 2014 City of Chestermere, Facilities and Amenities Strategic Plan (Master Recreation Plan) directed the City to undergo a feasibility study for the development of a new sports centre. In 2016 a feasibility study was conducted for a new recreation and leisure centre which was later referred to as the Civic Centre. The study presented a three-phased plan with phase one including a fieldhouse, indoor walking track, fitness centre, fitness / dance studio, multipurpose program rooms and community meeting space. Phase two development included indoor aquatics (including both a leisure pool and a 25m lap pool). The last phase of development included the addition of twin arenas.

In order to help fund new recreation and culture facilities like the Civic Centre, the City established an Offsite Levy Bylaw in 2018. Funds generated from this Levy were invested in detailed design for the Civic Centre. This design process included the creation of concept plans, engagement with user groups, a market research study, and a review of indoor multipurpose space requirements with the user groups in 2020 and 2021. Additionally, design development was 60% complete in 2021 before the Civic Centre project was canceled. The image on the following page outlines the history of the Civic Centre project planning stages.

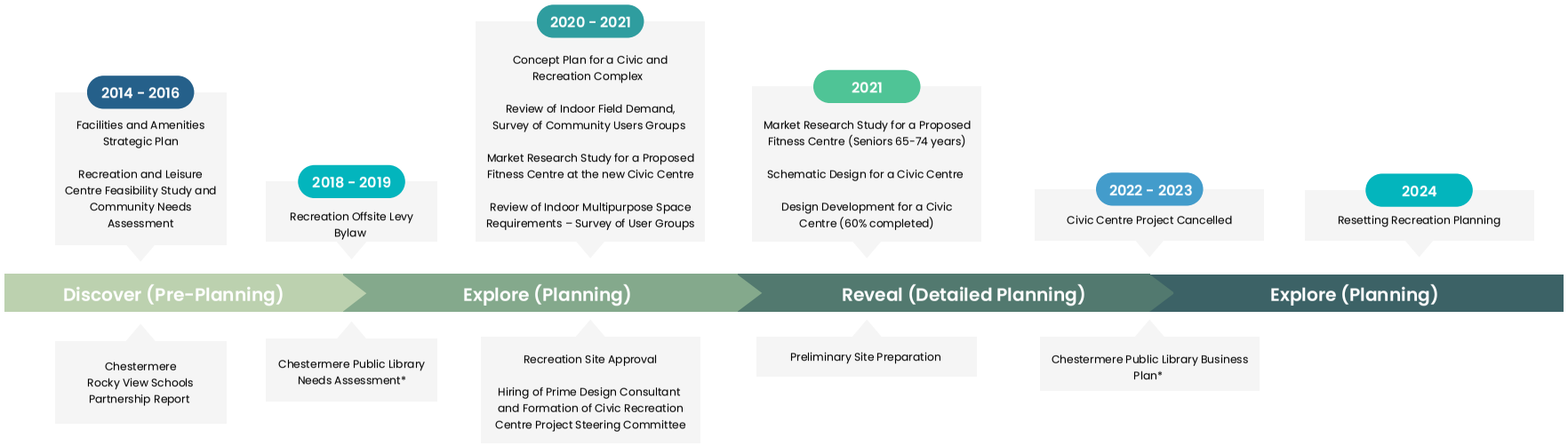
During the design process, potential sites were reviewed for the Civic Centre project. In 2021 Dawson's Landing was determined to be the best available site due to a variety of factors, including but not limited to, the site being adjacent to the future site of a new high school in the community as well as newly developing residential and commercial areas of the City.

Although the existing Chestermere Regional Recreation Centre site is also a hub of recreation and culture opportunity in the City, it has some limitations preventing it from being considered as a potential immediate site for the new Civic Center due to the ownership structure and needing to re-locate the important outdoor ball diamonds and/or sports fields.

Additionally, the need for on-site stormwater management and a parking expansion would impact the availability of land for subsequent phases of the Civic Centre project.

The Evolution of Recreation Planning

IN THE CITY OF CHESTERMERE



* A future public library was considered as part of the planning process for the proposed civic centre.

April 2024

05 CURRENT INVESTMENT

Source: facebook.com / CityofChestermere / photos_by



KEY TAKEAWAYS

- On average the recreation budget for recreation and cultural services (including parks and opens spaces) compromises 8-12% of the City's overall municipal budget; this equates to $398.54 per person in 2023; about $170 per person of which is spent directly on recreation and culture items.
- The City recognizes the important role volunteer and other community organizations in the City have and support them annually through grant funding; in 2023 this equated to investing over $240,000 in important community group activities.

The City of Chestermere invests in recreation and culture programs, services and facilities for a variety of reasons. According to the Framework for Recreation in Canada, investing in recreation an culture creates jobs, fosters tourism and makes communities more attractive to live, learn, work and play[1]. The following table outlines the City's investment in recreation, culture, and parks.

RECREATION, CULTURE, AND PARKS INVESTMENT COMPARED TO TOTAL MUNICIPAL EXPENDITURES

Year	Total City Budget	Recreation, Culture, and Parks Services Budget*	% of Budget for Recreation, Culture, and Parks Services	Recreation, Culture, and Parks Investment Per Capita
2018	$71,600,753	$7,534,294	11%	$363.41
2019	$77,677,247	$6,578,064	8%	$313.85
2020	$78,760,856	$8,100,094	10%	$379.00
2021	$82,139,729	$9,655,609	12%	$435.66
2022	$75,720,961	$6,274,935	8%	$254.57
2023	$83,219,611	$9,823,833	12%	$398.54

**The Parks budget is included in the above figures; spending on recreation and culture alone was approximately $170 per capita in 2023.*

MUNICIPAL PARTNERSHIP GRANT FUNDING

The City of Chestermere provides three grant opportunities to support community organizations and groups that provide recreation culture, and social services or events. These grants totaled over $240,000 in 2023 and it is anticipated that approximately $230,000 will be available in 2024 for organizations seeking grant funding. These grants are key to assisting organizations to host community events and programs that are enjoyed by residents.

1 https: / / cpra.ca / wp-content / uploads / 2021 / 04 / FrameworkForRecreationInCanada_2016wcitation.pdf

06 FACILITY AND AMENITY INVENTORY

Source: facebook.com / CityofChestermere / photos_by

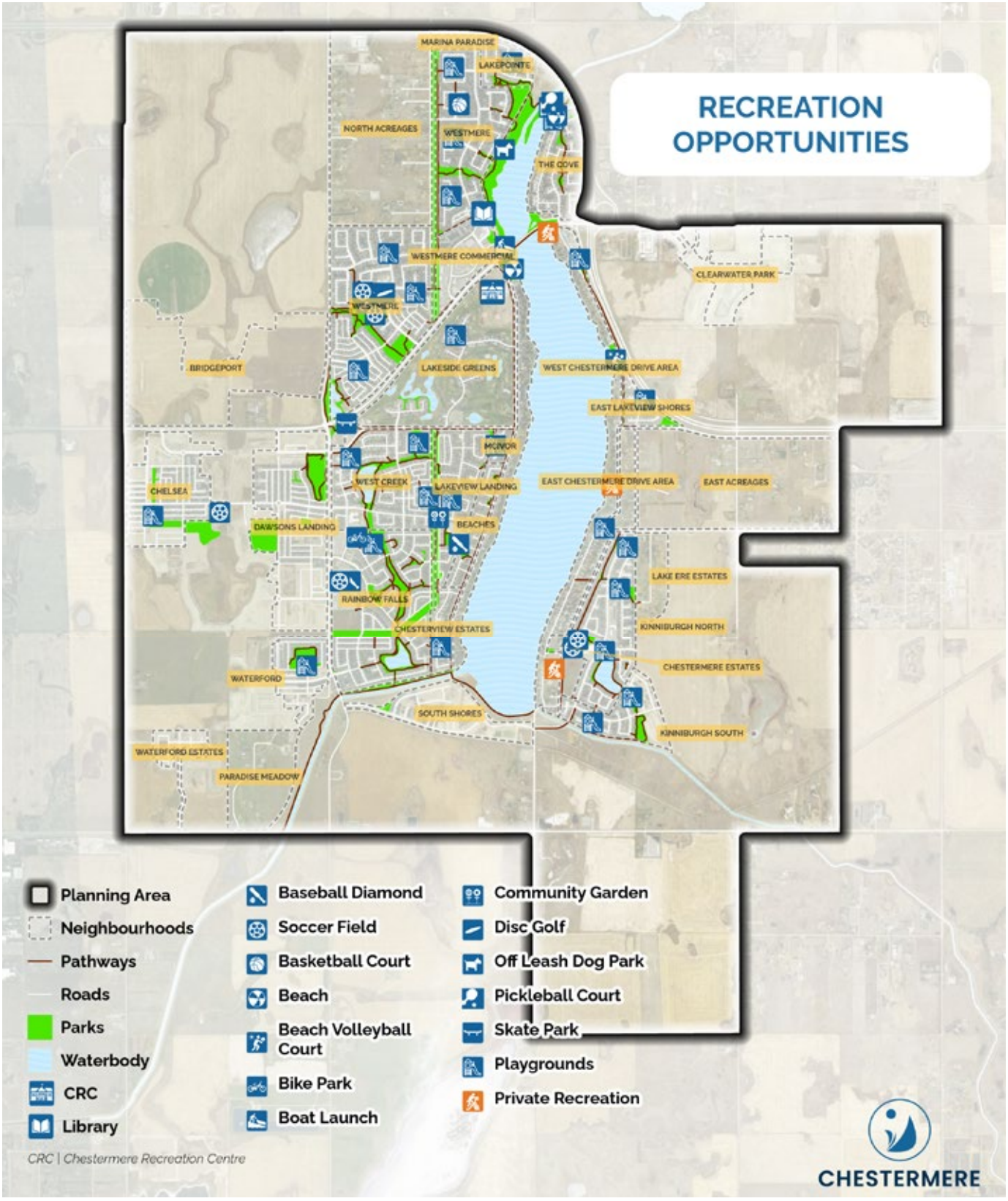


KEY TAKEAWAYS

- There are two publicly owned indoor recreation and culture facilities in the City, the Chestermere Regional Recreation Center and the Chestermere Public Library.
- There are various parks and open spaces in the City, including a skate park, a bike park, community garden, two off leash dog parks, 10 sports fields, 5 ball diamonds, various trails, and a variety of areas to interact with the lake (boat launch, beaches, etc.)
- Almost all residences in the City have access to at least one recreation opportunity within a 10 minute walk.
- Residents of Chestermere also have access to a number of recreation and culture opportunities in the City of Calgary and other municipalities throughout the region.

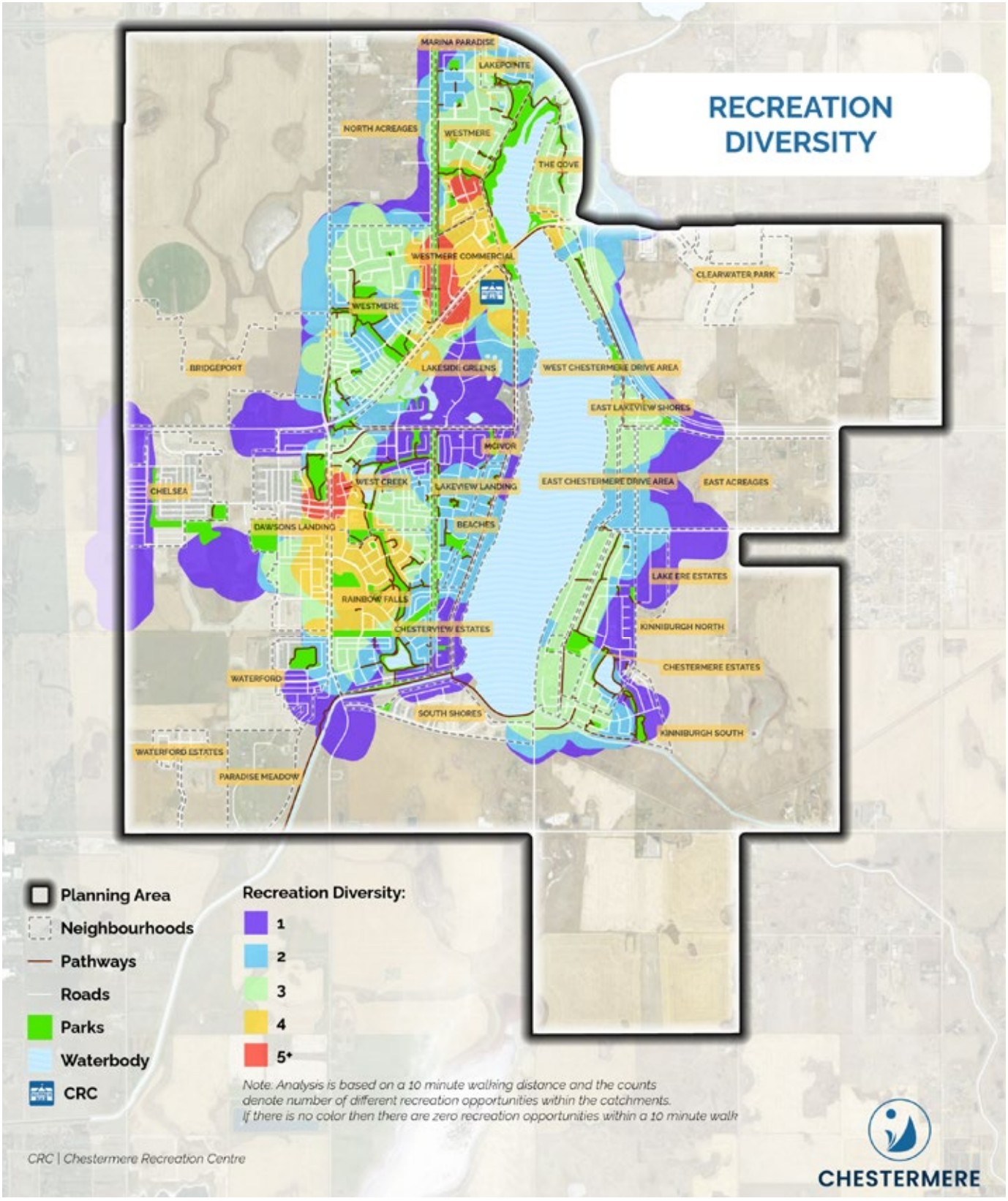
Chestermere offers or facilitates the offering of a range of indoor and outdoor recreation opportunities for residents. These opportunities occur at a variety of facilities, parks, sports fields and trails. These spaces enable residents and visitors to be active and connected to their community. The following map illustrates the indoor and outdoor recreation opportunities in the City.




RECREATION OPPORTUNITIES
MARINA PARADISE
LAKEPOINTE
NORTH ACREAGES
WESTMERE
THE COVE
WESTMERE COMMERCIAL
CLEARWATER PARK
BRIDGEPORT
LAKESIDE GREENS
WEST CHESTERMERE DRIVE AREA
EAST LAKEVIEW SHORES
MCIVOR
CHELSEA
WEST CREEK
LAKEVIEW LANDING
EAST CHESTERMERE DRIVE AREA
EAST ACREAGES
DAWSONS LANDING
BEACHES
LAKE ERE ESTATES
RAINBOW FALLS
KINNIBURGH NORTH
CHESTERVIEW ESTATES
CHESTERMERE ESTATES
WATERFORD
SOUTH SHORES
KINNIBURGH SOUTH
WATERFORD ESTATES
PARADISE MEADOW
Planning Area
Neighbourhoods
Pathways
Roads
Parks
Waterbody
CRC
Library
Baseball Diamond
Soccer Field
Basketball Court
Beach
Beach Volleyball Court
Bike Park
Boat Launch
Community Garden
Disc Golf
Off Leash Dog Park
Pickleball Court
Skate Park
Playgrounds
Private Recreation
CRC | Chestermere Recreation Centre
CHESTERMERE

Additionally, the following map identifies recreation and culture opportunities within a 10-minute walk of City residences. The red colour indicates residents have 5 or more recreation and culture opportunities within a 10-minute walk of their residence while the purple colour indicates residents that only have 1 recreation and culture opportunity. A recreation opportunity could include a facility, trail, park, sport field and any other amenities as identified in the previous map. As can be seen, the majority of Chestermere residences have at least 2 recreation and culture opportunities available to them within a 10-minute walk.




RECREATION DIVERSITY
MARINA PARADISE
LAKEPOINTE
NORTH ACREAGES
WESTMERE
THE COVE
WESTMERE COMMERCIAL
CLEARWATER PARK
WESTMERE
BRIDGEPORT
LAKESIDE GREENS
WEST CHESTERMERE DRIVE AREA
EAST LAKEVIEW SHORES
MCIVOR
CHELSEA
WEST CREEK
LAKEVIEW LANDING
EAST CHESTERMERE DRIVE AREA
EAST ACREAGES
DAWSONS LANDING
BEACHES
LAKE ERE ESTATES
RAINBOW FALLS
CHESTERVIEW ESTATES
KINNIBURGH NORTH
CHESTERMERE ESTATES
WATERFORD
SOUTH SHORES
KINNIBURGH SOUTH
WATERFORD ESTATES
PARADISE MEADOW
Planning Area
Neighbourhoods
Pathways
Roads
Parks
Waterbody
CRC
Recreation Diversity:
1
2
3
4
5+
Note: Analysis is based on a 10 minute walking distance and the counts denote number of different recreation opportunities within the catchments. If there is no color then there are zero recreation opportunities within a 10 minute walk
CRC | Chestermere Recreation Centre
CHESTERMERE

6.1 INDOOR PUBLIC RECREATION AND CULTURE FACILITIES

Indoor recreational facilities play an important role in facilitating year-round recreation and culture opportunities for Chestermere residents and visitors. In addition to providing space for recreation and culture activities, sports, cultural activities and events, indoor facilities also create opportunities for non-participant social interaction in spaces, such as lobbies and viewing areas. There are currently two publicly owned recreation and culture facilities in the City, the Chestermere Regional Recreation Centre and the Chestermere Public Library.

INDOOR RECREATION AMENITIES

Facility / Amenity	Description
Chestermere Regional Recreation Centre	• Twin Arena • Curling Rink and Lounge (4 sheets) • Gymnasium • Training Centre (Fitness Centre, Indoor Turf, Slide Boards, Hockey Shot) • Turf for the Dry Pad • Hall • Meeting Rooms • Seniors Centre
Chestermere Public Library	• Book rentals, technology rentals, walking pole rentals. • Youth and adult programming and events.

6.2 OUTDOOR PUBLIC RECREATION AND CULTURE FACILITIES

Parks and outdoor spaces are valuable community assets that offer environmental, economic, social, and health benefits while beautifying the environments. Parks serve as places of respite, provide venues for physical activity, as well as serve a conservation role in protecting natural and cultural heritage landscapes. Trails play a key role in Chestermere's overall recreation system as they provide connections between amenities such as parks, recreational facilities, arts and culture destinations as well as provide active transportation routes throughout the City and have the potential to connect to other regional attractions. Additionally, active outdoor recreation spaces provide spaces for residents to connect, engage in programmed or spontaneous physical activity and sport, and attract visitors.

OUTDOOR RECREATION AMENITIES

Facility / Amenity	Description
Chestermere Regional Recreation Centre	• Ball Diamonds • Soccer Fields • Outdoor Corral
Bike Park	• Large Pump Track • Skills Loop • Flow Trails • Benches, Picnic Tables • Connect to pathway system
Skate Park	• Ledge, manny pad, flat bar, quarter pipes and a 6x12 ramp. • Parking lot.
Community Garden	• Two community gardens • Rural Community Garden (27 plots, opened in 2011) • Urban Community Garden (36 plots, opened in 2016)
Disc Golf	• 9 hole course.
Outdoor Rink	• Rinks on the Lake and in other locations throughout the City
Snowmobiling / OHV	• On the Lake

Facility / Amenity	Description
Off Leash Dog Park – Lake	• Located on the northwest side of the lake. • Parking available at John Peake Park.
Off Leash Dog Park – Steve King Memorial Dog Park	• Located at the corner of Paradise Road and Windermere Drive. • Parking lot.
Trails	• North Loop • Westmere Loop • East Lake Trail • West Lake Trail • Rainbow Loop • Rainbow Pond • Kinniburgh Trail
John Peake Park	• Lake Access • Gazebo with performance stage • Parking lot • Greenspace
Sunset Park and Beach	• BBQ pits • Fire pits • Beach volleyball court • Concrete steps into the Lake (perfect for paddle boarding and wind surfing)
Rainbow Falls	• Small waterfall • Walking path
Anniversary Park and Beach	• Sand beach • Lakeside promenade • Picnic spaces • Green space

Facility / Amenity	Description
Cove Park and Beach	• Small beach • Walking path • Pirate ship playground • Pickleball Court • Basketball Pad • Gazebo
St Gabe's Soccer / Rugby Field	• 1 soccer / rugby field (also includes a disc golf area)
Our Lady of Wisdom Soccer Field	• 1 soccer field
East Lake School Soccer Field	• 2 soccer fields
Prairie Waters Ball Diamond	• 1 baseball diamond
Our Lady of Wisdom Ball Diamond	• 1 baseball diamond
Chestermere Lake Middle School Ball Diamond	• 1 baseball diamond
Boat Launch	• Public boat launch located on the west side of John Peake Park.

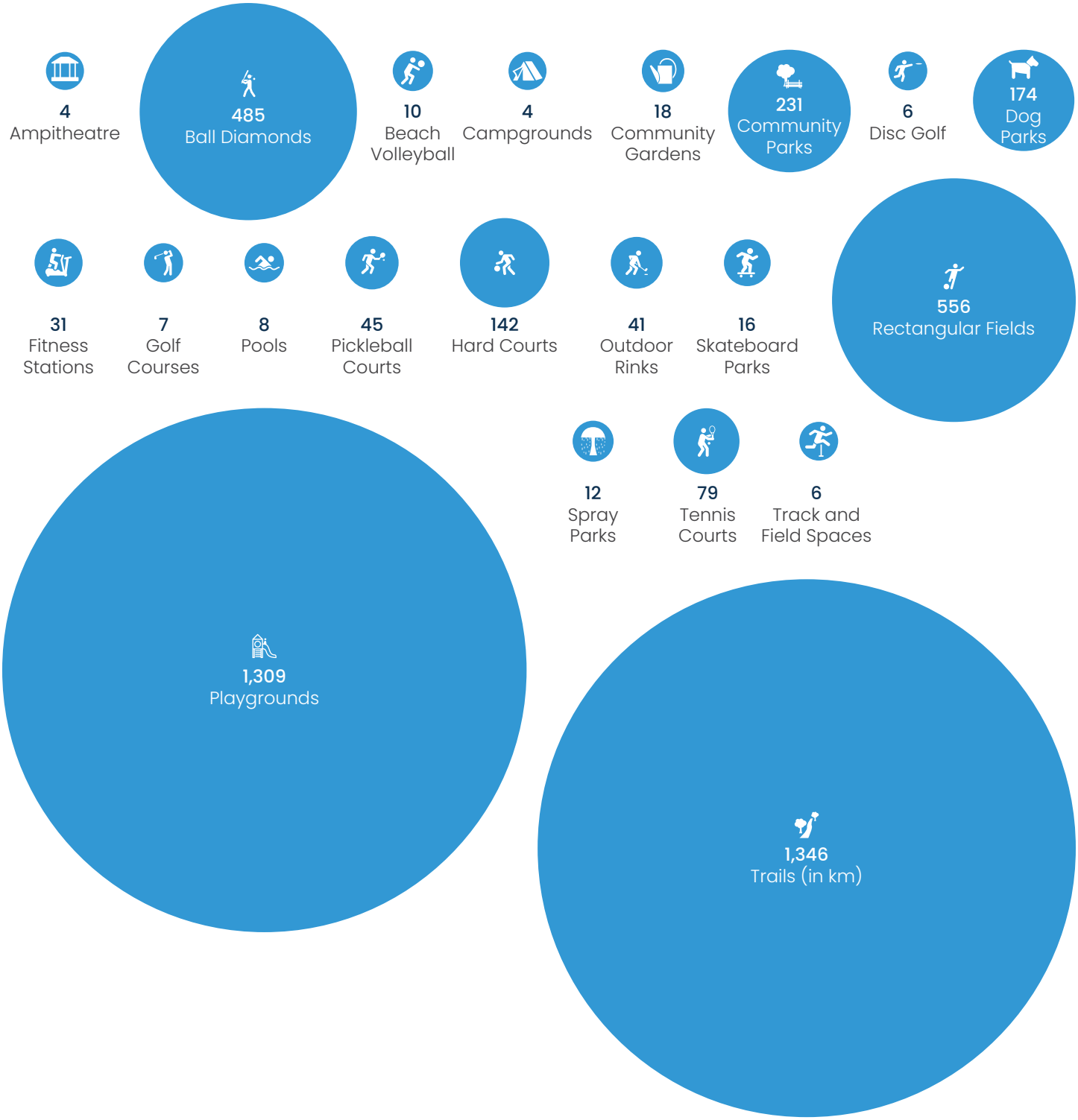
6.3 REGIONAL RECREATION OPPORTUNITIES

The Calgary Metropolitan Region is home to an array of recreation, parks and cultural opportunities. Due to the proximity of these opportunities in the nearby communities, Chestermere residents have access to these services. The City of Calgary and the City of Chestermere have been working on a regional approach through the Calgary-Chestermere Interface Intermunicipal Development Plan, which outlines connections between Chestermere and Calgary via trail systems and potential efficiencies and benefits of the two municipalities working together to provide recreation and culture services collaboratively. The Options for Enhancing Regional Recreation report developed through the Calgary Metropolitan Regional Board (2020) also provides options for how municipalities in the region (Rocky View County, City of Calgary, City of Chestermere, etc.) can work together to provide services. The City currently does not have a formal regional relationship or partnership in place with either Rocky View County or the City of Calgary.

The following graphics outline the available recreation opportunities in the Calgary Metropolitan Region.



OUTDOOR


4
Ampitheatre
485
Ball Diamonds
10
Beach Volleyball
4
Campgrounds
18
Community Gardens
231
Community Parks
6
Disc Golf
174
Dog Parks
31
Fitness Stations
7
Golf Courses
8
Pools
45
Pickleball Courts
142
Hard Courts
41
Outdoor Rinks
16
Skateboard Parks
556
Rectangular Fields
12
Spray Parks
79
Tennis Courts
6
Track and Field Spaces
1,309
Playgrounds
1,346
Trails (in km)

07 UTILIZATION

Source: facebook.com / CityofChestermere / photos_by



KEY TAKEAWAYS

- Prime time utilization (during the primary season of play) in the arenas ranges from 90-92% of available capacity.
- The curling rink is highly utilized during the primary season of play.
- The East Lake fields and OLOW fields are highly utilized during the primary season of play.
- The majority of bookings for sport fields and ball diamonds in the City come from minor soccer and minor baseball.

The following section describes how facilities and spaces in Chestermere are being used by residents and groups. These figures help identify when facilities and spaces are the busiest, who is using them the most, and when they are not being used to full capacity.

7.1 SPORT FIELD UTILIZATION ANALYSIS (CITY OWNED)

Utilization data was gathered for soccer fields owned and maintained by the City to better understand how these spaces are being used. Utilization rates presented in this section are based on the best available data and assess levels of utilization against available capacity. Further detail related to utilization figures can be found in the appendix.

CITY SOCCER FIELD UTILIZATION

The soccer fields in Chestermere are seasonal use, with bookings beginning in April and ending in September, depending on weather conditions. Overall, there is some capacity available for soccer field usage in the City. Notably, the East Lake School Fields (81% utilization) and the Our Lady of Wisdom School (73%) fields are the most utilized fields in the City.

FIELD AND BALL DIAMOND CAPACITY ASSUMPTIONS

Field Type	Annual Capacity (Hours)	Assumption
Natural Surface Rectangular Field	600	600 hours of capacity represents an industry standard for the intensity of use a natural surface field can typically accommodate before field surface deterioration and damage is likely.
Ball Diamond	600	600 hours of capacity represents an industry standard for the intensity of use a natural surface field can typically accommodate before diamond surface deterioration and damage is likely.

7.2 CRRC UTILIZATION

The CRRC is the primary indoor recreation facility in the City. Utilization data was provided by the Chestermere Regional Community Association from 2022 to 2023.

CRRC ARENAS

The CRRC is home to the only two arenas in Chestermere. The arenas are used between 45%-60% of overall capacity throughout the year. However, to better understand how often the arenas are being used during the most popular "prime" times, a smaller operation window is used to assess more realistic levels of capacity. Prime time can be described as the most desirable time to book a facility and is usually considered the busiest time of the day for most facilities and spaces. Prime time hours at the CRRC arenas are:

- After 4pm on weekdays;
- All day on weekends

Approximately half of all arena bookings occur during prime time hours, with the arenas being used 91-92% of the time during prime time hours.

In addition to how often facilities are being used, it is important to understand who is using them. Chestermere Minor Hockey, private rentals, and Ice Edge Skating were the top organizations renting ice in 2022 and 2023.

CRRC CURLING RINK

The Curling Rink, located in the CRRC is operated by the Chestermere Curling Association, a non profit, volunteer based association. The curling rink is home to four curling sheets and a lounge. The curling rink is operational for 6 months of the year (September to March). The facility is also used for soccer, lacrosse, and other dry-land sports the other 6 months of the year (April to August). During the curling season, the rink saw a utilization rate of between 72%-76% with a slight increase from 2022 to 2023.

Utilization data for the dry pad was provided for the previous two years. The dry pad saw an increase in usage (3% to 13%) from 2022 to 2023.

CRRC STUDIOS

The CRRC is home to two multipurpose studios, ideal for fitness classes and dance. The two studios are primarily used by Twirl Dance Company, Confidence Martial Arts and the Playschool. Studio use ranges between 10-11% of overall capacity. It is important to note that a prime time calculation cannot be done for studio use as the primary season varies by activity.

CRRC HALLS / MEETING ROOMS

The halls and meeting rooms located in the CRRC are multi purpose areas that accommodate events, fitness classes and more. The CRRC is home to three multi-purpose areas including the MPP Hall, Main Hall and Meeting Rooms. The Main Hall also serves as a gymnasium. The MPP hall utilization ranged from 19% to 23% over the two-year period. The Main Hall utilization ranged from 29% to 31% utilizations range. The meeting rooms in the CRRC saw an increase in utilization from 19% to 35% over the two-year period.

CRRC TRAINING FACILITY

The training facility located in the CRRC building is ideal for team training, fitness classes, and skill development. The facility includes indoor turf, shooting lanes, fitness equipment and slide boards. The space is primarily used by Minor Hockey, Ice Edge Skating and Chestermere Speed School. The training facility has utilization rates of approximately 10% of available capacity.

CRRC SOCCER FIELDS

The CRRC site is home to three soccer fields (2 youth sized and one regulation sized). These soccer fields have utilization rates ranging from 73% to 78% during the primary season of play.

CRRC BALL DIAMONDS

The CRRC site is home to three ball diamonds, primarily used by Crushers Baseball and Slo-Pitch. The CRRC Ball Diamonds have utilization rates from 33% to 34% during the primary season of play.



08 BENCHMARKING

Source: facebook.com / CityofChestermere / photos_by



KEY TAKEAWAYS

- The provision of indoor and outdoor facilities and amenities was benchmarked against: City of Leduc, Town of Cochrane, Town of Okotoks, City of Spruce Grove and the City of Fort Saskatchewan to better understand how Chestermere compares to similar communities.
- The City is in a weaker position in 7 of 17 indoor amenities researched.
- Regarding outdoor amenities the City is in a weaker position in 10 of 21 facilities researched.
- The City spends on average about $10,000,000 less annually on recreation than communities similar in size.

Understanding the degree to which other municipalities provide facilities and amenities can offer some context in assessing recreation and culture services in the City.

8.1 INFRASTRUCTURE BENCHMARKING

In order to understand how Chestermere compares to other peer communities in the province, five other municipalities were investigated. These other communities were chosen due their unique attributes and included the City of Leduc, Town of Cochrane, Town of Okotoks, City of Spruce Grove and City of Fort Saskatchewan. Each one of these municipalities are in close proximity to larger service centres and are seeing growth in population. The Town of Cochrane, Okotoks and the City of Spruce Grove have higher populations than Chestermere which can provide insight into provision ratios and investment as Chestermere continues to grow.

The detailed table in the appendix shows the number of different facilities and amenities in each community. The table does not provide any clarity or rating on the quality, size, or condition of each, they simply show a number. The facilities and amenities listed are for municipally owned facilities or those that receive significant municipal support. In addition to quantity, a per population provision ratio is shown. This is calculated using the 2021 Census figures to ensure consistency, and this ratio shows the number of people that are served by each facility or amenity. Finally, an indication of how Chestermere compares is also shown.



INDOOR AMENITY BENCHMARKING

As illustrated in the appended tables, Chestermere is similar to the average in regards to the provision of the following publicly owned or publicly supported indoor amenities.

- Arena pads
- Community gymnasium spaces
- Curling rinks
- Community Halls
- Libraries
- Seniors spaces

Chestermere is in a weaker position than the other communities in regards to the following indoor publicly owned or supported amenities.

- Leisure Pools
- 25m Lap Pools
- Dedicated performing arts theatre
- Fieldhouse type spaces
- Multipurpose program spaces
- Indoor playgrounds
- Walking track
- Fitness centres



OUTDOOR AMENITY BENCHMARKING

As illustrated in the accompanying tables, Chestermere provides, or supports the provision of the following outdoor amenities at a similar rate to comparable communities.

- Amphitheatres
- Beach volleyball
- Community gardens
- Disc golf courses
- Off leash dog parks
- Skateboard parks

Chestermere is in a weaker position than comparable communities for the following publicly supported outdoor amenities.

- Ball diamonds
- Community parks
- Fitness stations
- Hard courts
- Pickleball courts
- Outdoor boarded rinks
- Playgrounds
- Rectangular fields
- Trails
- Tennis courts



8.2 FINANCIAL BENCHMARKING

The following table outlines recreation, parks, and culture spending (as reported by Alberta Municipal Affairs[1]) of Alberta cities with a population range of 20,000 to 30,000 based on 2021 Census Data.

Due to the City not owning or operating any indoor recreation facilities, the City's revenue and expenditures and expenditure per resident are significantly lower than municipalities with similar populations.

Municipality	Population (2022)	Recreation, Parks and Culture Expenditures	% of Municipal Expenditures on Recreation, Parks and Culture	Expenditure Per Resident	Total Recreation, Parks and Culture Revenue	Total Municipal Expenditures
City of Camrose	19,847	$12,421,257	10%	$625.85	$3,633,422	$119,742,155
City of Lloydminster	20,574	$19,338,317	9%	$939.94	$5,492,366	$211,319,147
City of Beaumont	21,918	$8,045,825	7%	$367.09	$8,437,334	$115,946,105
City of Fort Saskatchewan	28,045	$14,989,000	8%	$534.46	$3,986,000	$186,737,000
Town of Okotoks	31,959	$17,078,077	11%	$534.37	$10,965,718	$151,034,679
Town of Cochrane	34,724	$13,979,246	8%	$402.58	$1,556,033	$168,186,607
City of Leduc	35,398	$22,075,255	9%	$623.63	$6,353,262	$253,922,979
City of Spruce Grove	40,842	$11,608,663	5%	$284.23	$4,966,030	$227,977,299
Average	**29,163**	**$14,941,955**	**8%**	**$539.02**	**$5,673,771**	**$179,358,246**
Chestermere	**24,649**	**$5,073,576**	**7%**	**$205.83**	**$1,201,359**	**$75,720,961**

1 https: / / open.alberta.ca / opendata / municipal-financial-and-statistical-data

09 TRENDS

Source: facebook.com / CityofChestermere / photos_by



KEY TAKEAWAYS

- The Canadian Infrastructure Report Card recommends that municipalities reinvest between 1.7% and 2.5% of a facility's capital value each year.
- Smart design and technology can reduce energy use in recreation facilities.
- There is increased pressure on indoor recreation facilities to provide more year-round opportunities due to climate change.
- Inclusion and equity are important considerations when thinking about public recreation and culture services.
- Activities with growing participation rates include tennis, pickleball, basketball, soccer, baseball, cricket, rugby, softball, and field hockey

It is important for municipalities to be aware of and integrate new and emerging trends observed in the recreation and culture sector when thinking strategically about the future. Understanding regional, provincial, and national trends can help municipalities anticipate future demands and opportunities and align with leading practices. Identified in this section are several key trends to recreation and culture that are supported by industry research.

9.1 INFRASTRUCTURE TRENDS

ASSET MANAGEMENT PLANNING

Effective asset management planning requires municipalities to develop an accurate inventory of assets, assess intended and current level of service provided by such assets, and to develop lifecycle maintenance schedules to ensure that assets have the longest functional lifespan possible. For parks and recreation service providers, it is important to both understand existing assets under management as well as to proactively identify needed maintenance well in advance of assets being in urgent need of repair.

The Canadian Infrastructure Report Card recommends that municipalities reinvest between 1.7% and 2.5% of a facility's capital value each year. The average is currently around 1.3%.

In Ontario, around 32% of tourism, culture, and sport infrastructure is rated in 'good' condition – lowest of all municipal asset classes. It is important that municipalities take a proactive approach to identifying ongoing maintenance, rehabilitation, and other investment requirements via transparent Asset Management plans, particularly for parks and recreation infrastructure.

ADAPTATION IN BUILT INFRASTRUCTURE AND OPEN SPACES

Leveraging technology and smart design can significantly reduce the energy use and environmental impacts of recreation facilities. Utilizing green building design standards for indoor recreation facilities (e.g., LEED) and incorporating leading edge technologies to reduce energy consumption, prevent heat loss, and lower water consumption can help to offset a facility's overall environmental impact. Renewable energy generation technologies can also be incorporated to generate electricity.

Municipalities are also grappling with shifting economic landscapes and ongoing impacts of the COVID-19 pandemic that have challenged revenues and placed expenditures under greater scrutiny. Integrating sustainable building technologies can help to reduce the ongoing operating costs of recreation facilities. Regularly reviewing user fees can also help to balance the importance of affordable, accessible services with revenues needed to maintain high service standards.

ACCESSIBILITY

To ensure that public spaces and facilities are accessible for all, communities are now developing and adopting holistic design guidelines to be referred to often. For example, Edmonton, AB has created a robust access design guide[1] that is to be referenced during planning, design, and construction stages of infrastructure development. This Guide helps to clearly identify important accessibility features.

Accessibility is an ongoing concern for service providers within the parks and recreation sector, as well as for municipalities more generally.

The built environment – including parks, trails, and facilities – can be a primary barrier to participation in community life and leading active lifestyles for all residents.

Indoor and outdoor spaces continue to be designed to incorporate universal accessibility features, a wider range of participants are being considered in terms of how those with disabilities can participate in parks and recreation programs, and program design is adapting over time to maximize participation for all.



1 *https: / / www.edmonton.ca / sites / default / files / public-files / documents / PDF / AFE-AccessDesignGuide.pdf*

9.2 TRENDS IN EQUITY AND INCLUSION

CENTERING EQUITY IN RECREATION AND CULTURE

There is increasing cultural awareness of the systemic nature of racism and the structural inequalities that exist within society. In Canada, the work of the Truth and Reconciliation Commission was fundamental in highlighting and exposing historical and ongoing structural flaws within society that perpetuate racism and harm towards Indigenous populations. Global movements such as Black Lives Matter have resulted in a further level of awareness and discussion on issues of race, privilege, and inequality. Municipalities and other public entities that provide recreation, parks, and culture services are evaluating their historical culpability in perpetuating historical inequalities and moving forward with solutions that can address these issues.

STAFF TRAINING IN EQUITY AND INCLUSION

Recreation, parks, and culture services are uniquely positioned to foster inclusivity and provide a platform to help blunt racism, prejudice, and inequality. Doing so starts with building awareness and capability among recreation staff to foster inclusivity and participation in recreation among individuals of different backgrounds, identities, ages and abilities. There is an increasing shift towards building awareness and competency among recreation professionals so that they can run inclusive and equitable recreation facilities and programs.



9.3 TRENDS IN SUSTAINABILITY AND CLIMATE CHANGE

Sustainability is top of mind for many municipalities in Canada, encompassing not only the environmental impacts of decisions, but also the social and economic impacts. Climate change has and will continue to impact the provision of recreation services in Canada, with increased energy and material costs forcing many municipalities to reconsider building design and operations to minimize environmental impacts and increase resiliency to disruption.

AIR POLLUTION AND MAJOR WEATHER EVENTS

Climate change is altering the way that people recreate outdoors. Increased temperatures mean people are more likely to recreate in in the early or late hours of the day outside of peak temperature hours. Furthermore, air pollution due to wildfire smoke or smog from the burning of fossil fuels is increasingly inhibiting people's ability to safely recreate outdoors. Due to increasingly poor air quality, municipalities and sport organisations are having to restrict access to outdoor recreation spaces. Furthermore, more extreme weather means that people will seek out climate-controlled environments more often. This can result in increasing demand for indoor recreation facilities so that people can continue their outdoor activities indoors. This has implications for the design and capacity of indoor recreation facilities as they face pressure to accommodate a wider range of activities and sports. Incorporating social gathering spaces within recreation facilities that can be accessed without paying for admission can provide safe, comfortable environments for all.

NATURE BASED STEWARDSHIP

Recreation programs focused on connecting people with nature and educating people about environmental stewardship are leading the way in the recreation sector. Educating people about the natural environment and nature conservation is increasingly recognised as an important element of recreation. Programs that aim to get people active outdoors and connect them with nature, while educating them about nature conservation and stewardship are being increasingly offered throughout the sector.



9.4 RECREATION PROGRAMMING TRENDS

INCREASING DEMAND FOR SPONTANEOUS AND UNSTRUCTURED RECREATION

Demand for more unstructured and spontaneous forms of recreation is increasing. This trend is particularly prevalent among younger individuals who are becoming increasingly interested in unstructured sporting activities like swimming, skateboarding, biking, and drop-in gymnasium activities.

Furthermore, there is growing demand for more flexibility in timing and activity for recreational pursuits. More people are seeking individualized and informal pursuits that can be done alone or in small groups, at flexible times, often near or at home, and year-round. This trend does not eliminate the need for structured recreation but suggests that planning for spaces and places that support spontaneous and unstructured recreation is as important as planning for more traditional structured recreation environments that focus on team-based activity.

To ensure spontaneous opportunities exist for residents, many municipalities are actively encouraging the use of parks and greenspace for casual and "pick up" activities. Encouraging these activities in public greenspaces can result in broader benefits, such as:

- Increased utilization of parks and open spaces.
- Reduction in deviant / anti-social behaviour through increased resident value and regular use.
- Increased opportunities for multi-generational recreation, sport, and physical activity.

TRENDS IN PROGRAM DELIVERY

Program delivery is a resource intensive activity that requires significant capital investment and labour. Municipalities are increasingly seeking out partnership opportunities with volunteer groups, neighbouring municipalities, local schools, and businesses to assist in program delivery. Partnering in this way increases resources and investment available to deliver programs, and in turn gives residents access to more diverse recreational opportunities. It can also expand the user base for programs and facilities.

JUMPSTART STATE OF SPORT REPORT (2024)

The Jumpstart State of Sport report outlines youth sport preferences, barriers and trends youth are currently facing when participating or trying to participate in sports. Topline findings include:

- Playing with friends, having fun and exercising to stay healthy are the top three motivators for youth to participate in sports.
- Reasons why youth choose not to participate in sports include cost, lack of time and lack of confidence.
- The majority of youth participate in sports with a school team or local organization.
- 22% of youth walk to participate in sports.
- 23% of youth participate in sports less than before COVID-19.
- Soccer, swimming, basketball, biking and hockey were the top sports youth are participating in.

DECLINING PARTICIPATION AMONG WOMEN AND YOUNG GIRLS

In July 2021, Canadian Women & Sport published a report on the impact of COVID-19 on girls' participation in sport.[2] The Pandemic Impact on Girls in Sport report found that 1 in 4 girls were not committed to returning to sport post-pandemic. This stat is particularly troubling as the report cites research done previously that found that 1 in 3 girls drop out of sport by age 16 compared to only 1 in 10 boys. According to research published in The Rally Report, the top 5 barriers to girls' participation in sport are:

- Access to Facilities & Programs
- Quality of Programs
- Alternatives to Sport
- Cost to Participation
- Confidence

HEALTHY AND ACTIVE AGEING

It is important for municipalities to ensure that the programs and services on offer are reflective of the needs and characteristics of their local communities. Chestermere's population is ageing. The municipality must support the needs of this ageing population. Recreation has a key role to play in the health of older individuals. Staying physically active and participating in recreation and leisure activities can help prevent the onset of diseases and disabilities and can help older individuals feel connected and integrated within their communities.

Programs and activities to support the participation of older populations in recreation and sport are emerging. Intergenerational programming is gaining traction within the sector. Intergenerational programming seeks to connect children, youth, adults, and seniors through recreational activities that can be done together. Benefits of these programs include increased participation among all age groups and opportunities for people of different age groups to learn from each other and connect.

2 https: / / womenandsport.ca / resources / research-insights / the-pandemic-impact-on-girls-in-sport / #:~:text=The%20Pandemic%20Impact%20on%20Girls%20in%20Sport%20report%2C%20which%20collected,post%2DCOVID%2D19%20world.

9.5 PARTICIPATION TRENDS

According to multiple sources, recreation and sport activities with growing participation rates include the following (not in rank order):

- Tennis
- Pickleball
- Basketball
- Soccer
- Baseball
- Cricket
- Rugby
- Softball
- Field hockey

From a broader perspective, declining participation / activity rates among women and girls are also being observed.

- 62% of Canadian girls and less than 20% of Canadian women aged 16 to 63 participate in sport (Canadian Women & Sport, 2020).
- Boys (54%) are twice as likely to meet activity guidelines compared to girls (26%).

It is also reported that participation in sport and overall physical activity levels decrease with age.



10 COMMUNITY ENGAGEMENT

Source: facebook.com / CityofChestermere / photos_by



A series of virtual interviews and meetings were convened with a comprehensive list of individuals representing an array of organizations regarding recreation provision in Chestermere. These meetings afforded representatives the opportunity to share their thoughts on the current provision of recreation services in Chestermere including programs and facilities. Additionally, representatives identified potential opportunities for enhanced service delivery. In total over forty perspectives were shared. Refer to the Appendix for the complete list. The meetings were convened from late May through to late June 2024. A synopsis of the meetings is presented below.

It is important to note that robust community engagement has occurred prior to this planning process related to the proposed Civic Centre project, the feasibility work leading up to it, and the 2014 Master Plan. All of these previous engagements rendered similar themes to the following.



10.1 FINDINGS

A synopsis of all the meetings is presented below. It is important to note that not all comments presented represent the opinions of all meeting participants. Rather, the synopsis represents key takeaways from meetings as determined by frequency of response and through the analysis of the consultant. Comments are not attributed to the individual participants.

- There is a lack of recreation infrastructure in Chestermere. This impacts the ability of groups and residents to get adequate access to participate in and deliver programs. It also impacts the City's ability to attract residents and businesses.
- Chestermere is growing and residential development continues. The lack of amenities to service its current population will only be exacerbated as the population grows.
- The lack of spaces means that Chestermere teams and activities have to leave the city to deliver their programs. Often this means travel into Calgary. There is generally an excess demand for space but, for older and more competitive activities, the amenities just do not exist in Chestermere.
- The list of needed amenities is long and varied. It includes:
  - » Indoor: dryland training space; meeting rooms; group storage; fieldhouse; aquatics; arena; social agency and not for profit hub; enlarged library; arts spaces and theatre; gym / fitness centre
  - » Outdoor: connected trail system; spray park; playgrounds; rectangular fields; ball diamonds; sport courts; lighting at amenities; seating; washrooms
- General maintenance and upkeep of outdoor and indoor amenities is needed.
- General promotion and promotion of the available programs and events is needed. It can be challenging for people to find the information needed.
- The City could assist in communications by serving as a central information source. Additionally, the City is seen as the entity to be the driver of recreation in Chestermere. It could fill gaps in programming but certainly it could offer drop-in and general recreation programs. It is important to recognize that there are different languages spoken in Chestermere; this should be reflected in communications and out reach efforts.
- Working collaboratively with groups and other service providers in the city would be beneficial. There are some concerns about the City's interest in and concern for satisfying the recreation needs of residents. There is an interest in developing stronger relationships with the City from groups and organizations.
- The cost of space in Chestermere can be expensive. The City could help groups with this by providing space for meetings and programs but also by ensuring that fees are not too high. Cost, at the organization and individual level, is a barrier that needs to be acknowledged and addressed where possible.
- The composition of the city is dynamic. Recreation interests are changing and the services offered need to reflect these changing interests.

11 AMENITY SERVICE LEVEL ASSESSMENT AND PRIORITIZATION

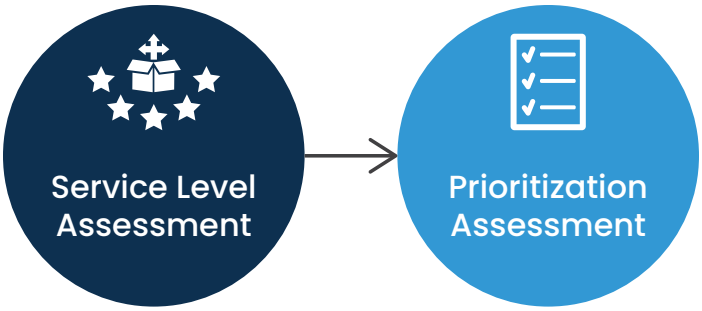
Source: facebook.com / CityofChestermere / photos_by



Recreation and culture infrastructure is one of the most expensive services a municipality will provide to residents and visitors. Recreation and culture amenities provide spaces for the community to be active and connected.

The following framework helps to assess current services levels for recreation and culture amenities (activity spaces) the City currently invests in or that it might invest in. It also provides priority as to which amenities warrant investment first.

The service level assessment answers the question: do we currently have the right quality and quantity of amenities? It examines supply and demand in the City to determine if amenity service levels should be enhanced, protected or limited. Once the service level has been determined, prioritization helps to focus action.





11.1 SERVICE LEVEL ASSESSMENT

Specific criteria are used to examine the levels of supply and demand, along with a scoring process. The criteria for both supply and demand are presented in the accompanying tables.

SUPPLY CRITERIA

Criteria	Description
Amenity Condition	Are investments or upgrades needed to keep the facility functioning appropriately?
Capacity	What is the ability of the amenity to accommodate more use?
Relevance / Fit for Purpose	Does the amenity meet the current needs and expectations of users?
Public Availability / Accessibility	How available is the amenity for general / public (non group) use?

DEMAND CRITERIA

Criteria	Description
Community / Population	Does the community composition align with facility users? Will this change in the future?
Public Support	What is the level of local support or demand?
Use	How frequent is the use?
Trends	Are there trends in recreation activities that indicate upcoming demand?

When the assessment is completed, the list of facilities are grouped into categories of enhance, protect or limit / innovate.

Where there is high demand and low supply, amenity provision could be enhanced.

Where there is high demand and high supply, amenity provision could be protected.

Where there is low demand, amenity provision could be refocused or reduced.

Each amenity is scored 0-3 for the supply criteria and the demand criteria which gave the amenity a service level score. Detailed scoring can be found in the appendix.



Enhance

(High Demand + Low Supply)



Protect

(High Demand + High Supply)



Limit / Innovate

(Low Demand)

ENHANCE

An amenity the falls in the enhance category may warrant investment to increase current quality or quantity and further study (feasibility) may be warranted. The list of amenities in the enhance category is lengthy due to the lack of current services in the community. It is presented in alphabetical order.

Indoor	Outdoor
Art creation spaces	Trails (non-paved)
Before and after school care facilities	Outdoor boarded skating rinks
Indoor multi-sport court spaces	Outdoor fitness equipment*
Event hosting facilities	Outdoor pool*
Fitness and wellness facilities	Sport fields - grass
Gymnasium type spaces	Sport fields – artificial turf*
Ice arena facilities	Spray parks*
Indoor child playgrounds*	Tennis courts*
Indoor multi-sport / field house type facilities*	
Libraries	
Leisure ice surfaces (non hockey)*	
Leisure pools*	
Multipurpose program rooms	
Performing arts theatres*	
25M Lap pool*	
Walking / running track*	

*The * denotes that the City currently does not have the amenity recreation and culture services.*

PROTECT

Amenities that fall into the protect category should be maintained and reinvested in to ensure current service levels are sustained. Amenities in the protect category are outlined as follows.

Indoor	Outdoor
Art display spaces	Outdoor Agricultural Facilities
Community groups office / admin space*	Amphitheatre / event space / band shelters
Community hall / banquet facilities	Ball diamonds
Community kitchen*	Beach volleyball courts
Community meeting rooms	Bike parks
Curling rinks	Campgrounds*
Indoor agricultural facilities*	Community gardens
Indoor climbing wall*	Cross country ski and snowshoe trails*
Parkour / gymnastics space*	Disc golf courses
Storage space	Off leash dog parks
Youth centre	Golf courses
	Hardcourts
	Lake access
	Open spaces
	Paved pathways
	Pickleball courts
	Picnic areas
	Playgrounds (younger children)
	Playgrounds (older children)
	Sledding / tobogganing hills
	Skateboard park
	Track and field spaces*

*The * denotes that the City currently does not have the amenity recreation and culture services.*

LIMIT / INNOVATE

Amenities that fall into the limit / innovate category may not need to be provided in the same form moving forward. When significant investment is required or when considering optimizing the use of existing resources, these amenities may provide opportunity to be repurposed or to be used in a more innovative way than is currently the case. Amenities that fall into the limit / innovate category are as follows.

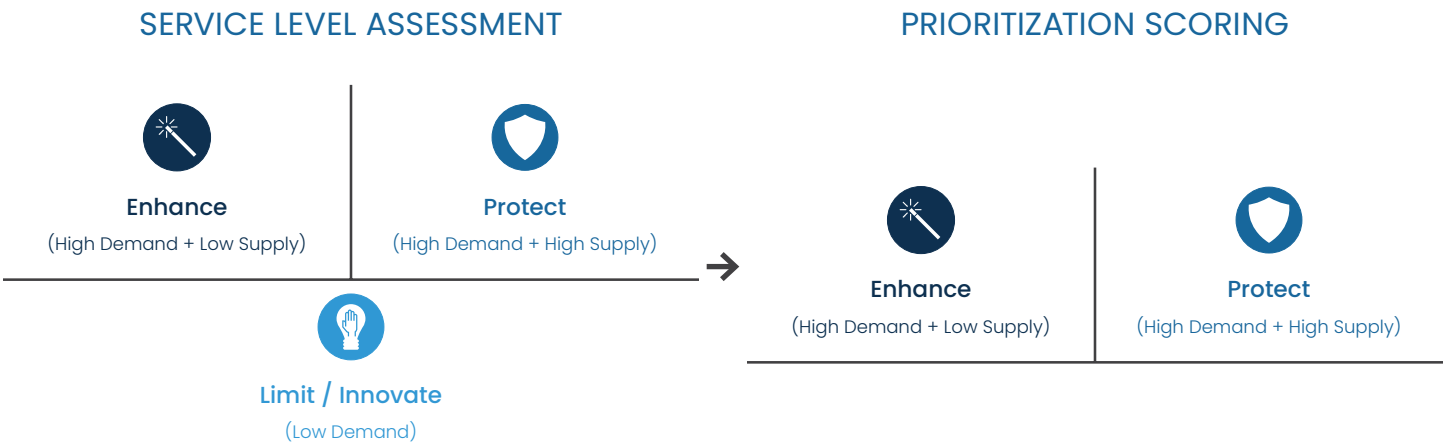
Indoor	Outdoor
Archery range*	Archery range*
Seniors Centre	

*The * denotes that the City currently does not have the amenity recreation and culture services.*



11.2 PRIORITIZATION

The list of service level assessment adjustments is extensive. Virtually all of the amenities in the enhance or protect categories could warrant investment of some type and the City does have resource limitations. Investment decisions in subjective services like recreation and culture can be challenging. The following criteria are meant to help provide transparency and guidance related to potential investment. Only those facilities and amenities that were categorized as enhance or protect were prioritized.

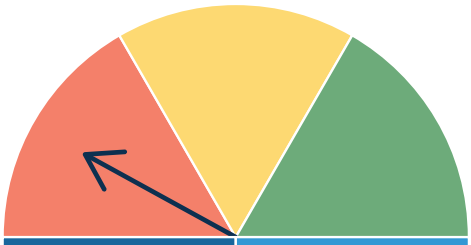


Similar to the service level assessment, the amenities are given a score from 0-3 based on the criteria presented in the accompanying chart. Along with the scoring, the criteria are given a weighting (1, 2 or 3) based on the importance of the criteria to the context of the City.

Criteria	Description
Service Level Assessment	Based on the Service Level Assessment
Public Benefit	What broad public benefit will the amenity deliver?
Financial Impact	What is the overall financial impact considering capital, operating and lifecycle costs?
Future Proofing	How well can the amenity be used for a variety of activities and accommodate new activities?
Support Economic and Community Development	To what extent can the amenity support community economic development? (e.g. attract residents and businesses)
Partnerships	What is the potential of the amenity to attract partnerships in its development and or operation?
Recreation Benefit	Does the facility or amenity provide new or enhanced recreation opportunities?

The following tables outline high, medium, and low priority amenities presented in rank order within each category of priority. Detailed scoring can be found in the appendix.

High Priorities



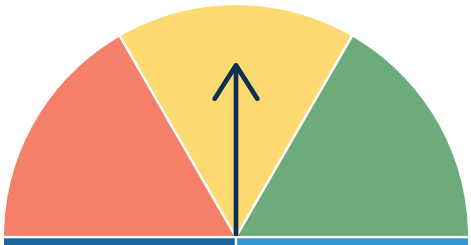
Indoor

- Indoor multi-sport / field house type facilities
- Art creation spaces
- Art display spaces
- Walking / running track
- Event hosting facilities
- Gymnasium type spaces
- Performing arts theatre
- Indoor multi sport court spaces
- Community hall/banquet facilities
- Leisure swimming pools
- Multi-purpose program rooms
- Lap pool (25m)
- Before and after school care facilities
- Indoor child playgrounds
- Parkour / gymnastics space
- Fitness and wellness spaces
- Libraries

Outdoor

- Open spaces
- Paved pathways
- Sport fields - grass
- Community gardens
- Lake access
- Outdoor boarded skating rinks
- Spray parks

Medium Priorities



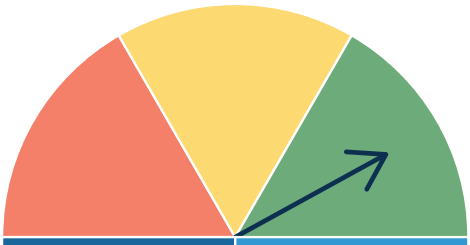
Indoor

- Ice arena facilities
- Community meeting rooms
- Leisure ice surfaces (non hockey)

Outdoor

- Campgrounds
- Cross country ski and snowshoe trails
- Trails (non-paved)
- Amphitheatre / event spaces / band shelters
- Hardcourts
- Picnic areas
- Sledding / tobogganing hills
- Sport fields – artificial turf
- Tennis courts
- Ball diamonds
- Disc golf course
- Bike parks
- Outdoor pool
- Pickleball courts

Low Priorities



Indoor

- Community group office / admin space
- Indoor climbing wall
- Community kitchen
- Curling rinks
- Storage space (for groups)
- Youth centre
- Indoor agriculture facilities

Outdoor

- Beach volleyball courts
- Off leash dog parks
- Outdoor fitness equipment
- Golf courses
- Playgrounds (younger children)
- Playgrounds (older children / youth)
- Skateboard parks
- Track and field spaces
- Outdoor agriculture facilities
- Archery range

Both the service level assessment and prioritization approach can be used to help focus future investment in recreation and culture amenities. The proposed Civic Centre project is an example of said investment, as the amenities proposed within it (indoor fields, indoor walking track, fitness centre, fitness / dance studio, multipurpose program rooms and group meeting space are all high priority amenities, many of which are in the enhance service level assessment category).

It is also important to note that although the list of amenities that could warrant investment is extensive, service levels will need to be protected and enhanced over time through a phased approach. The City does have investment limitations and it will take time to "reset" recreation and culture in the Chestermere.



12 FUTURE AREAS OF FOCUS

Source: thecityofchestermere.ca



In response to the research and engagement findings as well as the amenity service level needs assessment and prioritization results, the following potential future areas of focus are offered for consideration by City Council and administration. It is important to note that these areas of focus are not meant to provide the same type of strategic direction that is typically found in a recreation and culture master plan (like the City's current one from 2014) but rather to provide some direction now in advance of a more thorough refresh or update of the existing Master Plan at some point in time.

INVEST MORE IN RECREATION AND CULTURE

The City of Chestermere is an attractive place for Albertans to call home, so much so that the City is experiencing tremendous growth and has for some time. When communities grow quickly, it difficult to ensure that complete community services can be established and maintained. Coupled with the growth it has experienced has been a lack of investment in sustaining existing indoor recreation infrastructure in the City. It is clear that recreation and culture service levels have deteriorated over time as growth has occurred. It is also clear that the City could invest and do more related to these important aspects of quality of life.

Primary justification:

- Lower than average recreation and culture investment levels in the City.
- Dissatisfaction expressed by the community.

FORMALIZE AN AGREEMENT BETWEEN THE CITY AND ROCKY VIEW COUNTY

The City of Chestermere and Rocky View County both recognize the importance of recreation and culture opportunities being offered to residents of the area. Regional partnerships between local governments in providing recreation and culture services can lead to economies of scale and other efficiencies. These partnerships enable all parties to share in the benefit and burden of service delivery. In addition to formalizing a broader agreement between the City and the County related to recreation and culture provision, revisiting the ownership, governance, and operating structure at the Chestermere Regional Recreation Centre should occur as soon as possible. This would involve the Chestermere Regional Recreation Association as well as the City and County negotiating a mutually preferred future ownership and operating model for the facility and site and will likely require investment by the City.

Primary justification:

- The current ownership and operating model for the CRRC is uncommon. The model does not enable public influence over the provision of the City's only indoor recreation facility and also does not offer secure and appropriate support for the CRCA to operate the facility in an effective and sustainable fashion.
- The County has formal partnerships in place with other urban centres related to recreation and culture investment.

STRENGTHEN THE CITY'S RELATIONSHIP WITH THE CHESTERMERE AND REGIONAL RECREATION ASSOCIATION

Beyond the ownership, governance, and operating structure at the CRRC, the ability of the CRCA to help the City deliver recreation and culture services in the future should be explored. The CRCA has a proven track record of offering services to regional residents for decades and as the City enhances recreation and culture service levels, working with the CRCA may provide value and efficiencies in terms of knowledge, experience, and resources.

Primary justification:

- The City has adopted an indirect approach to delivering recreation and culture opportunities to residents.
- The CRCA is the primary direct delivery agent of recreation and culture opportunities in the City.
- A stronger relationship with the CRCA would enable the City to be more collaborative in planning for future recreation and culture services.

CONTINUE TO WORK WITH OTHER REGIONAL PARTNERS TO DELIVER RECREATION AND CULTURE SERVICES

The City has an onerous job ahead of enhancing recreation and culture service levels to better meet the expectations of its residents and more closely resemble its peers. Relationships with other municipalities (such as Rocky View County and the City of Calgary) may help leverage scarce resources as will relationships with local school authorities, non-profits, and private sector organizations. As the City works to enhance service levels, partnership should be explored wherever possible.

Primary justification:

- Utilizing partnerships to deliver recreation and culture services can take many forms and is a leading practice.
- Partnerships can leverage the City's limited resources and extend service levels beyond what the City could do alone.
- Because Chestermere is a bedroom community of Calgary, residents are more likely to use regional amenities; these amenities are costly to build and operate and can be more affordable if offered through partnerships.

ROCKY VIEW SCHOOLS

The potential new high school planned for Chestermere may provide opportunity for the City to partner in meeting identified community needs while enriching school infrastructure. These types of opportunities with schools or other community investments should be explored wherever possible.

CONTINUE SUPPORTING ORGANIZATIONS THAT PROVIDE RECREATION AND CULTURE PROGRAMMING AND SERVICES

Current recreation and culture opportunities available to residents in the City are primarily the product of volunteer investment and effort. In recognition of this the City has invested in community groups both financially and with some community development services. Moving forward, it will be important to sustain and enrich these supports so that the non-profit and volunteer community can continue to offer these important opportunities.

Primary justification:

- The City has adopted an indirect approach to delivering recreation and culture opportunities to residents.
- The support offered by the City in the past is relied upon by important community organizations and discontinuing it may compromise current service levels.

ENHANCE DATA COLLECTION SYSTEMS

As the City enhances its approach to and investment in recreation and culture service provision, the collection of quality data should be top of mind. This would include gathering important asset inventory and asset management data, garnering as much of an understanding of current recreation and culture participation in the community, and gathering as much information as possible about the value and benefit accrued in the community from the City's investment in these services.

Primary justification:

- The City will likely be investing significantly in recreation and culture services and infrastructure in the future. Justification and rationale for such an investment will be important to demonstrate.
- In order to measure progress and enhancements to current service levels, gathering and analyzing good data will be vital.

INVEST IN THE CHESTERMERE REGIONAL RECREATION CENTRE AND SITE

The CRRC has been an important part of the community for over 4 decades. Although the facility may not be as functionally relevant or as aesthetically pleasing as others found in the immediate region, the facility sees tremendous use. Depending on the negotiated relationship between the County, CRCA, and City moving forward, there may be different types of opportunities for the City to invest in the functionality and sustainability of the CRRC. Regardless of the structure, investment should be made in both capital and operations of the facility and site. This investment should likely begin with all three parties getting a better understanding of the current condition and life span of the facility as well as its functional limitations through the commissioning of a complete facility and site assessment.

The amenities in the CRRC include amenities identified as requiring enhancement or protection and of high priority based on the findings of the service level assessment and prioritization approach outlined herein.

Primary justification:

- The CRRC fills a vital role in meeting the current service levels experienced (and expected) by residents and these need to be sustained; enhancing its functionality is also an important consideration in meeting community needs into the future.
- The City does not own an indoor recreation facility and the amenities included in the CRRC align with those that have been highlighted as priorities for the City to both “protect” and “enhance” in this Needs Assessment.

INVEST IN PHASE 1 OF THE PROPOSED CIVIC CENTRE PROJECT

The concept planning and feasibility for the Civic Centre project roots back to 2016 and beyond. Since then, thorough and robust justification has been provided for the project fueled by both research and community input. As well, the City has proactively created a growth-based funding opportunity with local developers (Off Site Levy Bylaw) to help fund the project while making the community a more attractive place to market new homes and businesses.

It is not typical for a community to get to have a groundbreaking ceremony and invest in getting to 60% detailed drawings for a project and then walk away from it. The project has thorough justification and is just one of many investments that the City will need to make in the future to get to more appropriate recreation and culture service levels.

The amenities in the Civic Centre Phase 1 program include amenities identified as requiring enhancement and of high priority based on the findings of the service level assessment and prioritization approach outlined herein.

Primary justification:

- Past planning has justified the City’s investment in the Civic Centre and that justification has only gotten more intense as time has passed and the community continues to grow.
- The City does not own an indoor recreation facility and the amenities included in the Civic Centre project align with those that have been highlighted as priorities for the City to both “protect” and “enhance” in this Needs Assessment.

INVEST IN PARTNERSHIP WITH THE NEW HIGH SCHOOL IF POSSIBLE

The addition of a new high school in the City is needed and may provide opportunity for the City to leverage its investment in meeting community recreation and culture needs. High priority indoor and outdoor amenities for the City such as performing arts centres, gymnasium space, rectangular fields, track and field spaces, have been the product of community-school partnerships in other cities across Alberta. Municipal partnership can also expedite school development approvals in some cases.

Although the timing associated with a new high school and investment already made by the City in the planning and design of the new Civic Centre do not offer opportunity for significant partnership related to that project, there are many other amenities that could warrant investment by the City and could form the basis of a partnership with Rocky View Schools in the future.

Primary justification:

- Municipal - school partnerships help lever public investment to meet the needs of both parties and would build upon joint-use agreements already in place between the City and Rocky View Schools.
- The City has, and will continue to have as growth occurs, outstanding needs for a variety of indoor and outdoor amenities. These needs could be met, in part, through partnering with Rocky View Schools.

INVEST IN PARKS AND OPEN SPACES AND AMENITIES

Parks and open spaces serve many functions and lead to many benefits in a community. In order to sustain existing provision levels of parks and open spaces as the community grows, the City must continue to dedicated reserve lands through development for recreation and culture purposes. The City current has approximately 141 hectares of land dedicated to recreation and culture purposes. If growth occurs as expected, the City's population could double over the next 20 years which means the City would need at least another 141 hectares of land dedicated to recreation and culture services to maintain existing service levels. In addition to overall quantities, it is important that this land be appropriate for recreation and culture purposes and assembled in parcel of various sizes, ideally with at least two additional sites of 50+ acres for major recreation and culture hub development.

Primary justification:

- Outdoor parks and open spaces are less costly to build and operate than indoor spaces, typically have lower barriers to participation, and are demanded by residents.
- Identifying and protecting land for indoor and outdoor recreation and culture purposes will be key for the City in meeting current and future community needs for recreation and culture as land is necessary to provide both indoor and outdoor infrastructure.
- There are geographic areas of outdoor recreation and culture opportunity deficiencies which could be addressed by the City over time.

FOCUS ON ASSET MANAGEMENT

As the City is embarking on a new era of more extensive indoor and outdoor recreation and culture facility and space provision, it is ideally situated to establish robust asset management practices and protocols for this important community infrastructure. Setting up these practices now will ensure that service levels can be protected and perpetuate, having generations that use these important facilities and spaces also be responsible for paying for their fair share.

Primary justification:

- As the City invests in new and existing recreation and culture infrastructure, it will need to consider the long term sustainability of infrastructure. Appropriate maintenance practices and budgeting for needed investment in both function and form is key to perpetuating service levels.
- The majority of communities across Canada have infrastructure deficits and require significant new investments simply to maintain existing service levels. As the City is just now embarking on recreation and culture facility ownership it has the opportunity to put prudent asset management practices in place so that it isn't faced with the same challenges that other municipalities are currently experiencing.

The City is now equipped with updated research and engagement data related to important recreation and culture services in the region. This study provides guidance on how service levels for recreation and culture amenities could be adjusted moving forward as well as provides some idea as to where investment is needed the most (priorities). There are also some other considerations for the City moving forward related to overall investment and effort into recreation and culture services as well as some ideas on how to sustain existing services and create a strong foundation for growth.

Although this report provides City Council and administration with direction related to these valuable community services, it would be important to consider revisiting the City's current City of Chestermere, Facilities and Amenities Strategic Plan – Master Recreation Plan to ensure that proper and agreed to strategic direction can be incorporated into broader City service delivery.

APPENDICES



APPENDIX A – POLICY AND PLANNING

City Policy and Planning Documents		
Document	**Year**	**Synopsis**
Community Use of Outdoor Spaces	2023	A Rocky View School policy to allow the use of outdoor school facilities for requested events from the community.
Chestermere Social Needs Assessment	2023	The Social Needs Assessment aims to identify existing resources, highlight gaps in services and highlight social issues in the community that need to be addressed. Top line findings found: • Chestermere's immigration population is increasing. • There is a need for affordable housing, specifically for seniors. There is a concern for mental health and substance abuse.
Community Use of Facilities and Equipment	2023	A Rocky View School policy to allow the use of school facilities and equipment for requested events from the community.
Chestermere Growth Projections	2023	Population projections are important for decision makers to understand as they influence planning and development opportunities in the City. The Growth Projection document outlines the population projections from 2024 to 2049.
Community Readiness for Building Newcomer Belonging	2022	The Needs Assessment outlines strengths, weaknesses and gaps in services in the City through the lens of a newcomer. Top line findings found: • Faith communities help with integration and resource findings. • There is general confusion about how to find information and resources for newcomers. • There is no one-stop welcoming space where newcomers can learn about resources and services. Community collaboration with immigrant service groups was recommended as a possible solution to address gaps.

City Policy and Planning Documents		
Document	**Year**	**Synopsis**
Seniors Serving Organizations Consultation	2021	Consultation with seniors groups in the City was undertaken to understand what programs are available and to undergo an investigation to ensure program duplication was avoided. High level findings indicated: • Participants felt there are not adequate opportunities for seniors. • There is an opportunity for seniors programming to be available at the CRRC.
Options for Enhancing Regional Recreation	2020	A regional study completed to explore efficiencies and benefits that could be achieved through municipalities in the Calgary Metropolitan Area working together regarding recreation infrastructure and opportunities. Five principles to collaboration were presented including: 1. Integration 2. Collective Action 3. Collaborating and Coordinating 4. A Common Understanding 5. A Common Foundation
Calgary-Chestermere Interface Intermunicipal Development Plan	2019	Developed as a common vision and framework for the development of the boundary between Chestermere and the City of Calgary. Plans for active transportation between Chestermere, Calgary and Rocky View County are included.
Chestermere Public Library Facilities Master Plan	2019	A partner document to the needs assessment, the Master Plan recommends the City to plan for a new library to help meet the needs of the growing population.
Public Participation Policy	2018	The purpose of the policy is for the public to understand the value of public participation, especially when decisions are made that directly impact the public.

City Policy and Planning Documents		
Document	**Year**	**Synopsis**
Recreation and Leisure Centre Feasibility Study	2016	A recommendation from the 2014 Master Plan indicated a feasibility study for a recreation and leisure centre was needed. Findings from the feasibility study include: • A new fieldhouse ranked as the #1 facility needed followed by an indoor walking track and fitness centre. • The total capital cost for a field house, fitness centre, leisure aquatics and an arena was $76,943,913 in 2015.
Concept Planning and Market Research related to the Civic Centre project	2020-2021	Concept, schematic, and detailed design (to 60% completion) was invested in by the City for the facility at the Dawson's Landing site. The design process was informed by market research related to specific amenities (fitness, indoor turf and multi-sport spaces, etc.) and community engagement with potential users of the project ultimately leading to an agreed to and justified facility program and preliminary site preparation.
Municipal Development Plan	2016	Outlines the long-term development of the City and identifies goals and policies for land use, infrastructure, services and facilities.
City of Chestermere, Facilities and Amenities Strategic Plan – Master Recreation Plan	2014	A document to guide recreation in the City. Recommendations included: • Conduct a pre-feasibility study for developing a sport and leisure centre. • Larger parks, sport fields and passive natural areas should be favoured over smaller neighbourhood parks. • Benches, picnic space and BBQ areas should be included in the open space system. • Ensure playgrounds are accessible. • The connection of parks through a trail system is important.
Reserve Lands Agreement	2013	An agreement for the Rocky View School Division, Calgary Roman Catholic Secondary School District and the Town (at the time) to work together to use and develop reserve lands for public park and recreation space.

Provincial Documents and Policy		
Document	**Year**	**Synopsis**
Going the Distance- The Alberta Sport Plan	2014-2024	This plan highlights the roles of Municipal governments as it relates to the Sport Plan, some roles include: • Ensure availability, affordability, and accessibility of a broad range of sport, recreation, and physical activity opportunities. • Facilitate local development through municipal policy and program design. • Support provincial sport organizations and local sport delivery bodies in the provision of sport, recreation, and physical activity opportunities. • Facility operation and maintenance. Understanding these roles outlined by the Province will assist in developing the Master Plan, ensuring the work of the Municipality is meeting the expected responsibilities.
Active Alberta Policy	2011-2021	The policy outlines the GoA's priorities related to recreation, active living, and sport, which are important to highlight when applying for funding. The document also outlines the provinces' role in recreation and sport as well as the role of Municipalities. Coordination is an important element of collaboration, and the Active Alberta policy provides direct support to partners involved in recreation to work more closely together.

National Documents and Policy		
Document	**Year**	**Synopsis**
Canadian Sport for Life Long Term Development (2021).	2021	Canadian Sport for Life (CS4L) promotes quality sport and physical activity by focusing on Long-Term Athlete Development and Physical Literacy in Canadian communities.
Let's Get Moving: A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada	2018	The primary purpose of this initiative is to stimulate coordinated policies and actions to increase physical activity and to reduce sedentary behaviours among all Canadians across their lifetime. It was developed and endorsed by Provincial and Territorial Governments as well as the Government of Canada. There are six areas of focus for collaborative action identified through a comprehensive national consultation and engagement process. There are several ideas presented in Let's Get Moving that call upon municipal governments including: • Use of Geographic Information System (GIS) tools to reveal trends and detect weaknesses in walkability and access to recreation facilities and the use of green spaces in communities. • Monitor parks, fields, and playgrounds to determine how best to activate these places and spaces. • Use evidence-based checklists and self- assessment tools (e.g., Photovoice) to help assess physical activity opportunities and barriers in neighbourhoods.
Sport for Life for All Newcomers to Canada	2018	Sport for life for all newcomers to Canada is a tool for creating inclusive opportunities for newcomers, highlighting the barriers to participation, and providing solutions and opportunities to improve the barriers.

National Documents and Policy		
Document	**Year**	**Synopsis**
Parks for All	2017	Developed by the CPRA, this document presents a vision for parks in Canada to support healthy environments and people, as well as four strategic directions to support service providers. Strategic directions of the document include: • Collaboration (partnerships, expanding efforts in new sectors, strategizing beyond parks boundaries), connecting (raise awareness, facilitate experiences, share stories), • Conservation (expand and enhance parks and ecosystem services) • Leadership (set examples for others, build capacity, maintain systems and resources to support leaders). While all four strategic directions are important to consider, for the purpose of this report, collaborate is perhaps the most important: nurture partnerships between Indigenous organizations and the broader parks community; collaborate with new and diverse sectors; and strategize beyond parks boundaries.
Truth and Reconciliation Commission of Canada Final Report	2015	To redress the legacy of the residential school system in Canada, the Truth, and Reconciliation Commission (TRC) developed 94 Calls to Action to support reconciliation in Canada. What unifies all the TRCs calls to action is the critical role of collaboration – between Indigenous communities, non-Indigenous communities, all levels of government, service providers, and so forth – as a driver of reconciliation. Calls to Action 87-91 highlight actions for increased support of Indigenous athletes, participation, and policies related to the equity of sport participation. A municipal commitment to the Calls to Action is an important step toward reconciliation and decolonization.

APPENDIX B – UTILIZATION TABLES

East Lake Field (L)	2023	2024
Hours Booked	462	487
Hours Available	600	600
Utilization %	77%	81%

East Lake Field (S)	2023	2024
Hours Booked	203	487
Hours Available	600	600
Utilization %	33%	81%

Prairie Waters	2023	2024
Hours Booked	144.5	151.1
Hours Available	600	600
Utilization %	24%	25%

Chelsea Soccer Field	2023	2024
Hours Booked	0	129.5
Hours Available	60	600
Utilization %	0%	22%

Our Lady of Wisdom (OLOW) – Soccer	2023	2024
Hours Booked	409	437
Hours Available	600	600
Utilization %	68%	73%

St. Gabriel - Rugby	2023	2024
Hours Booked	104	118
Hours Available	600	600
Utilization %	17%	20%

BLUE ICE PAD

Year	Booked Hours	Available Hours	Utilization
2022	3,418	5,672	60%
2023	3,307	6,344	52%

RED ICE PAD

Year	Booked Hours	Available Hours	Utilization
2022	2,835	6,232	45%
2023	2,843.5	5,672	50%

TOTAL ARENA UTILIZATION (BOTH BLUE AND RED)

Year	Booked Hours	Available Hours	Utilization
2022	6, 252.75	11,904	52%
2023	6,150.5	11,904	51%

PRIMETIME UTILIZATION (BOTH ARENAS)

Year	Prime Time Hours Booked	Prime Time Available	Prime Time Utilized
2022	3,203	3,484	91%
2023	3,212	3,484	92%

CURLING RINK

Year	Booked Hours	Available Hours	Utilization
2022	1,837.60	2,548	72%
2023	1,947.60	2,548	76%

DRY SHEET – WHITE ARENA

Year	Booked Hours	Available Hours	Utilization
2022	91	2,548	3%
2023	342	2,548	13%

CRC STUDIO

Year	Booked Hours	Available Hours	Utilization
2022	607	6,344	10%
2023	685.5	6,344	11%

CRC BALL DIAMONDS

Year	Booked Hours	Available Hours	Utilization
2022	627.25	1,800	34%
2023	605.5	1,800	33%

**There was no differentiating of which fields were booked at the CRC. Three fields at the 600 hour standard = 1,800 total standard hours.*

CRC SOCCER FIELDS

Year	Booked Hours	Available Hours	Utilization
2022	1,165.25	1,800	78%
2023	1,102	1,800	73%

**There was no differentiating of which fields were booked at the CRC. Three fields at the 600 hour standard = 1,800 total standard hours.*

TRAINING FACILITY

Year	Booked Hours	Available Hours	Utilization
2022	603	6,344	10%
2023	567.50	6,344	9%

APPENDIX C – BENCHMARKING

INDOOR OVERALL PROVISION

Municipality	Population (2021)	Aquatics - Leisure Amenities	Aquatics - 25 m Tanks	Arenas (# pads)	Climbing Wall	Community Gymnasium Spaces (including schools)	Curling Rinks (# sheets)	Dedicated Performing Arts Theatre	Fieldhouse Type Space	Fitness Centres	Hall	Library	Multipurpose Program Spaces (# of rooms)	Indoor Playgrounds	Seniors Spaces (dedicated)	Youth Spaces (Dedicated)	Leisure Ice	Walking Track
City of Leduc	**29,993**	1	1	4	0	18	8	1	1	1	1	1	12	1	1	0	0	1
Town of Cochrane	**34,467**	1	1	4	1	13	6	1	0	1	1	1	4	0	1	1	0	1
Town of Okotoks	**28,881**	1	1	2	0	6	6	0	1	1	1	1	1	0	1	1	0	1
City of Spruce Grove	**39,348**	1	1	4	0	13	6	0	2	1	1	1	2	1	1	0	0	1
City of Fort Saskatchewan	**26,942**	1	1	3	0	13	6	1	1	1	2	1	5	1	1	1	0	1
Average		1	1	3	0	13	6	1	1	1	1	1	5	1	1	1	0	1
City of Chestermere	**22,163**	0	0	2*	0	10	4	0	0	0	1	1	4	0	1	1	0	0

**Owned by Rocky View County*

INDOOR PROVISION RATIO

Municipality	Population (2021)	Aquatics - Leisure Amenities	Aquatics - 25 m Tanks	Arenas (# pads)	Climbing Wall	Community Gymnasium Spaces (including schools)	Curling Rinks (# sheets)	Dedicated Performing Arts Theatre	Fieldhouse Type Space	Fitness Centres	Hall	Library	Multipurpose Program Spaces (# of rooms)	Indoor Playgrounds	Seniors Spaces (dedicated)	Youth Spaces (Dedicated)	Leisure Ice	Walking Track
City of Leduc	**29,993**	29,993	29,993	7,498	-	1,666	3,749	29,993	29,993	29,993	29,993	29,993	2,499	29,993	29,993	-	-	29,993
Town of Cochrane	**34,467**	34,467	34,467	8,617	34,467	2,651	5,745	34,467	-	34,467	34,467	34,467	8,617	-	34,467	34,467	-	34,467
Town of Okotoks	**28,881**	28,881	28,881	14,441	-	4,814	4,814	-	28,881	28,881	28,881	28,881	28,881	-	28,881	28,881	-	28,881
City of Spruce Grove	**39,348**	39,348	39,348	9,837	-	3,027	6,558	-	19,674	39,348	39,348	39,348	19,674	39,348	39,348	-	-	39,348
City of Fort Saskatchewan	**26,942**	26,942	26,942	8,981	-	2,072	4,490	26,942	26,942	26,942	13,471	26,942	5,388	26,942	26,942	26,942	-	26,942
Average		31,926	31,926	9,875	6,893	2,846	5,071	18,280	21,098	31,926	29,232	31,926	13,012	19,257	31,926	18,058		31,926
City of Chestermere	**22,163**	-	-	11,082	-	2,216	5,541	-	-	-	22,163	22,163	5,541	-	22,163	22,163	-	-

OUTDOOR OVERALL PROVISION

Municipality	Population (2021)	Amphitheatre	Ball Diamonds	Beach Volleyball	Campground	Community Gardens	Disc Golf	Dog Parks	Fitness Stations	Golf Course	Hard Courts	Pickleball Courts (dedicated)	Pools	Boarded Rinks	Rectangular Fields (Natural Turf)	Skateboard Park	Spray Parks	Trails (# kms total)	Tennis Courts	Track
City of Leduc	**29,993**	1	15	4	1	1	1	3	1	2	3	12	1	4	33	1	1	85	4	1
Town of Cochrane	**34,467**	1	11	0	0	1	1	4	1	0	2	4	0	1	9	1	1	80	2	1
Town of Okotoks	**28,881**	0	16	3	1	3	1	1	3	0	2	6	0	14	18	1	1	100	3	1
City of Spuce Grove	**39,348**	1	12	2	0	1	1	2	2	1	7	12	0	6	24	1	2	60	5	5
City of Fort Saskatchewan	**26,942**	0	14	2	0	2	1	1	1	0	5	12	0	3	8	1	3	42	2	1
Average		1	14	2	0	2	1	2	2	1	4	9	0	6	18	1	2	73	3	2
City of Chestermere	**22,163**	1	6	1	0	2	1	2	0	1	1	3	0	1	10	1	0	17	0	0

OUTDOOR PROVISION RATIO

Municipality	Population (2021)	Amphitheatre	Ball Diamonds	Beach Volleyball	Campground	Community Gardens	Disc Golf	Dog Parks	Fitness Stations	Golf Course	Hard Courts	Pickleball Courts (dedicated)	Pools	Boarded Rinks	Rectangular Fields (Natural Turf)	Skateboard Park	Spray Parks	Trails (# kms total)	Tennis Courts	Track
City of Leduc	**29,993**	29,993	2000	7,498	29,993	29,993	29,993	9,998	29,993	14,997	9,998	2,499	29,993	7,498	909	29,993	29,993	353	7,498	29,993
Town of Cochrane	**34,467**	34,467	3133	-	-	34,467	34,467	8,617	34,467	-	17,234	8,617	-	34,467	3,830	34,467	34,467	431	17,234	34,467
Town of Okotoks	**28,881**	0	1805	9,627	28,881	9,627	28,881	28,881	9,627	-	14,441	4,814	-	2,063	1,605	28,881	28,881	289	9,627	28,881
City of Spuce Grove	**39,348**	39,348	3279	19,674	-	39,348	39,348	19,674	19,674	39,348	5,621	3,279	-	6,558	1,640	39,348	19,674	656	7,870	7,870
City of Fort Saskatchewan	**26,942**	0	1924	13,471	-	13,471	26,942	26,942	26,942	-	5,388	2,245	-	8,981	3,368	26,942	8,981	641	13,471	26,942
Average		20,762	2428	10054	11,775	25,381	31,926	18,822	24,141	10,869	10,536	4,291	5,999	11,913	2,270	31,926	24,399	474	11,140	25,631
City of Chestermere	**22,163**	22,163	3,693	22,163	-	11,082	22,163	11,082	-	22,163	-	7,388	-	22,163	2,216	22,163	-	1,304	-	-

APPENDIX D - MEETING PARTICIPANTS

1. Gibbs Gage
2. Chestermere Chiefs Football Club
3. Chestermere United Football Club
4. Crushers Baseball and Softball
5. Whitecappers
6. Older Adults Coalition of Chestermere
7. Alberta Heath Services, Public Health
8. Calgary Rural Primary Care Network
9. Chestermere Women's Crisis Society
10. Age Care
11. Calgary Catholic School Division
12. Chestermere Library
13. Chestermere Historical Foundation
14. Lakeside Golf Preservation Society
15. Chestermere Family and Community Support Services
16. Wheatland Wranglers
17. Harmony Health and Fitness
18. Camp Chestermere
19. Macaroni Kids
20. Rocky View Chestermere Agricultural Society
21. Calgary Yacht Club
22. Synergy Youth and Community Development
23. Chestermere Ringette
24. Chestermere Curling Association
25. Ice Edge Skating Club
26. Chestermere Pickleball
27. Chestermere Minor Hockey
28. Ladies Ringette
29. Chestermere Lake Middle School
30. Fuelhouse
31. Chestermere Fine Art Guild
32. Chestermere Cricket Club
33. Chestermere Multicultural Youth Society
34. World's Longest Hockey Game
35. Dr. Giggles Haunted House
36. Lakeside Golf Course
37. Community residents
38. City of Chestermere: Chief Administrative Officer, Department representatives (Community Services, Operations, Infrastructure and Planning, Parks)
39. Chestermere Regional Community Association
40. Rocky View County
41. City of Calgary Recreation
42. Town of Strathmore Recreation
43. Wheatland County Community Services

APPENDIX E – SERVICE LEVEL ASSESSMENT AND PRIORITIZATION SCORING

SERVICE LEVEL CRITERIA

SUPPLY

Criteria	Description	Scoring			
		0	1	2	3
Amenity Condition	Are investments or upgrades needed to keep the facility functioning appropriately?	The amenity does not exist or is in need of significant upgrades / needs replacing	Somewhat meets applicable design standards. Moderate improvements / upgrades are needed.	Meets design standards. Minimal improvements or upgrades needed.	Exceeds applicable design standards. No improvements or upgrades needed.
Capacity	What is the ability of the amenity to accommodate more use?	The amenity does not exist.	At capacity / highly utilized during applicable season Minimal availability.	Moderate rates of utilization throughout the year with seasonal peaks. Some availability exists.	Limited levels of utilization without seasonal peaks. Good opportunities for additional use. Seemingly unlimited availability.

Criteria	Description	Scoring			
		0	1	2	3
Relevance / Fit for Purpose	Does the amenity meet the current needs and expectations of users?	The amenity does not exist or does not meet user expectations without significant upgrades needs replacement.	Facility requires investment to serve intended purpose and to meet modern user expectations. Not really suited for this use.	Facility is functional and meets basic user expectations. Suitable for use.	Includes contemporary program areas and facility support spaces. Meets most/all user and spectator experience expectations. Great space for use.
Public Availability / Accessibility	How available is the amenity for general / public (non group) use?	The amenity does not exist.	Facility is primarily available for group use with minimal access for drop-in and public use.	Facility availability is limited for public use. Mixture of dedicated group bookings and general public drop-in use.	Facility is highly available and accessible for public use. (Ex. For spontaneous and drop-in use)
Benchmarking Indicators	How does Chestermere compare to similar communities regarding recreation provision?		Identified as being provided at a higher level of provision	Identified as being provided in a similar level of provision	Identified as being provided at a lower level of provision

DEMAND

Criteria	Description	Scoring			
		0	1	2	3
Community / Population	Does the community composition align with facility users? Will this change in future?	Does not serve current and future populations.	Does not align with current population but may serve future populations.	Moderately aligns with current and future populations.	Highly aligns with current and future populations.
Public Support	What is the level of local support or demand?	No market demand	Periodic market demand	Moderate market demand	High market demand
Participation	How frequent is the use?	No indication of activity / use.	Limited participation / use.	Moderate activity participation / use that appears sustainable.	High participation /use activity that appears sustainable. (Residents and groups may participate in the activity outside of Chestermere because of lack of space/ amenities in the City)
Trends	Are there trends in recreation activity the indicate upcoming demand.	Does not align.	Aligns minimally with trends.	Moderately aligns with trends.	Highly aligns with trends.

SERVICE LEVEL

Amenity	Supply					Demand				Supply Total	Demand Total	Service Level
	Amenity Condition	Capacity	Relevance / Fit for Purpose	Benchmarking Indicators	Public Availability / Accessibility	Community / Population	Public Support	Participation	Trends			
Art creation spaces	0	0	0	0	0	2	2	2	3	0	9	Enhance
Art display spaces	2	2	2	0	3	2	1	2	2	6	7	Protect
Archery lanes/range	0	0	0	0	0	1	0	0	0	0	1	Innovate / limit
Before and after school care facilities	2	2	2	0	2	3	3	3	2	6	11	Enhance
Community group office/admin space	2	3	2	0	2	2	2	2	2	7	8	Protect
Community hall/banquet facilities	2	2	2	3	2	2	2	2	2	9	8	Protect
Community kitchen	1	3	1	2	3	2	1	2	2	7	7	Protect
Community meeting rooms	2	2	2	2	2	2	2	2	2	8	8	Protect
Indoor multi sport court spaces	0	0	0	0	0	3	3	3	3	0	12	Enhance
Curling rinks	2	3	2	2	3	1	2	2	1	9	6	Protect
Event hosting facilities	0	0	0	0	0	3	2	3	2	0	10	Enhance
Fitness/wellness facilities	0	0	0	2	0	3	3	3	3	2	12	Enhance
Gymnasium type spaces	2	2	1	1	2	3	3	2	3	6	11	Enhance
Ice arena facilities	2	2	2	2	2	3	3	3	2	8	11	Enhance
Indoor agricultural facilities	0	0	0	0	0	1	0	0	1	0	2	Protect
Indoor child playgrounds	0	0	0	1	0	3	2	2	3	1	10	Enhance
Indoor climbing wall	0	0	0	2	0	2	1	1	3	2	7	Protect
Indoor multi-sport/field house type facilities	0	0	0	1	0	3	3	2	3	1	11	Enhance
Libraries	1	2	1	1	2	3	3	2	2	5	10	Enhance
Leisure ice surfaces (non hockey)	0	0	0	0	0	2	1	2	2	0	7	Enhance
Leisure swimming pools	0	0	0	1	0	3	3	3	3	1	12	Enhance
Multi-purpose program rooms	2	2	1	2	2	3	3	2	3	7	11	Enhance
Parkour room/gymnastics space	0	0	0	0	0	2	1	1	1	0	5	Protect

Amenity	Supply					Demand				Supply Total	Demand Total	Service Level
	Amenity Condition	Capacity	Relevance / Fit for Purpose	Benchmarking Indicators	Public Availability / Accessibility	Community / Population	Public Support	Participation	Trends			
Performing arts theatre	0	0	0	1	0	2	2	2	2	1	8	Enhance
Seniors centre	2	3	2	2	3	1	1	1	1	9	4	Innovate / limit
Storage space (for groups)	2	2	2	0	1	2	2	2	2	6	8	Protect
Lap pool (25m)	0	0	0	1	0	3	3	3	3	1	12	Enhance
Walking/running track	0	0	0	1	0	3	3	2	3	1	11	Enhance
Youth centre	1	3	2	2	2	2	1	1	1	8	5	Protect
Agricultural facilities	0	0	0	0	0	1	0	1	1	0	3	Protect
Amphitheatres/event spaces/band shelters	2	3	2	2	3	2	2	2	3	9	9	Protect
Archery range	0	0	0	0	0	1	0	0	1	0	2	Innovate / limit
Ball diamonds	1	2	2	1	2	2	3	2	2	6	9	Protect
Beach volleyball courts	2	3	2	2	2	2	1	1	2	9	6	Protect
Bike parks	2	2	2	0	3	3	1	1	2	6	7	Protect
Campgrounds	0	0	0	2	1	2	1	2	2	2	7	Protect
Community gardens	3	2	2	2	3	2	1	2	2	9	7	Protect
Cross country ski & snowshoe trails	2	2	2	2	3	2	1	1	2	8	6	Protect
Disc golf course	3	2	2	2	3	2	1	1	2	9	6	Protect
Off leash dog parks	3	3	2	2	3	2	1	2	2	10	7	Protect
Golf courses	2	2	2	1	2	2	1	2	1	7	6	Protect
Hardcourts	2	2	2	1	3	2	3	2	2	7	9	Protect
Lake access	3	1	3	1	3	2	3	2	2	8	9	Protect
Open spaces	3	3	3	0	3	3	3	2	3	9	11	Protect
Outdoor boarded skating rinks	0	0	0	1	0	2	1	2	1	1	6	Enhance
Outdoor fitness equipment	0	0	0	1	0	2	1	1	2	1	6	Enhance
Outdoor pool	0	0	0	1	0	2	1	1	2	1	6	Enhance

Amenity	Supply					Demand				Supply Total	Demand Total	Service Level
	Amenity Condition	Capacity	Relevance / Fit for Purpose	Benchmarking Indicators	Public Availability / Accessibility	Community / Population	Public Support	Participation	Trends			
Paved pathways	3	3	3	1	3	3	3	2	3	10	11	Protect
Pickleball courts	3	2	2	1	3	3	2	2	3	8	10	Protect
Picnic areas	3	2	3	0	3	2	1	2	1	8	6	Protect
Playgrounds (younger children)	2	1	2	1	3	2	1	2	1	6	6	Protect
Playgrounds (older children/youth)	2	1	2	1	3	2	1	2	1	6	6	Protect
Sledding/tobogganing hills	2	2	2	0	3	2	1	1	1	6	5	Protect
Skateboard parks	2	2	2	2	3	2	1	2	2	8	7	Protect
Sports fields - grass	1	2	2	1	2	2	3	3	3	6	11	Enhance
Sports fields – artificial turf	0	0	0	1	0	2	3	2	3	1	10	Enhance
Spray parks	0	0	0	2	0	2	3	2	3	2	10	Enhance
Tennis courts	0	0	0	0	0	2	2	2	2	0	8	Enhance
Track and field spaces	2	2	2	2	3	2	1	2	1	8	6	Protect
Trails	0	0	0	0	0	2	2	2	2	0	8	Enhance

PRIORITIZATION CRITERIA

Criteria	Description	Scoring				Weighting
		0	1	2	3	
Service Level Assessment	Based on service level assessment	Enhance	Protect		Innovate / Limit	3
Public Benefit	What broad public benefit will the amenity deliver?	high public benefit (indirect benefits for all)	Moderate public benefit (indirect benefits for some)	Low public benefit (some indirect benefits)	No public good (only benefits are received by users)	3
Financial Impact	What is the overall financial impact considering capital, operating, and lifecycle costs?	Low overall cost impact	Moderate overall cost impact	High overall cost impact	Not feasible due to cost	3
Future Proofing	How well can the amenity be used for a variety of activities and accommodate new activities?	High level of adaptability to meet unknown needs	Moderate level of adaptability to meet unknown needs	Limited level of adaptability to meet unknown needs	No adaptability to meet unknown needs	2
Support Economic & Community Development	To what extent can the amenity support community economic development? (e.g. attract residents and businesses)	High opportunity to enhance development	Moderate opportunity to enhance development	Limited opportunity to enhance development	Does not enhance development	1

Criteria	Description	Scoring				Weighting
		0	1	2	3	
Partnerships	What is the potential of the amenity to attract partnerships in its development and / or operation?	High partnership potential	Moderate partnership potential	Limited partnership potential	No partnership potential	2
Recreation Benefit	Does the amenity or facility provide new or enhanced recreation opportunities?	Capital investment in the facility type would provide a new type of recreation opportunity	Capital investment in the facility would duplicate the amenity but includes enhanced support amenities and user experience	Capital investment would add to what already exists.	No new or enhanced level of service.	1

PRIORITIZATION

Amenity		Service Level Assessment	Public Benefit	Financial Impact	Future Proofing	Support Economic & Community Development	Partnerships	Recreation Benefit	Score	Priority Rank
	Weighting	3	3	3	2	1	2	1		
		(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)		
Art creation spaces	Enhance	3	2	3	2	2	2	3	37	2
Art display spaces	Protect	2	3	3	3	2	1	2	36	3
Before and after school care facilities	Enhance	3	2	2	2	2	2	1	32	15
Community group office/admin space	Protect	2	2	2	2	1	1	1	26	38
Community hall/banquet facilities	Protect	2	3	2	3	3	1	1	33	11
Community kitchen	Protect	2	2	2	1	1	1	1	24	43
Community meeting rooms	Protect	2	2	2	2	2	1	1	27	33
Indoor multi sport court spaces	Enhance	3	2	2	2	2	2	3	34	10
Curling rinks	Protect	2	2	1	1	2	2	1	24	43
Event hosting facilities	Enhance	3	3	1	2	3	2	3	35	5
Fitness/wellness facilities	Enhance	3	2	2	2	1	1	3	31	18
Gymnasium type spaces	Enhance	3	3	2	3	2	1	1	35	5
Ice arena facilities	Enhance	3	2	1	2	3	2	1	30	23
Indoor agricultural facilities	Protect	2	1	1	2	1	1	3	22	50
Indoor child playgrounds	Enhance	3	2	2	1	2	2	3	32	15
Indoor climbing wall	Protect	2	2	2	0	2	1	3	25	42
Indoor multi-sport/field house type facilities	Enhance	3	3	1	3	3	3	3	39	1
Lake access	Protect	2	3	2	2	3	1	1	31	18
Libraries	Enhance	3	2	2	2	1	2	1	31	18
Leisure ice surfaces (non hockey)	Enhance	3	2	2	1	1	0	3	27	33
Leisure swimming pools	Enhance	3	3	1	0	3	3	3	33	11
Multi-purpose program rooms	Enhance	3	2	2	3	1	2	1	33	11

Amenity		Service Level Assessment	Public Benefit	Financial Impact	Future Proofing	Support Economic & Community Development	Partnerships	Recreation Benefit	Score	Priority Rank
	Weighting	3	3	3	2	1	2	1		
		(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)		
Parkour room/gymnastics space	Protect	2	2	2	2	2	2	3	31	18
Performing arts theatre	Enhance	3	2	2	1	3	3	3	35	5
Lap pool (25m)	Enhance	3	3	1	0	3	3	3	33	11
Walking/running track	Enhance	3	3	2	1	1	3	3	36	3
Youth centre	Protect	2	1	2	2	1	1	1	23	49
Agricultural facilities	Protect	2	1	1	1	1	1	2	19	51
Amphitheatres/event spaces/band shelters	Protect	2	3	2	2	1	1	1	29	27
Ball diamonds	Protect	2	2	2	1	2	2	2	28	31
Beach volleyball courts	Protect	2	2	2	2	1	1	1	26	38
Bike parks	Protect	2	2	2	1	2	2	1	27	33
Campgrounds	Protect	2	2	2	1	3	2	3	30	23
Community gardens	Protect	2	3	3	2	0	1	1	31	18
Cross country ski & snowshoe trails	Protect	2	2	3	2	2	1	1	30	23
Disc golf course	Protect	2	2	2	3	1	1	1	28	31
Off leash dog parks	Protect	2	2	2	2	1	1	1	26	38
Golf courses	Protect	2	2	1	1	2	2	1	24	43
Hardcourts	Protect	2	3	2	2	1	1	1	29	27
Trails	Enhance	3	2	2	1	2	1	3	30	23
Open spaces	Protect	2	3	3	3	2	1	1	35	5
Outdoor boarded skating rinks	Enhance	3	2	2	2	1	1	3	31	18
Outdoor fitness equipment	Enhance	3	1	2	1	1	1	3	26	38
Outdoor pool	Enhance	3	2	1	1	2	1	3	27	33
Paved pathways	Protect	2	3	3	3	2	1	1	35	5

Amenity		Service Level Assessment	Public Benefit	Financial Impact	Future Proofing	Support Economic & Community Development	Partnerships	Recreation Benefit	Score	Priority Rank
	Weighting	3	3	3	2	1	2	1		
		(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)	(0,1,2,3)		
Pickleball courts	Protect	2	2	2	2	2	1	1	27	33
Picnic areas	Protect	2	3	3	2	0	0	1	29	27
Playgrounds (younger children)	Protect	2	2	2	1	1	1	1	24	43
Playgrounds (older children/youth)	Protect	2	2	2	1	1	1	1	24	43
Sledding/tobogganing hills	Protect	2	2	3	2	1	1	1	29	27
Skateboard parks	Protect	2	2	2	1	1	1	1	24	43
Sports fields - grass	Enhance	3	2	2	2	2	2	1	32	15
Sports fields – artificial turf	Enhance	3	1	2	1	2	2	3	29	27
Spray parks	Enhance	3	3	2	1	2	1	1	31	18
Tennis courts	Enhance	3	2	2	2	1	1	1	29	27
Track and field spaces	Protect	2	1	2	2	1	1	1	23	52

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