



City of Martinsville

Recreation and Parks Master Plan

Final

June 2017





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Acknowledgments

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

More specifically, thanks go out to:

- Residents of Martinsville for participating in the household surveys and public events.
- Members of City Council and administration who participated in interviews and meetings.
- Representatives (elected officials and administrators) who participated in interviews and meetings.
- Representatives of volunteer groups and recreation and parks stakeholders who answered questionnaires and attended meetings to discuss their needs.
- All other key stakeholders who provided information and attended meetings when asked.

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

City of Martinsville Project Steering Committee

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Executive Summary

Recreation and parks services and spaces are important to City of Martinsville Council, administration, and residents. These services lead to healthier residents, a more connected community, and improve overall quality of life in the City and region.

This Recreation and Parks Master Plan has been developed based on factors such as population growth, resident and community group input and demand, and other research and is meant to provide strategic recommendations about enhancing the current and future state of recreation and parks facilities, spaces, and services while considering both the current and future operating marketplace.

An understanding of the current and expected future state of recreation and parks in the City was investigated in the early stages of the Plan's development. This understanding is articulated in the 2016 State of Recreation and Parks research report (under separate cover) which outlines all of the research and consultation efforts of the City and the consulting team in the development of the Plan.

The Recreation and Parks Master Plan begins with a set of strategic foundations to rationalize why it is important for the City of Martinsville to provide recreation and parks services. The following vision, goals, and expected outcomes provide a basis upon which strategic direction is set.

A Vision for Recreation and Parks in Martinsville

Residents and visitors are engaged in meaningful, accessible recreation and parks activities.

Goals for Recreation and Parks in Martinsville

1. Recreation and parks services foster the health and wellbeing of citizens.
2. Recreation and parks services are a vehicle to build community wellness, spirit, and culture.
3. Recreation and parks services are provided in healthy indoor and outdoor environments.

Executive Summary

Expected Outcomes from Investment and Efforts in Recreation and Parks in Martensville

Outcomes Related to Goal #1: Wellbeing of All Citizens

1. Citizens have a basic level of physical literacy, fitness, and wellbeing; all ages and abilities have basic skills in a variety of leisure pursuits.
2. Advanced level skill development is available for some pursuits; through partnerships, opportunities exist to compete and excel in leisure pursuits.

Outcomes Related to Goal #2: Community Health and Wellness

3. Citizens are proud of their community, its facilities and spaces, the events and opportunities it offers, and its level of volunteerism.
4. Recreation and parks opportunities are accessible and welcoming, connect and include individuals and families, and attract and retain residents.

Outcomes Related to Goal #3: Healthy Indoor and Outdoor Environments

5. Citizens have access to, appreciate, and understand nature; parks and open space provide a medium for residents and visitors to connect with nature.
6. Indoor and outdoor facilities and spaces are of quality and are sustainable; facilities and spaces are well maintained, reinvested in, and are planned and operated in a responsible manner.



Executive Summary

There are seven overarching strategic directions contained herein to guide City of Martensville staff and elected officials. Each strategic direction is accompanied with a list of action items to provide practical steps moving forwards. The strategic directions are categorized into three sections as follows.

Service Delivery

1. Optimize current and future investment in recreation and parks.
2. Increase recreation and parks activity and benefit throughout the community.
3. Build capacity in the recreation and parks community.

Programs and Opportunities

4. Ensure that appropriate and impactful recreation and parks programs and opportunities are provided in the City.
5. Provide recreation and parks programs where required.

Recreation and Park Spaces

6. Sustain existing recreation and parks facilities and spaces.
7. Plan, design, and operate new recreation and park assets in a responsible and impactful manner.

To help guide successful implementation of this Plan, each action item is identified to be a short, mid, or long term priority with relative idea of cost impact. A proposed planning cycle is also provided to relate that the Plan will need to be revisited as new information becomes available. It is suggested to re-administer the household survey and other research every five years (2022 and 2027) to make adjustments to the Plan as necessary. Feedback from the community can help determine the effectiveness of the Plan. A variety of resources are included in the Appendices including the Framework for Recreation in Canada, The State of Recreation and Parks in Martensville, Feasibility Planning Triggers and Guidelines, Amenity Prioritization Scoring, and Amenity Strategies.

Executive Summary

Key immediate and short term action items related to Service Delivery include efforts to bolster volunteerism and provide enhanced support to local recreation groups. Enhanced efforts related to promoting and marketing recreation opportunities to residents and visitors as well as creating more structure around maintenance protocols for open spaces are also suggested.

Direction provided related to programs and opportunities suggests focus on outdoor opportunities for residents to connect with nature, physical literacy programs for youth, fitness programs for teens and adults, outdoor skills programs for youth and teens, sports programs for youth and teens, wellness programs for adults and seniors, and arts and culture programs for adults and seniors.

As it relates to recreation and parks infrastructure, sustaining existing service levels through enhanced maintenance of existing facilities and/or the creation of replacement spaces for aging infrastructure is of most concern to the City. That being said, Martinsville is growing and the introduction of new facilities and spaces for recreation will be necessary to meet future resident needs. Although ultimate feasibility and viability of a new major recreation facility is yet to be determined, if the City were to invest in the short to mid term, research and the tools included in this Plan suggest focusing investment in indoor ice (leisure and boarded), art creation spaces, indoor playground, and fitness/wellness spaces. It is important to note that more detailed feasibility/business plan information would be required before decision makers are fully equipped to make decisions regarding new recreation facility development.

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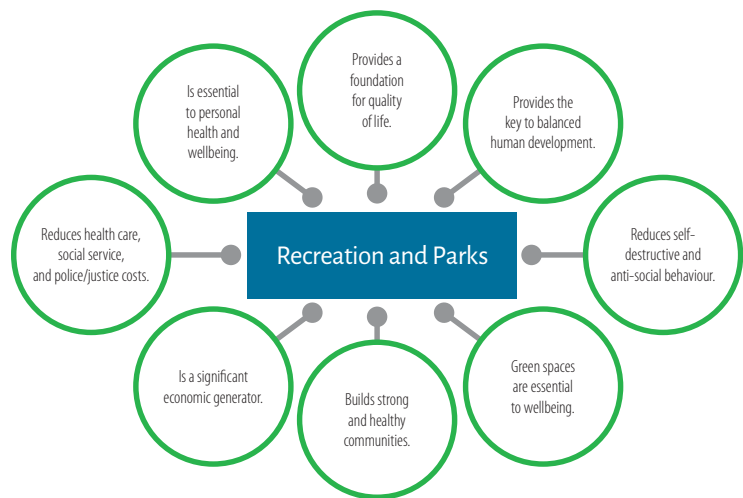
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Introduction and Purpose

Introduction

The City of Martensville is the fastest growing community in Saskatchewan. It is growing due to a variety of factors including its proximate location to the City of Saskatoon, the breadth of overall municipal and community amenities it offers, and the quantity and quality of the recreation and parks spaces and opportunities available to both residents and visitors.

The City invests in recreation and parks because of the value inherent in these services to individuals, communities, and environments within the City boundaries and beyond. Recreation and parks investment, effort, and focus leads to a number of benefits in the City.

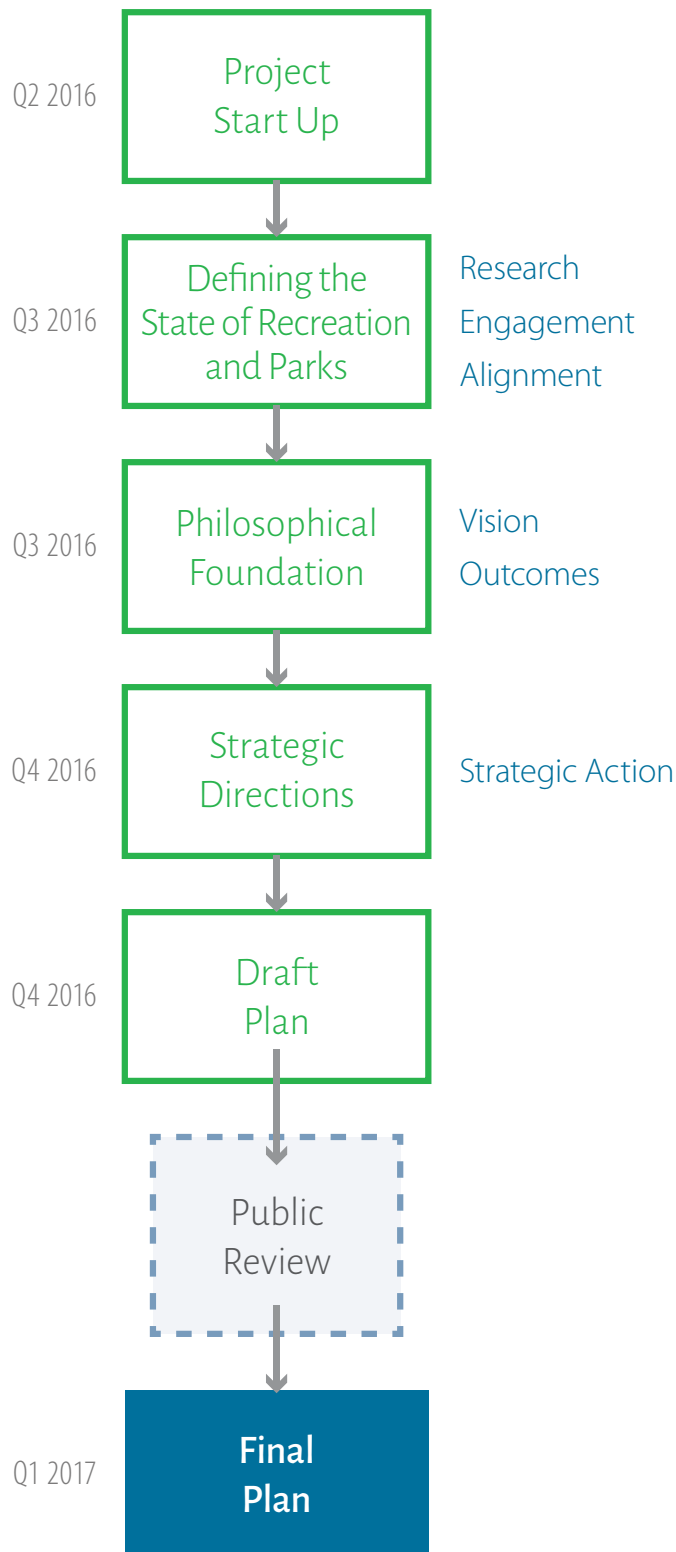


Although the City has observed much success in the provision of recreation and parks amenities and programs, through its facilities such as the Martensville Athletic Pavilion, and the Martensville Sports Centre (and others) and outdoor spaces such as Kinsmen Park, the rapid growth of the community and the desire to continually improve services have led the City to think strategically about these essential services both in the current and future market contexts.

The purpose of this Recreation and Parks Master Plan is to provide strategic recommendations about enhancing the current and future state of recreation and parks facilities, spaces, and services while considering both the current and future operating marketplace. As the City grows, expanding existing services and meeting increasingly diverse interests of residents will need to be considered. Understanding current and expected future trends as well as resident preference for, and perspective on, recreation and parks are key to knowing what's working as well as how current and future services can be enhanced to meet future needs.

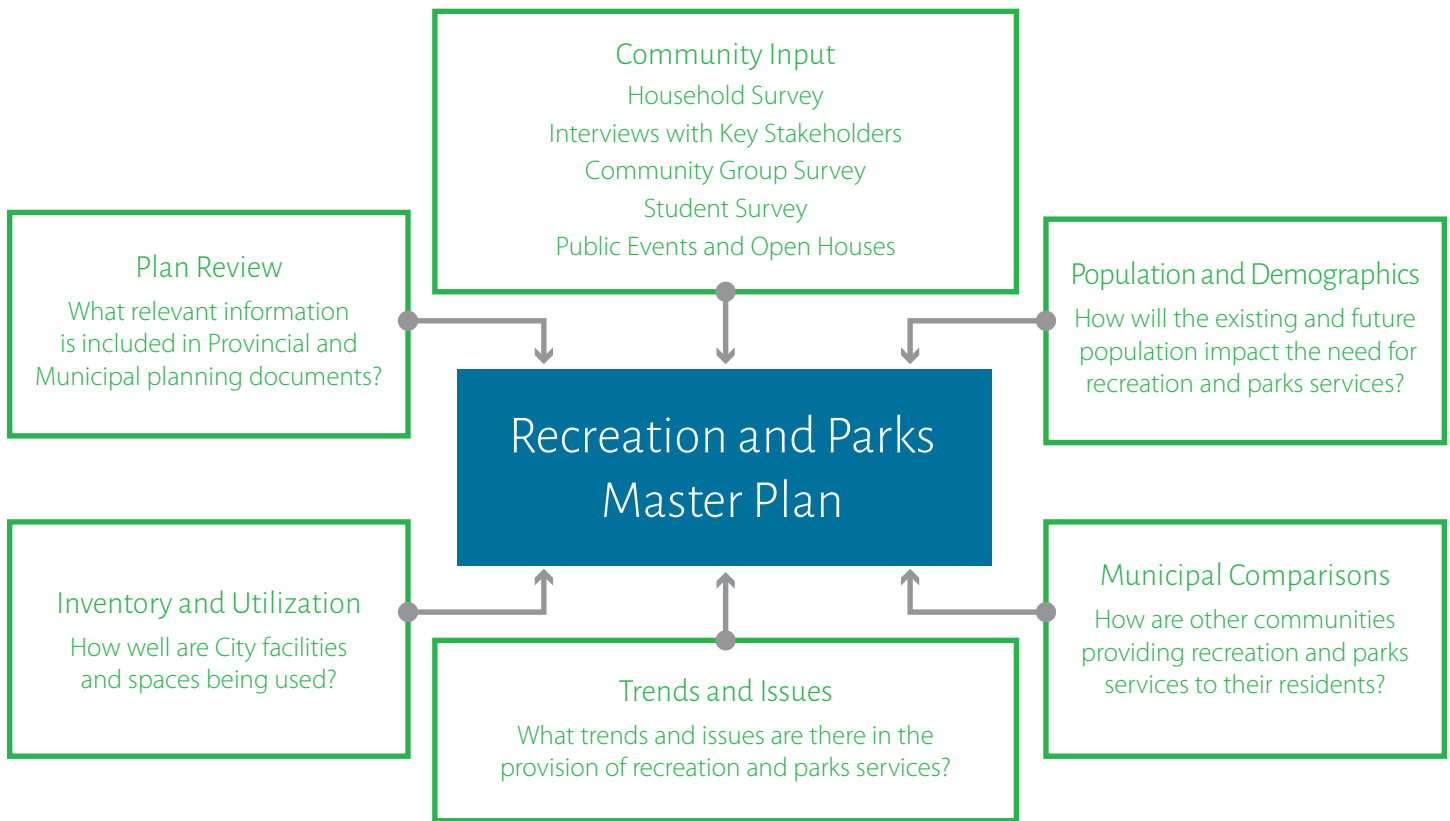
This Master Plan is based on an understanding of the current and expected future state of recreation and parks in the City. This understanding is articulated in the State of Recreation and Parks research report (under separate cover) which outlines all of the research and consultation efforts of the City and the consulting team in developing this plan.

The State of Recreation and Parks and Recreation and Parks Master Plan documents were compiled over almost a year of research, public engagement and effort from the City and the consulting team. The following image explains the process in which the Master Plan was developed.



Recreation and Parks in Martensville in 2017

Residents of, and visitors to, the City of Martensville have access to a variety of quality recreation and parks spaces and opportunities. Understanding the current state of recreation and parks assets and services, including the market context in which they are offered, is vital to setting the stage for future strategic planning. There are a number of inputs that need to be considered, including community input, a review of population, demographics and trends, an assessment of existing recreation and parks facilities and spaces, an understanding of the City's overarching and related strategic intent, and a review of how the City compares to other peer municipalities as it relates to the provision of recreation and parks facilities and services.



The following information has been taken from the State of Recreation and Parks research report and summarizes key aspects of recreation and parks in the City. For more detail please refer to the report (under separate cover).

Community Context

- Over 9,000 residents currently live in Martensville.
- Martensville is a young city as 75% of its residents are under the age of 45.
- By 2040, the City's population is projected to be between 16,850 and 24,650.

Background Review

- A goal in the City's MSP is to become the recreation centre in the region.
- The Kinsmen Park Master Plan provides concepts for future park development, including an active recreation area.
- Provincial and national initiatives such as the Framework for Recreation in Canada and the Canadian Sport for Life movement are important to consider when developing municipal recreation and parks strategic plans.

The Benefits of Recreation

- Recreation and parks are essential to personal health and wellbeing.
- Recreation and parks build strong families and healthy communities.
- Green spaces are essential to environmental and ecological wellbeing.

Trends and Leading Practices

- 52.2% of Saskatchewan residents believe that leisure has become more important to their overall quality of life in the last 2 – 3 years, as compared to work.
- While many structured or organized activities remain important, there is an increasing shift toward more flexibility in timing and activity choice.
- The nature of volunteerism is changing; volunteers are looking for more defined roles and motivated by different outcomes than in generations past.
- Throughout Canada, recreation and parks infrastructure is aging and requires significant investment simply to sustain existing service levels.
- The development of multi-purpose, centralized indoor recreation facilities is changing utilization and improving the viability of these costly public amenities.

Inventory

- Martensville has an array of recreation facilities including the Martensville Athletic Pavilion (MAP)—a multipurpose field house facility.
- Kinsmen Park has over 100 acres of green space and is located in the middle of Martensville.
- The City maintains over 7 km of paved pathways.

Utilization

- From 5:00 p.m. to 10:00 p.m. on weekdays, there is approximately 10 hours of available court time at the MAP.
- Unused capacity exists to increase utilization.
- The ice rink at the Martensville Sports Centre operates at full capacity during Prime Time hours.
- Although the North Ridge Centennial Community Centre facilitates a variety of events and activities, available capacity exists to increase utilization, especially on weekdays.

Facility Assessments

- The facility components at the Martensville Sports Centre are in marginal and poor condition.
- Site accessibility is a concern at the Martensville Sports Centre and Civic Centre.
- No significant mechanical, electrical, or structural deficiencies were noted at the MAP, Aquatic Centre, and North Ridge Community Centre.

Benchmarking

- Five of the six comparable communities have an indoor aquatic centre; these cities have larger populations than Martensville.
- All six comparable communities have more than one arena ice sheet.
- A popular method to provide financial assistance to low income residents is to partner with organizations such as KidSport, Jumpstart, and United Way to decrease registration fees, provide sport equipment, and to provide free program opportunities.

Consultation

- Admission fees for facilities is the top barrier to participation as found in the household survey (36%).
- 43% of households believe that a new/enhanced ice arena is needed; 33% of students believe so as well.
- Recreation and park stakeholders are proud of the City's outdoor spaces but there is a consensus that improved maintenance standards and quality of care is needed.

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Recreation and Parks Strategic Foundations

The actions and decisions of the City of Martinsville are guided by strategic direction set by City Council and administration. The City's broadest and boldest plan is the Martinsville Municipal Sustainability Plan (MSP). It is clear in the vision, mission, and goals outlined in the MSP that recreation and park spaces and services are major community assets. The importance of these services and spaces root back to the immense value and benefit they provide in the community. The benefits of recreation and parks therefore act as the rationale and justification for sustained and enhanced public investment and must be considered in setting a strategic foundation for service delivery.

2014 – 2017 Martinsville Municipal Sustainability Plan (MSP)

Vision:

Martinsville is a community of families, friends, and neighbours where we work, play, and grow together in a safe, active, and healthy environment—Martinsville is a great place to call home.

Mission:

Martinsville is a growing community where we believe in encouraging and developing a healthy, safe, and active lifestyle that makes it a great place to call home.

Goals:

- To develop more diverse facilities to meet the changing needs of our citizens.
- To become the recreation centre in the region.
- To ensure that parks remain a focus as Martinsville grows. (Parks Standards/Balancing per Capita).
- To provide highly maintained parks and green spaces for City residents.
- To increase the tree population within Martinsville through an urban forestry program.

Beyond the strategic planning and local benefits observed from recreation and parks efforts, there are some other broader planning initiatives that were considered when establishing this philosophical foundation. The Framework for Recreation in Canada: Pathways to Wellbeing was endorsed by the Provincial, Territorial, and Federal Ministers responsible for recreation in February of 2015 and outlines a number of key goals, priorities, and considerations for all stakeholders involved in recreation delivery. Ensuring alignment with a national initiatives such as this creates strength in the delivery system and positions the City best in obtaining support and resources from other levels of government when available.

A Framework for Recreation in Canada: Pathways to Wellbeing 2015

We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- Individual wellbeing
- Community wellbeing
- The wellbeing of our natural and built environments

The Canadian Sport Policy and Canada Sport For Life are also key considerations in strategic planning for municipalities. The Policy identifies five broad objectives for sport participation in Canada:

1. Introduction to sport: Canadians have the fundamental skills, knowledge, and attitudes to participate in organized and unorganized sport.
2. Recreational sport: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.
3. Competitive sport: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.
4. High performance sport: Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.
5. Sport for development: Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

The Policy recognizes that each government will determine which of the goals and objectives in the plan to pursue, taking into account their relevance to jurisdictional mandate and priorities.

The Canada Sport for Life Movement (CS4L) is a related but broader initiative that is based on the premise that children, youth and adults need to do the right things at the right time to develop in their sport or activity and in their individual physical development—whether they want to be hockey players, dancers, figure skaters, or gymnasts. The CS4L Long-Term Athlete Development (LTAD) describes the things athletes need to be doing at specific ages and stages. There are seven stages within the basic LTAD model:

Stage 1: Active Start (0 – 6 years)

Stage 2: FUNdamentals (girls 6 – 8, boys 6 – 9)

Stage 3: Learn to Train (girls 8 – 11, boys 9 – 12)

Stage 4: Train to Train (girls 11 – 15, boys 12 – 16)

Stage 5: Train to Compete (girls 15 – 21, boys 16 – 23)

Stage 6: Train to Win (girls 18+, boys 19+)

Stage 7: Active for Life (any age participant)

The LTAD model specifically outlines where municipalities can help to instill CS4L principles and ultimately lead to more well-rounded, physically literate citizens. These actions are listed as follows:

- Physical Literacy Program Development
- Municipal Planning and Sport Strategy Development
- Sport Councils
- Facility Planning
- Access and Allocation

On a provincial scale, the Saskatchewan Parks and Recreation Association (SPRA) provides programs and services to municipalities and other stakeholders that are meant to strengthen the delivery system and promote, develop and facilitate parks and recreation opportunities throughout the province. The SPRA was intimately involved in the development and now implementation of Pathways to Wellbeing and is a key source of information and guidance for municipalities as they navigate the provision of recreation and parks.

The SPRA Vision

SPRA is the recognized leader for the wellbeing of people and communities through recreation.

We envision a Saskatchewan in which all citizens have equitable access to recreation experiences that:

- Contribute to mental and physical health and wellbeing
- Result in well rounded, well-adjusted contributing members of their community
- Provide connection and attachment to their community and environment.

Considering the City's existing strategic planning and the mandates and guidance offered through other related and aligned organizations, the following vision, goals, and outcomes for recreation and parks in Martensville have been developed.

A Vision for Recreation and Parks in Martensville

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Goals for Recreation and Parks in Martensville

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2. Recreation and parks services are a vehicle to build community wellness, spirit, and culture.
3. Recreation and parks services are provided in healthy indoor and outdoor environments.

Expected Outcomes from Investment and Efforts in Recreation and Parks in Martensville

Outcomes Related to Goal #1: Wellbeing of All Citizens

1. Citizens have a basic level of physical literacy, fitness, and wellbeing; all ages and abilities have basic skills in a variety of leisure pursuits.
2. Advanced level skill development is available for some pursuits; through partnerships, opportunities exist to compete and excel in leisure pursuits.

Outcomes Related to Goal #2: Community Health and Wellness

3. Citizens are proud of their community, its facilities and spaces, the events and opportunities it offers, and its level of volunteerism.
4. Recreation and parks opportunities are accessible and welcoming, connect and include individuals and families, and attract and retain residents.

Outcomes Related to Goal #3: Healthy Indoor and Outdoor Environments

5. Citizens have access to, appreciate, and understand nature; parks and open space provide a medium for residents and visitors to connect with nature.
6. Indoor and outdoor facilities and spaces are of quality and are sustainable; facilities and spaces are well maintained, reinvested in, and are planned and operated in a responsible manner.



These strategic foundations for recreation and parks service delivery in Martinsville, articulated through a vision statement, goals, and expected outcomes, provide guidance and justification for the City and other stakeholders in investing in recreation and parks infrastructure and services. Every action taken by the City related to recreation and parks should further one or more of the outcomes identified. Furthermore, the following strategic actions and recommendations are outlined to enhance the current state of recreation and parks in the City and thus also root back to this strategic foundation for service delivery.

The following strategic recommendations are organized into three main areas.

1. **Service Delivery:** How the City provides recreation and parks spaces and services.
2. **Programs and Opportunities:** How activities and opportunities are offered throughout the community and what they should focus on.
3. **Recreation and Parks Spaces:** What types of infrastructure the City should have now and in the future.

Although these are meant to guide the City in its effort and investment related to recreation and parks, these recommendations will have implications and offer guidance to others involved in recreation and parks delivery.



Service Delivery



Programs and Opportunities



Recreation and Parks Spaces

3

Service Delivery



How the City provides recreation and parks spaces and services.

Through appropriate user fees and allocations as well as through the employment of partnerships where possible...

Strategic Direction #1: Optimize current and future investment in recreation and parks.

The City provides recreation and parks spaces at a subsidized user fee rate for local groups. The use of these facilities and spaces is a function of both the fees charged and the methods by which limited space (spaces with excess demand) is allocated to competing interests. The City provides subsidized space because the spaces and the activities that occur in them help the City meet its strategic goals. **Now that the City has a more articulated strategic foundation for providing recreation and parks, revisiting both user fee and allocations policies and protocols is warranted.** For example, the better job an activity or group does at furthering the City's Expected Outcomes the more space it should be allocated or the higher subsidy it deserves. If the activity does not further the Expected Outcomes, it should receive lesser (or no) subsidy. Reframing allocations and fees based on the Expected Outcomes listed herein and in consideration to other influences, such as the directions for municipal allocation provided by CS4L, will ensure that the City receives the most benefit for its investment in facilities and spaces.

These two new policies, operating in parallel, will enhance overall accountability and transparency in the allocation of scarce public resources.

The employment of partnerships in the delivery of recreation and parks facilities and services will also help to lever and optimize public investment and effort. **Working with local groups to share maintenance responsibilities** is one way that maintenance levels could be enhanced while minimizing expenses; however, this depends on the capacity of local groups to provide maintenance services. Providing sponsorship and naming rights opportunities for the private sector can also help to lever and optimize public investment. **By inventorying, monetizing, and marketing sponsorship opportunities, the private sector can gain valuable exposure to the resident and visitor market while the City offsets operating expenses.** In order for the City to use sponsorship and naming rights more intensely (there currently exists some sponsorship at select City facilities) the introduction of a sponsorship policy would be required to ensure that City outcomes for recreation and parks and broader values (as identified in the MSP and other sources) are not compromised.



Excerpts from the State of Recreation and Parks Report

Benchmarking

- A common approach to setting user fees is to set cost recovery targets and to review and increase fees annually to meet the targets.
- The allocation of recreation spaces has traditionally been based on historical bookings. Some of the benchmarking municipalities are considering the development of formalized policies.

Background Review

- A goal in the Municipal Sustainability Plan is to develop new ways in which to access the required funding, primarily targeted to infrastructure and facilities.

Consultation

- **Household Survey:** Over two-thirds (68%) would like to maintain the current levels of users fees, 12% support an increase, and 20% support a decrease.
- **Group Survey:** A majority of the groups (71%) would like to maintain their current level of user/rental fees.
- **Stakeholder Interviews:** More pride needs to be placed into the upkeep and maintenance of parks and pathways .



Measures of Progress/Action Items

- ☐ Develop a recreation and parks user fee policy.
- ☐ Develop a recreation and parks allocations policy.
- ☐ Work with local groups to share maintenance responsibilities where appropriate.
- ☐ Develop a sponsorship policy.
- ☐ Market sponsorship opportunities to the private sector.

By reducing barriers, educating residents on opportunities, and promoting the value of participation through enhanced marketing efforts...

Strategic Direction #2: Increase recreation and parks activity and benefit throughout the community.

Another way the City can optimize its investment in recreation and parks is by increasing the level of activity residents and visitors are engaged in. Higher utilization leads to higher levels of individual and community benefit (furthering Expected Outcomes) and can also lead to reduced subsidies for certain types of spaces. Facility and space utilization is a function of creating awareness of opportunities, motivating participation, and reducing barriers that may exist. The City already promotes various opportunities to participate in recreation and parks throughout Martinsville.

Expanding messaging about current opportunities to include a rationale for why residents and visitors should participate (because of the benefits that would occur) would help to motivate and hopefully increase overall activity levels. Tying benefits that a participant should expect to receive to each program or opportunity increases accountability and this translates into increase public support.

Reducing barriers to participation should be a constant focus for the City. Barriers can be related to cost (financial), awareness, preference (quality of facilities and spaces), convenience (hours of operation), ability, or interest. The following chart explains how the City can reduce barriers. Of note is that the City already does many of these things and that it should focus more on those barriers that are more apparent at that specific time.



Barrier	Mitigation Strategies	Current Prevalence
Cost of Programs and Admissions	<ul style="list-style-type: none"> • Provide in-house fee assistance programs • Promote in-house and external fee assistance programs in marketing efforts • Minimize user fees where able through leveraging external funding sources 	#1 barrier in 2016 (mentioned by 36%+ of households)
Hours of Operation	<ul style="list-style-type: none"> • Consult with community as to ideal hours of operation and schedule accordingly • Educate community on hours of operation and observed utilization 	#2 barrier in 2016 (mentioned by 31% of households)
Awareness of Opportunities and Motivation	<ul style="list-style-type: none"> • Promote and market opportunities • Include motivational messaging in marketing efforts 	#3 barrier in 2016 (mentioned by 26% of households)
Activity Preference	<ul style="list-style-type: none"> • Consult with community as to preferred types of activities and respond as able • Facilitate multiple uses of existing facilities and spaces (through retrofit and allocation strategies) to accommodate as much activity as possible 	#4 barrier in 2016 (mentioned by 25% of households)

Barrier	Mitigation Strategies	Current Prevalence
Overcrowded Facilities	<ul style="list-style-type: none"> Educate community on hours of operation and observed utilization 	#5 barrier in 2016 (mentioned by 16% of households)
Quality of Facilities and Spaces	<ul style="list-style-type: none"> Consult with community as to current issues and concerns and respond where able Improve and enhance maintenance and investment in existing facilities and space where able 	#6 barrier in 2016 (mentioned by 13% of households)
Physical Ability	<ul style="list-style-type: none"> Target all public spaces and facilities to be physically accessible 	#7 barrier in 2016 (mentioned by 9% of households)
Transportation To and From Opportunities	<ul style="list-style-type: none"> Promote and market alternative forms of transportation to recreation and parks opportunities Work to create active transportation/trail connections throughout the community 	#8 barrier in 2016 (mentioned by 6% of households)



Measures of Progress/Action Items

- ☐ Adjust current marketing efforts to include motivational messaging regarding the benefits of participation.
- ☐ Promote in-house and external fee assistance programs.
- ☐ Engage with residents and potential users to determine optimal hours of operation and program offering.

Excerpts from the State of Recreation and Parks Report

The Benefits of Recreation and Parks

- Recreation and Parks are essential to personal health and wellbeing and build strong families and healthy communities.

Trends and Leading Practices

- SPRA's Recreation and Quality of Life Survey: Only 64.2% agree or strongly agree that they can afford to participate in most of the recreational activities they want to be part of.

Utilization

- Capacity exists to increase utilization, particularly at the MAP, North Ridge Centennial Community Centre, and the Civic Centre.

Consultation

- Household Survey:** Admission fees into facilities (36%) were the top barrier identified, followed by hours of operation (31%) and fees to join a program (28%).

By providing supports to local user groups and the volunteers that they rely on...

Strategic Direction #3: Build capacity in the recreation and parks community.

Local user groups provide a variety of recreation and parks opportunities for City residents and visitors. Relying heavily on volunteers, the opportunities non-profit groups provide enhance the use of public recreation and parks spaces and provide services that would either not exist in the City otherwise or that would have to be provided directly by the City at higher cost to the public. **As these groups and their associated volunteers help the City meet its and Expected Outcomes, providing supports to them is an important strategic consideration; their ability to be sustainable is key to protecting existing service levels.** Constant monitoring, through **open lines of communication with groups**, between the City and groups is important and needs to occur routinely. Information on fees and allocations were topics of dialogue requested from local user groups. In 2016, the most important support groups wanted to see from the City included improved maintenance of and access to existing and new facilities and spaces. A challenge groups identified in 2016 was their ability to attract qualified coaches and volunteers. The City could have a role in enhancing maintenance of existing facilities and provide new facilities and spaces where feasible. It could also increase efforts to **bolster volunteerism in the community by focusing on ways to attract, retain, and recognize volunteer effort.**



Measures of Progress/Action Items

- ☐ Provide capacity building supports (assistance with strategic planning, volunteer attraction, retention and recognition, and grant writing) to local user groups.
- ☐ Communicate with local user groups on an on-going basis via surveys and meetings.
- ☐ Educate user groups on user fee policy, subsidy levels, and allocation policy.
- ☐ Host an annual volunteer recognition event.

Excerpts from the State of Recreation and Parks Report

Background Review

- The Framework for Recreation in Canada: Pathways to Wellbeing reflects the importance of building recreation capacity by enhancing volunteerism, supporting community leaders, and ensuring knowledge development.

Trends and Leading Practices

- Community development in recreation delivery encompasses supporting and guiding volunteer groups to ultimately become self-sufficient while providing facilities and programs.

Benchmarking

- To be transparent about user fees, a couple of the comparable communities communicate with sports groups to educate them on the cost to operate facilities.

Consultation

- **Group Survey:** Difficulty attracting leaders, coaches, and volunteers was among the most common challenges experienced by community groups.

4

Programs and Opportunities



How activities and opportunities are offered throughout the community and what they should focus on.

By knowing which programs are being sought by residents and would provide enhanced benefit in the City...

Strategic Direction #4: Ensure that appropriate and impactful recreation and parks programs and opportunities are provided in the City.

Recreation and parks activity preferences are subjective and evolve with community growth, changing demographics, societal values, and other influences. In order to ensure that resident and visitor needs are met for recreation and parks opportunities, **constant dialog with the recreation and parks user/participant market needs to occur along with ongoing research into leading practices and trends.** The State of Recreation and Parks report outlines a number of key program and opportunity focus areas based on the 2016 research and input and provide direction for the short and term but a constant, formal process should be developed and facilitated by the City in ensuring preferences and trends are identified. Key sources of information to reference on an ongoing basis should include those outlined in the State of Recreation and Parks report (e.g. Leisure Information Network, SPRA, etc.). As well, **having City recreation and parks staff take part in networking opportunities** (e.g. meetings, regional bodies, conferences, etc.) is also strongly recommended.



Measures of Progress/Action Items

- ☐ Periodically administer feedback surveys with registered program participants.
- ☐ Periodically administer on-site surveys with drop-in program participants.
- ☐ Re-administer the Recreation and Parks Master Plan household survey every five years.
- ☐ Periodically administer a student survey to monitor recreation and parks preferences and needs.
- ☐ Send administrators and elected officials to networking events to stay current on trends and leading practices.

Excerpts from the State of Recreation and Parks Report

The Benefits of Recreation and Parks

- Recreation and parks provide the key to balanced human development, provide a foundation for quality of life, and reduce self-destructive and anti-social behaviours.

Trends and Leading Practices

- While many structured or organized activities remain important, there is an increasing demand for more flexibility in timing and activity choice. People are seeking individualized, informal pursuits that can be done alone or in small groups, at flexible times, often near or at home.

Consultation

- **Household Survey:** Eighty-seven percent (87%) of household respondents are motivated to participate in recreation and parks activities because of fun/entertainment and 86% participate for physical health/exercise.

By working with local user groups and other organizations to ensure program and opportunity gaps are filled...

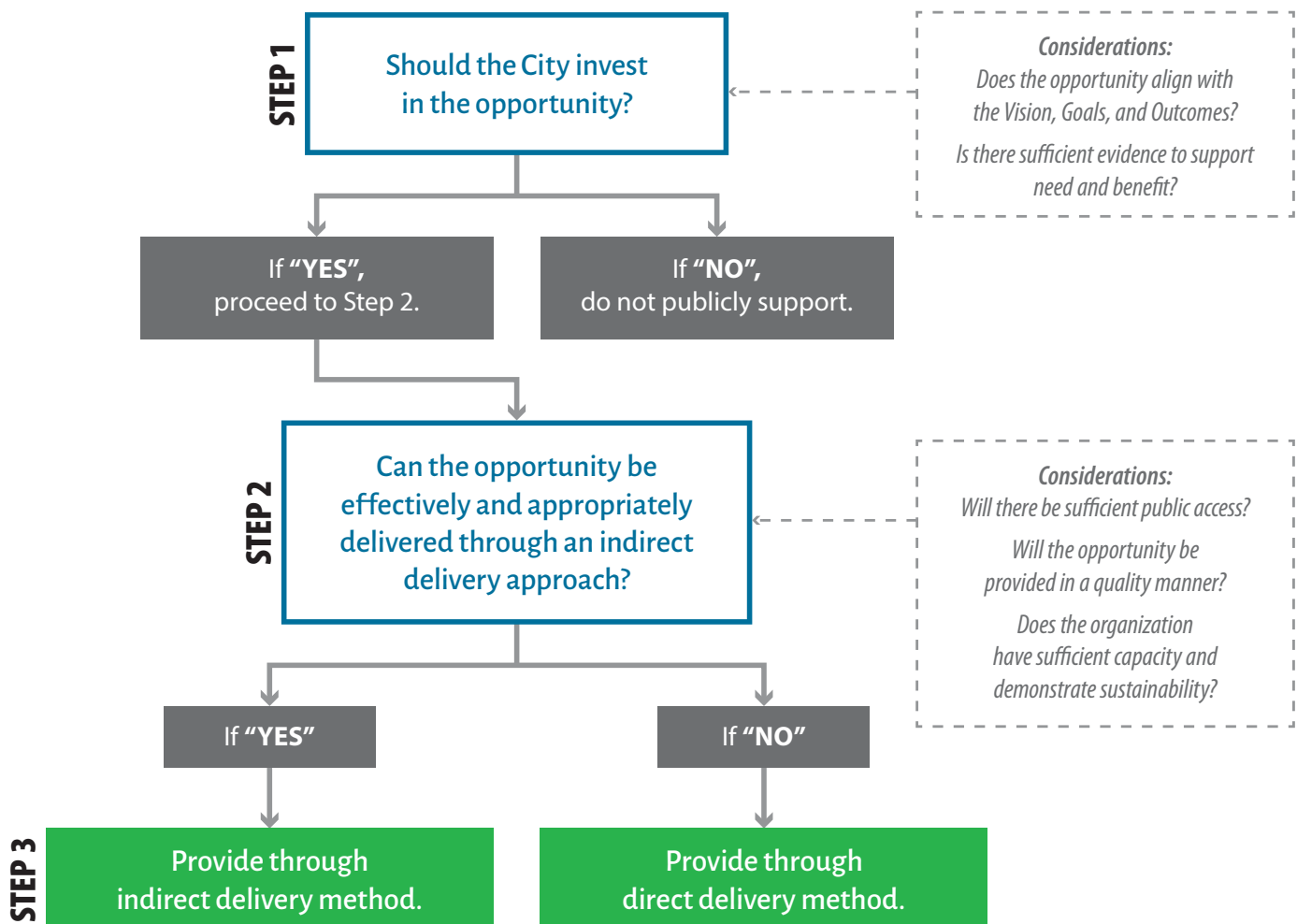
Strategic Direction #5: Provide recreation and parks programs where required.

Recreation and parks programs and opportunities are currently provided by local non-profit, private, and public sector organizations. The City does provide some direct programs and opportunities, but it is not the only service provider for residents. The City's current approach leverages public investment and helps to regulate real versus market need. **This approach enables the City to respond to outstanding program and opportunity requirements when they arise while allowing the non-profit sector the latitude and space it needs to provide opportunities outside of publicly supported service.** Typically the opportunities provided by local non-profit organizations are publicly supported, albeit indirectly.

When new program or opportunity demands arise, as identified by the City via research and community dialog, the City should first work with the non-profit community to see if there is the ability and appetite to respond without necessitating City staff involvement. The City should not compete with the volunteer (or private sector) in regard to program and opportunity provision. If there is no interest and/or capacity externally, the City will need to determine whether or not to provide the program or opportunity on its own. Key considerations would include financial and social return as well as alignment with Expected Outcomes. The following framework explains.



Program Development Framework



As revealed in The State of Recreation and Parks Report (2016), the following programming types should be areas of focus whether provided directly or indirectly.

- Physical literacy programs for children
- Nature interaction programs for children and youth
- Fitness programs for teens and adults
- Outdoor skills programs for youth and teens
- Sports programs for youth and teens
- Wellness programs for adults and seniors
- Arts and culture programs for adults and seniors



Measures of Progress/Action Items

- ☐ Utilize the Program Development Framework when considering the delivery of new programs.
- ☐ Share new program ideas (as identified through ongoing research and community dialogue) with community groups and other service providers.

Excerpts from the State of Recreation and Parks Report

Background Review

- Municipalities can help further the Canadian Sport for Life movement by ensuring physical literacy program development.

Trends and Leading Practices

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

Consultation

- **Household Survey:** Respondents identified the types of programming that they think needs to be more readily available in Martensville for each age group. For children, nature interaction (29%) and recreation/leisure (25%) were the top program types. Wellness (34%) and arts and culture (29%) were the top two programming needs for seniors.
- **Student Survey:** Students were asked if there are any types of new programs that they would like to see made available before or after school; art and skateboarding programs topped the list.

5

Recreation and Parks Spaces



What types of infrastructure the City should have now and in the future.

Through comprehensive management tools and life cycle reinvestment protocols...

Strategic Direction #6: Sustain existing recreation and parks facilities and spaces.

Residents and visitors are part of the Martinsville community due to the amenities and quality of life it offers. The sustainability of existing infrastructure is important in ensuring existing service levels and expectations can be met into the future. Although much of the City's recreation infrastructure is not at the end of its life cycle, planning for future replacement and/or major revitalization is critical for the long term future. The **establishment of a capital reserve protocol/process with an asset management framework** (e.g. infrastructure assessment to understand longevity, annual operating budget allocation, etc.) will help the City be able to afford major infrastructure renewal. **A detailed assessment of the Martinsville Sports Centre should occur in the short term.** Other major facilities should follow in a similar format.

Reviewing the current recreation and parks inventory and developing a classification for facilities, parks, and other assets will help establish and guide targeted maintenance and revitalization programs and help meet user and resident expectations. **The City should revisit its parks classification system** in the Parks and Green Space Maintenance Standards Policy.

For significant park or recreation facility assets, more specific and detailed master planning should also occur. The City has a site specific Master Plan for Kinsmen Park; similar site master plans should be completed for other City-wide park sites and/or recreation facilities that may accept future expansion or revitalization.



Measures of Progress/Action Items

- ☐ Establish a life cycle management framework and a capital reserve protocol for recreation and park assets.
- ☐ Conduct a detailed assessment of the Martinsville Sports Centre.
- ☐ Develop a classification system for recreation and parks assets.
- ☐ Develop site specific plans for major recreation and park assets, similar to the Kinsmen Park Master Plan.

Excerpts from the State of Recreation and Parks Report

Background Review

- Kinsmen Park has its own set of maintenance standards while the rest of the City's parks are categorized by a classification system.

Trends and Leading Practices

- In comparison to other types of municipal infrastructure assessed in the Canadian Infrastructure Report Card, sport and recreation facilities were in the worst state and require immediate attention.

Facility Assessments

- Many facility components at the Martinsville Sports Centre are in marginal and poor condition.

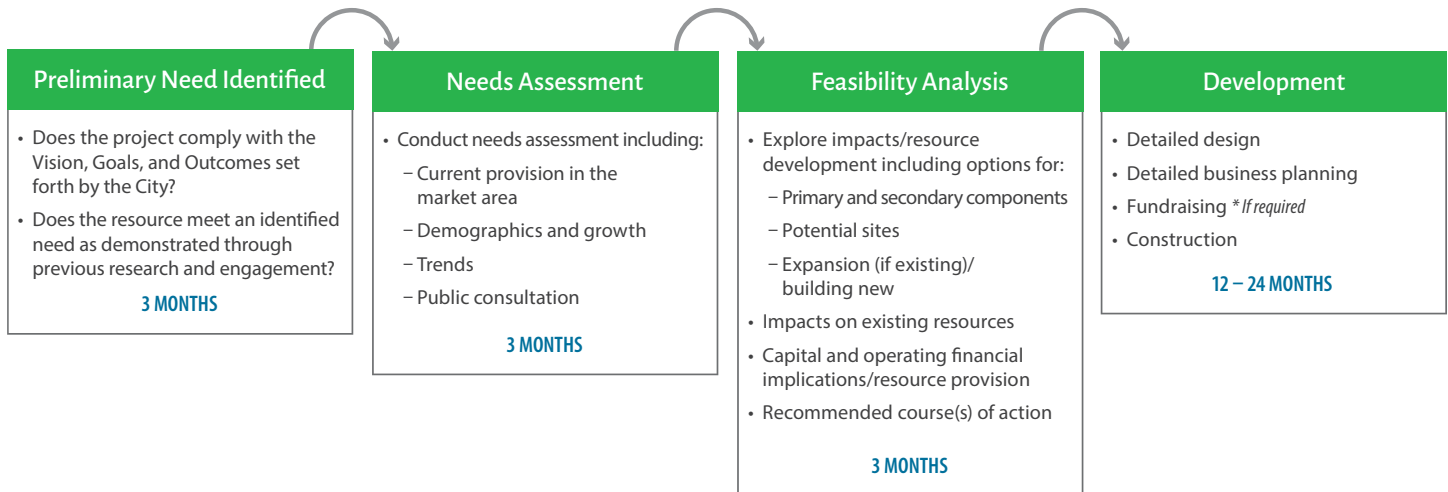
By planning new spaces with public input, prioritizing potential amenities via a transparent and logical process, and identifying and following amenity strategies for all types of indoor and outdoor assets...

Strategic Direction #7: Plan, design, and operate new recreation and park assets in a responsible and impactful manner.



Public investment in recreation and parks infrastructure needs to be justified and background information needs to be substantiated. Decision makers must know the expected life cycle costs and benefits associated in order to determine feasibility. For these reasons, **major investment (>\$500,000) should always be preceded by formal feasibility analysis.** The following graphic explains the infrastructure planning and development process. Appendix B includes planning triggers and guidelines for when feasibility analysis is warranted and what types of information should be included.

Infrastructure Planning and Development Process



The type and quantity of recreation and parks amenities offered in a community is reflective of the unique characteristics of residents, the geographic market, and the political will of decision makers. As there are varying opinions on what types of amenities should be offered, amenity prioritization needs to occur on a transparent and accountable basis.

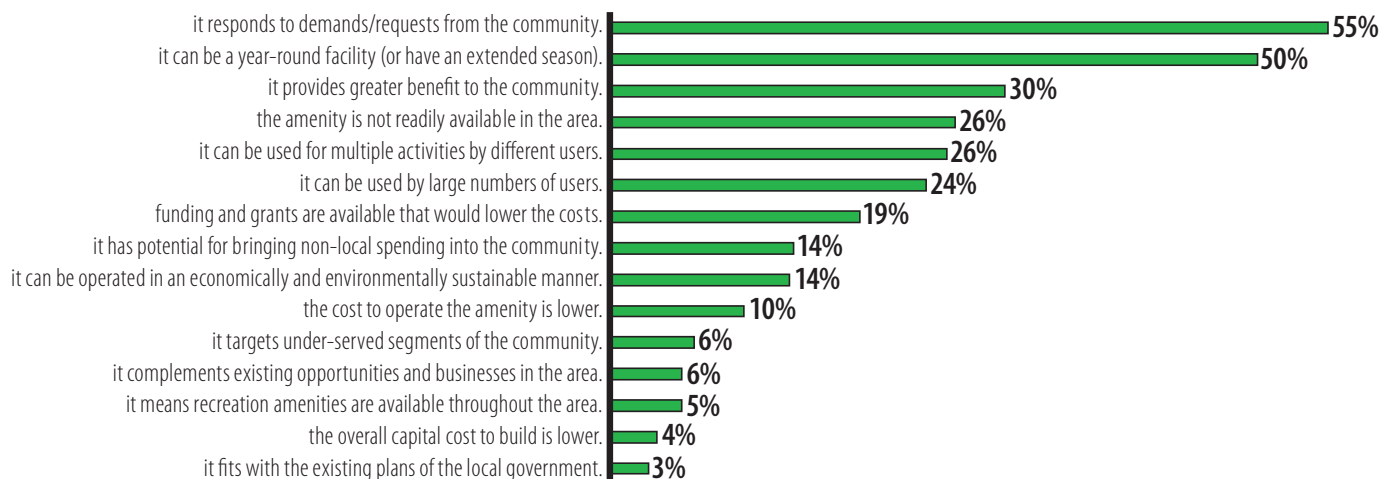
The following amenity prioritization model is based on community input and research as well as a number of other criteria that should be considered when contemplating major public investment. The criteria and scoring metrics are presented as follows.

Amenity Prioritization Tool

Criteria	Metric				Weight
	3 Points	2 Points	1 Point	0 Points	
Market Demand	For "#1 – 2" community amenity priorities.	For "#3 – 4" community amenity priorities.	For "#5 – 6" community amenity priorities.	For community amenity priorities that are not in scope.	10
Goals and Outcomes	The amenity achieves more than one goal and a variety of outcomes.	The amenity achieves one goal (of 3) and a variety of outcomes.	The amenity achieves a specific service outcome.	The amenity does not achieve any service outcomes.	5
Sustainability	The amenity has a low overall cost impact.	The amenity has a moderate overall cost impact.	The amenity has a high overall cost impact.	The amenity is not likely to be feasible.	5
Community Accessibility	The amenity would be completely financially and physically accessible to all Regional residents.	The amenity would primarily be financially and physically accessible to all Regional residents.	The amenity would be accessible to all Regional residents via programmed /rental use.	The amenity would not be accessible to Regional residents.	5
Current Provision in the Region	The facility space would add completely new activity to recreation in the Region.	The facility space would add completely new activity to recreation in the City.	The facility space would significantly improve provision of existing recreation activity in the Region.	The amenity is already adequately provided in the Region.	4
Cost Savings Through Partnerships or Grants	Partnership and/or grant opportunities exist in development and/or operating that equate to 50% or more of the overall amenity cost.	Partnership and/or grant opportunities exist in development and/or operating that equate to 25% – 49% or more of the overall amenity cost.	Partnership and/or grant opportunities exist in development and/or operating that equate to 10% – 24% or more of the overall amenity cost.	No potential partnership or grant opportunities exist at this point in time.	4
Economic Impact	The amenity will draw significant non-local spending into the Region and catalyze provincial, national and/or international exposure.	The amenity will draw significant non-local spending into the Region.	The amenity will draw moderate non-local spending into the Region.	The amenity will not draw any significant non-local spending into the Region.	3

A recreation and parks facility project should be a higher priority if...

Household Survey Results

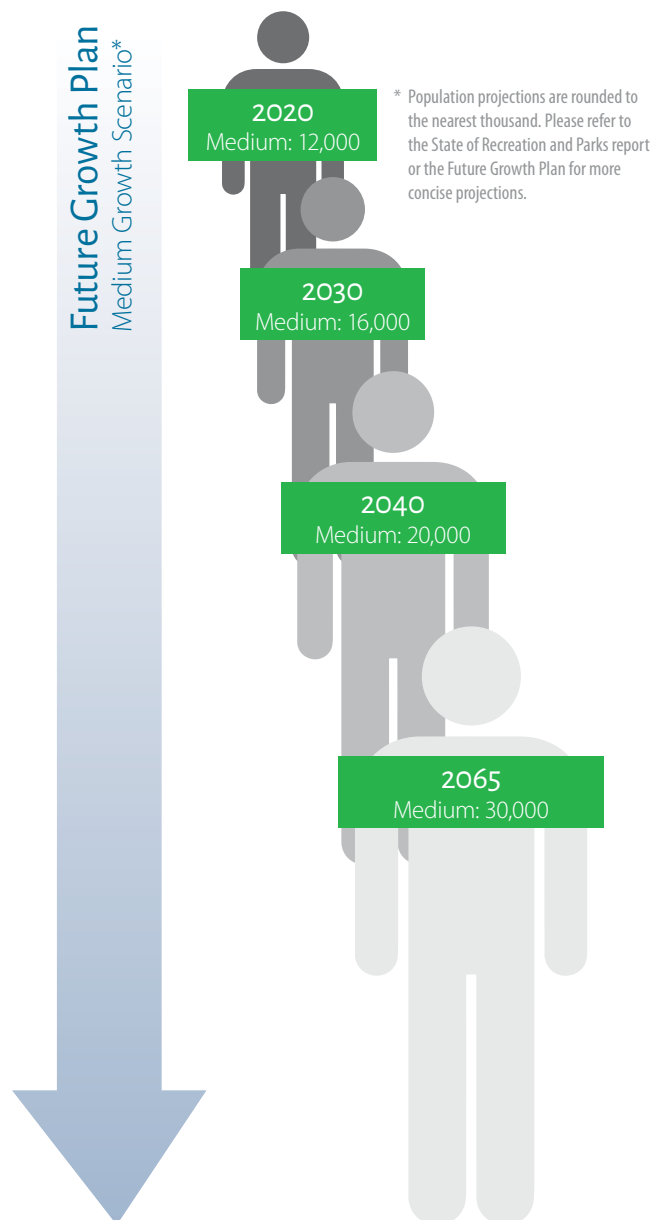


Utilizing the criteria and metrics, the following list of ranked amenities has been formulated. For the detailed amenity scoring tables, please refer to Appendix C.

Indoor Amenities	Score	Rank
Leisure ice surfaces (non-hockey)	77	1
Indoor field facilities	72	2
Leisure swimming pools	68	3
Art creation spaces	68	3
Ice arena facilities	66	5
Fitness/wellness facilities	64	6
Classroom/meeting spaces	64	6
Indoor child playgrounds	63	8
Art gallery spaces	61	9
Youth centres	58	10
Gymnastics spaces/parkour rooms	58	10
Dance/program/martial arts rooms	58	10
Climbing gyms	56	13
25M swimming tanks	56	13
Walking/running tracks	54	15
Gymnasium type spaces	52	16
Curling rinks	49	17
Court sport spaces (e.g. racquetball)	48	18
Seniors centres	48	18
Community hall/banquet facilities	44	20
Performing arts theatres	41	21

Outdoor Amenities	Score	Rank
Walking/cycling pathway system	79	1
Natural open spaces	79	1
Nature/interpretive trails	79	1
Day use areas (with BBQs)	77	4
Beach volleyball courts	73	5
Campgrounds	69	6
Dog off leash areas	69	6
Water spray parks	69	6
Skateboard parks	64	9
Mountain bike trails	64	9
Public art display spaces	63	11
Urban forestry	63	11
Event spaces/amphitheatres	61	13
Bike skills park	58	14
Sports fields	57	15
Ball diamonds	57	15
Outdoor boarded skating rinks	54	17
Outdoor fitness equipment	54	17
Outdoor pools	52	19
Speed skating ovals	51	20
Community gardens	49	21
Toboggan hills	49	21
Hard courts	49	21
Track and field spaces	47	24
Tennis courts	44	25
Pickleball courts	44	25
Playgrounds	44	25
Cross country ski trails	44	25

In order to further guide public investment in indoor and outdoor recreation and parks infrastructure, each amenity needs to be looked at independently and have an ideal future plan of action developed. Although the City has limited resources and it is understood that not all amenities can be provided. Having a calculated plan of action for each will guide investment for higher ranking amenities as resources are made available. A list of recreation and parks amenities and a "Future Strategies" action plan for each is included in Appendix D. Further to these strategies and as it relates to the provision of recreation and parks assets, there are a number of Infrastructure Considerations outlined in Appendix E that the City should also consider moving forward. Considering the amenity strategies and the ranking, the following short-, mid-, and long-term action plan is recommended considering the 2016 State of Recreation and Parks in Martinsville. It is important to note that this plan is based on the Medium Growth scenario outlined in the City's Future Growth Plan and is subject to change as new information about the City or the operating market becomes available.



Excerpts from the State of Recreation and Parks Report

Community Context

- By 2040, the City's population is projected to be between 16,850 and 24,650.

Consultation

- **Household Survey:** Respondents were asked to select the three most important criteria to consider when setting project development priorities. Fifty-five percent (55%) of households believe that a recreation and parks facility project should be a higher priority if it responds to demands/requests from the community. The second highest criteria is if it can be a year-round facility (50%).
- **Household Survey:** Leisure swimming pools, ice arenas, and 25m swimming pools were the top desired indoor spaces while pathways systems, day use areas, and campgrounds were the top for outdoor.



Measures of Progress/Action Items

- ☐ Conduct a feasibility study for a new community recreation centre including components such as indoor ice (leisure and boarded), art creation spaces, indoor playground, fitness/wellness, and potentially other amenities.
- ☐ Conduct feasibility studies for capital projects over the estimated amount of \$500,000 when multiple planning triggers are reached.
- ☐ Use the Amenity Prioritization Tool herein to update the prioritized list of amenities as new information becomes available.
- ☐ Refer to the "Future Strategies" in Appendix D for actions and guidance on each category of infrastructure.
- ☐ Update the "Future Strategies" for each indoor and outdoor infrastructure category as new information becomes available (see Appendix D).

6

Implementation and Implications

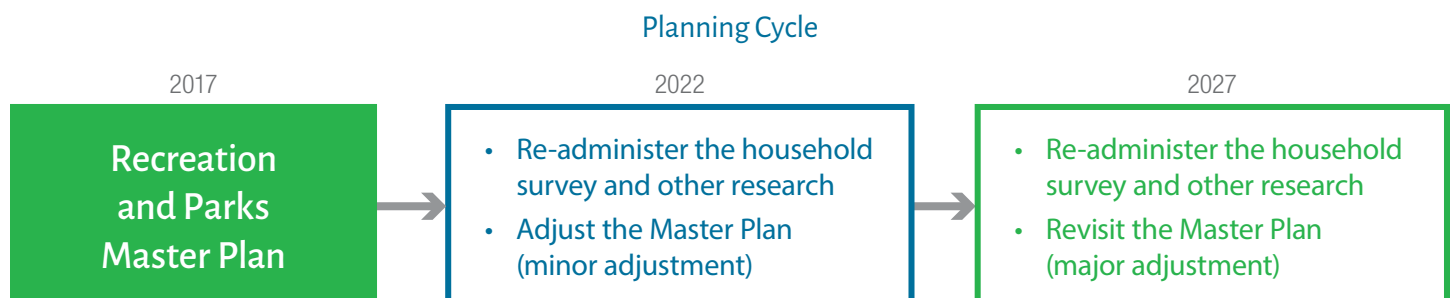
The implementation of this Recreation and Parks Master Plan will be the product of the efforts of City decision makers and staff, partners, and recreation stakeholders throughout the community. For many of the action items recommended herein, the use of partnerships may enable the City to leverage public investment and extend effort. Partnerships with local groups to provide programs and/or manage assets, with the health sector in providing opportunities and removing barriers, and the education sector in streamlining efforts directed at local youth should all be explored before the City attempts to implement any strategic directions. Furthermore, support from the provincial government, the Saskatchewan Parks and Recreation Association, and the Framework for Recreation in Canada will help stretch local investment and provide strength and guidance. Perhaps most importantly, partnerships with regional municipalities will help the City achieve service levels beyond its own critical mass (i.e. indoor aquatics requires a larger population than just the City however if regional markets are considered a critical mass may be reached). As the City becomes more entrenched in a partnership approach to recreation and parks delivery, the development of a Partnership Policy, outlining public expectations, strategic intent, and criteria for potential public support may be required to ensure transparency and equity when dealing with other organizations.

With the understanding that partnerships should be explored with like-minded organizations for nearly all the potential actions outlined herein, the following key action items and potential cost implications have been organized into short-, mid-, and long-term time periods.

Action Item	Incremental Cost (0, \$, \$\$, \$\$\$)	Short Term	Mid Term	Long Term
Service Delivery				
Develop a recreation and parks user fee policy.	0	✓		
Develop a recreation and parks allocations policy.	0	✓		
Work with local groups to share maintenance responsibilities where appropriate.	\$		✓	
Develop a sponsorship policy.	0	✓		
Market sponsorship opportunities to the private sector.	\$		✓	
Adjust current marketing efforts to include motivational messaging regarding the benefits of participation.	0	✓		
Promote in-house and external fee assistance programs.	\$		✓	
Engage with residents and potential users to determine optimal hours of operation and program offering.	\$		✓	
Provide capacity building supports (assistance with strategic planning, volunteer attraction, retention and recognition, and grant writing) to local user groups.	\$\$		✓	
Communicate with local user groups on an on-going basis via surveys and meetings.	0	✓		
Educate user groups on user fee policy, subsidy levels, and allocation policy.	0		✓	
Host an annual volunteer recognition event.	\$	✓		

Action Item	Incremental Cost (0, \$, \$\$, \$\$\$)	Short Term	Mid Term	Long Term
Programs and Opportunities				
Periodically administer feedback surveys with registered program participants.	\$	✓		
Periodically administer on-site surveys with drop-in program participants.	\$	✓		
Re-administer the Recreation and Parks Master Plan household survey every five years.	\$\$		✓	
Periodically administer a student survey to monitor recreation and parks preferences and needs.	\$			✓
Send administrators and elected officials to networking events to stay current on trends and leading practices.	\$	✓		
Utilize the Program Development Framework when considering the delivery of new programs.	0	✓		
Share new program ideas (as identified through ongoing research and community dialogue) with community groups and other service providers.	0		✓	
Recreation and Parks Spaces				
Establish a life cycle management framework and a capital reserve protocol for recreation and park assets.	\$\$\$		✓	
Conduct a detailed assessment of the Martensville Sports Centre.	\$\$	✓		
Develop a classification system for recreation and parks assets.	0	✓		
Develop site specific plans for major recreation and park assets, similar to the Kinsmen Park Master Plan.	\$\$			✓
Conduct a feasibility study for a new community recreation centre including components such as indoor ice (leisure and boarded), art creation spaces, indoor playground, fitness/wellness, and potentially other amenities.	\$\$	✓		
Conduct feasibility studies for capital projects over the estimated amount of \$500,000 when multiple planning triggers are reached.	\$\$	✓		
Use the Amenity Prioritization Tool herein to update the prioritized list of amenities as new information becomes available.	0			✓
Refer to the "Future Strategies" in Appendix D for actions and guidance on each category of infrastructure.	\$\$\$	✓	✓	✓
Update the "Future Strategies" for each indoor and outdoor infrastructure category as new information becomes available (see Appendix D).	0		✓	

The preceding table provides guidance and incremental costs for the strategic directions and action items formulated in this Master Plan based on the State of Recreation and Parks in Martensville in 2016. It is important to recognize that the frameworks and systems outlined herein are developed to adapt to changing market conditions and thus ensure dynamic planning and service provision. In order to utilize the frameworks and systems to their full potential, ongoing City staff and decision makers must always be monitoring the recreation and parks market in the community. As new information becomes available, through community input, research, or other means, it should be collected and analyzed to understand how (if at all) it impacts the strategic directions contained herein. For this reason, a five year planning cycle is recommended.

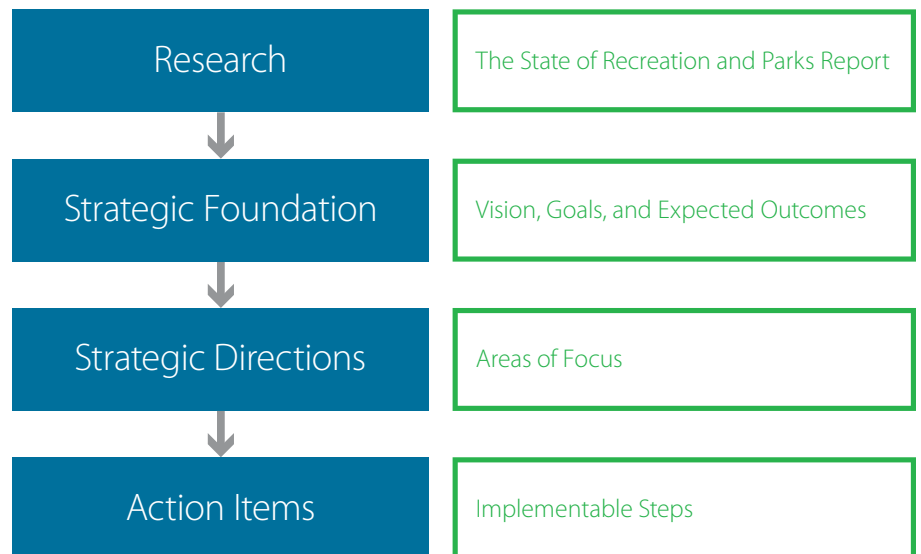


7

Summary

This Recreation and Parks Master Plan is designed to provide strategic direction for enhancing the current and future state of recreation and parks facilities, spaces, and services while considering both the current and future operating marketplace. With that said, the Plan was developed with information gathered in 2016 and it is recommended to update the research every five years as described in the previous section.

The strategic foundation, including the Plan's vision, goals, and expected outcomes, justifies why the City of Martinsville provides recreation and parks services to its residents. The strategic directions provide guidance on how to maximize the City's investment in recreation and parks. The action items are implementable steps for City Council and administration to focus on.



Appendices

A: A Framework for Recreation in Canada 2015: Pathways to Wellbeing	28
B: Feasibility Planning Triggers and Guidelines	29
C: Amenity Prioritization Scoring	30
D: Amenity Strategies	32
E: Infrastructure Considerations	40

A

A Framework for Recreation in Canada 2015: Pathways to Wellbeing

Part II

A Framework for Recreation in Canada 2015

Vision

Everyone engaged in meaningful, accessible recreation experiences, that foster:

Individual Wellbeing	Wellbeing of Natural & Built Environments	Community Wellbeing
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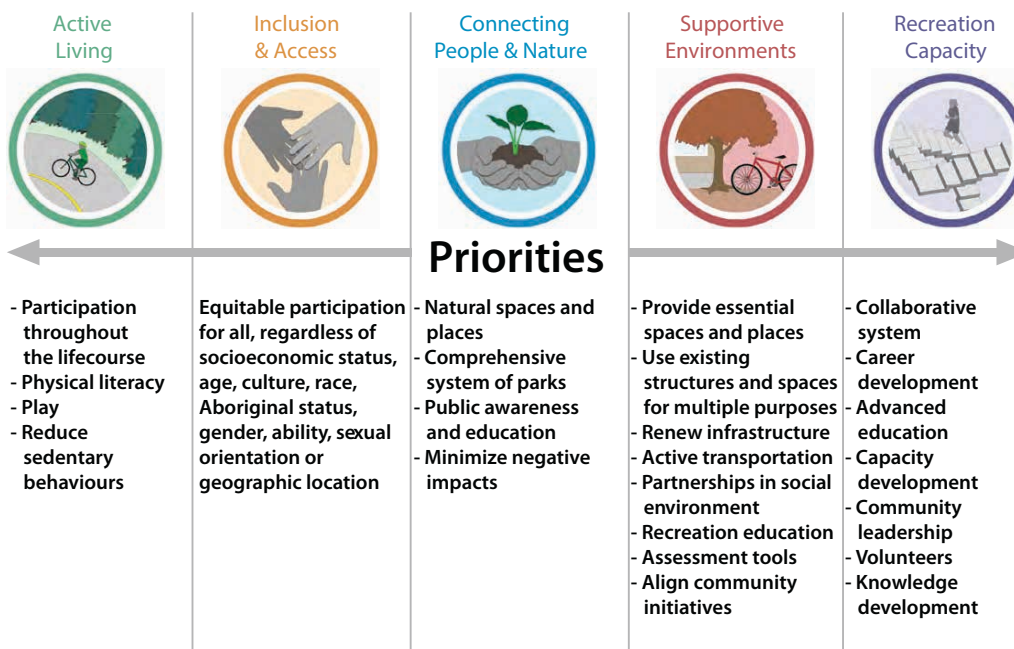
Values

Public Good	Inclusion & Equity	Sustainability
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Principles of Operation

Lifelong Participation	Outcome-Driven	Quality & Relevance	Evidence-Based	Partnerships	Innovation
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Goals



Priorities

B

Feasibility Planning Triggers and Guidelines

While the following Strategic Directions identify a road map for future development, it is important to note that circumstances evolve and will require continuous assessment. As such, the decision-making triggers identified below should be monitored and used to further vet the projects identified as decision-making needs to occur. It is critical that formal feasibility analysis take place for capital projects estimated to cost over \$500,000. If two or more of the following triggers are met, it is recommended to start the feasibility analysis.

1. Facility spaces currently being offered approach 80% to 90% utilization on a sustained basis.
2. The cost to repair a facility costs 50% or more of the cost to replace.
3. Trends and market assessment support that future demands for the facility type will remain stable or increase.
4. The facility in question and program services proposed provide equitable access for all residents as a public service.
5. The facility type and function aligns with City of Martensville strategic planning, broader planning initiatives (SPRA, CPRA, Government of Saskatchewan, etc.), and the Strategic Foundation outlined in this Master Plan.
6. Facility type and function are not currently or adequately provided through other agencies or private sector services in Martensville or adjacent regional municipalities.
7. Potential or confirmed operational/capital partners are committed and established as registered societies, institutions, or municipal governments and collectively represent sufficient membership or market segments to sustain use of the development for the life of the development.
8. An external partner (institution, municipality, volunteer and/or non-profit group) leading a facility development initiative has, or has access to, significant capital and/or operating resources.

As feasibility analysis requires public investment, the following general guidelines for feasibility exploration should be achieved. General conditions for prudent feasibility analysis include the following:

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

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



Amenity Prioritization Scoring

Indoor Amenities

Amenity/Facility/Space	Market Demand	Goals and Outcomes	Sustainability	Community Accessibility	Current Provision in the Region	Cost Savings Through Partnerships or Grants	Economic Impact	Score	Rank
Leisure ice surfaces (non-hockey)	3	3	2	2	3	0	0	77	1
Indoor field facilities	3	3	2	2	1	0	1	72	2
Leisure swimming pools	3	3	1	2	2	0	0	68	3
Art creation spaces	2	3	3	2	2	0	0	68	3
Ice arena facilities	3	2	2	1	1	1	1	66	5
Fitness/wellness facilities	2	3	3	2	1	0	0	64	6
Classroom/meeting spaces	2	3	3	2	1	0	0	64	6
Indoor child playgrounds	2	2	3	2	2	0	0	63	8
Art gallery spaces	1	3	3	2	2	0	1	61	9
Youth centres	2	2	2	2	2	0	0	58	10
Gymnastics spaces/parkour rooms	2	2	3	1	2	0	0	58	10
Dance/program/martial arts rooms	1	3	3	2	2	0	0	58	10
Climbing gyms	2	2	2	1	2	0	1	56	13
25M swimming tanks	2	2	1	2	2	0	1	56	13
Walking/running tracks	1	3	3	2	1	0	0	54	15
Gymnasium type spaces	1	3	2	2	1	0	1	52	16
Curling rinks	2	2	2	1	1	0	0	49	17
Court sport spaces (e.g. racquetball)	1	2	3	1	2	0	0	48	18
Seniors centres	1	2	2	2	2	0	0	48	18
Community hall/banquet facilities	1	3	2	1	1	0	0	44	20
Performing arts theatres	1	2	1	1	2	0	1	41	21

Outdoor Amenities

Amenity/Facility/Space	Market Demand	Goals and Outcomes	Sustainability	Community Accessibility	Current Provision in the Region	Cost Savings Through Partnerships or Grants	Economic Impact	Score	Rank
Walking/cycling pathway system	3	3	3	3	1	0	0	79	1
Natural open spaces	3	3	3	3	1	0	0	79	1
Nature/interpretive trails	3	3	3	3	1	0	0	79	1
Day use areas (with BBQs)	3	3	3	2	1	0	1	77	4
Beach volleyball courts	3	2	3	2	2	0	0	73	5
Campgrounds	3	2	2	1	2	0	2	69	6
Dog off leash areas	3	2	3	2	1	0	0	69	6
Water spray parks	3	2	2	3	1	0	0	69	6
Skateboard parks	3	2	2	2	1	0	0	64	9
Mountain bike trails	3	2	2	2	1	0	0	64	9
Public art display spaces	1	3	3	3	2	0	0	63	11
Urban forestry	1	3	3	3	2	0	0	63	11
Event spaces/amphitheatres	1	3	2	3	2	0	1	61	13
Bike skills park	2	2	2	2	2	0	0	58	14
Ball diamonds	2	2	2	2	1	0	1	57	15
Sports fields	2	2	2	2	1	0	1	57	15
Outdoor boarded skating rinks	2	2	2	2	1	0	0	54	17
Outdoor fitness equipment	1	2	3	3	1	0	0	54	17
Outdoor pools	2	2	1	2	1	0	1	52	19
Speed skating ovals	1	2	2	2	2	0	1	51	20
Community gardens	2	2	2	1	1	0	0	49	21
Toboggan hills	1	2	3	2	1	0	0	49	21
Hard courts	1	2	3	2	1	0	0	49	21
Track and field spaces	1	2	2	2	1	0	1	47	24
Tennis courts	1	2	2	2	1	0	0	44	25
Pickleball courts	1	2	2	2	1	0	0	44	25
Playgrounds	1	2	2	2	1	0	0	44	25
Cross country ski trails	1	2	2	2	1	0	0	44	25



Amenity Strategies

Indoor Amenities

Amenity/Facility/Space	Preliminary Priority and Strategic Ranking	Future Strategy	Current Provision Ratio	Target Provision Ratio for Martensville	Future 5/10 Year Requirements <small>* Estimated based on Future Growth Plan Medium projections; subject to</small>
Indoor Amenities					
Leisure ice surfaces (non-hockey)	Preliminary priority #2 Strategic ranking #7	<ul style="list-style-type: none"> Consider the inclusion of a leisure ice surface in new ice arena facility development Ensure ample leisure/drop-in availability in existing ice arena 	N/A	1/10,000	1 leisure ice in 5 years (2022)
Art creation spaces	Preliminary priority #4 Strategic ranking #2	<ul style="list-style-type: none"> Consider the inclusion of a dedicated art creation space in new facility development Allow art creation activities in existing multipurpose spaces (indoor and outdoor) where able 	1/9,000	1/15,000	1 art creation space in 5 years (2022)
Indoor field facilities	Preliminary priority #2 Strategic ranking #3	<ul style="list-style-type: none"> Continue to use the turf in the MAP for programming Sustain existing facility at the MAP 	N/A	1/10,000	1 indoor field facility in 10 years (2027)

Amenity/Facility/Space	Preliminary Priority and Strategic Ranking	Future Strategy	Current Provision Ratio	Target Provision Ratio for Martensville	Future 5/10 Year Requirements <small>* Estimated based on Future Growth Plan Medium projections; subject to</small>
Indoor Amenities					
Art gallery spaces	Preliminary priority #6 Strategic ranking #4	<ul style="list-style-type: none"> Consider the inclusion of an art gallery space in new facility development -Support local non-profit groups as warranted in developing an art gallery space 	N/A	1/10,000	1 art gallery space in 10 years (2027)
Fitness/wellness facilities	Preliminary priority #3 Strategic ranking #5	<ul style="list-style-type: none"> Sustain and enhance fitness space at MAP Consider including fitness space in all new facility development 	1/9,000	1/10,000	1 fitness/wellness facility in 10 years (2027)
Classroom/meeting spaces	Preliminary priority #4 Strategic ranking #5	<ul style="list-style-type: none"> Revisit joint-use agreement with the school districts to ensure community access to classrooms outside of school hours Consider the inclusion of classroom/meeting space in new facility development 	N/A	N/A	N/A
Leisure swimming pools	Preliminary priority #2 Strategic ranking #7	<ul style="list-style-type: none"> Consider feasibility analysis of indoor aquatics when population reaches 15,000 	N/A	1/15,000	No development required in 10 years (2027)
Indoor child playgrounds	Preliminary priority #4 Strategic ranking #7	<ul style="list-style-type: none"> Consider the inclusion of and indoor child playground in new facility development 	N/A	1/10,000	1 indoor playground in 5 years (2022)
Dance/program/martial arts rooms	Preliminary priority #5 Strategic ranking #7	<ul style="list-style-type: none"> Consider the inclusion of multipurpose program space in new facility development 	1/9,000	1/10,000	1 additional program room in 10 years (2027)

Amenity/Facility/Space	Preliminary Priority and Strategic Ranking	Future Strategy	Current Provision Ratio	Target Provision Ratio for Martensville	Future 5/10 Year Requirements <small>* Estimated based on Future Growth Plan Medium projections; subject to</small>
Indoor Amenities					
Indoor ice arenas	Preliminary priority #1 Strategic ranking #10	<ul style="list-style-type: none"> • Understand current state of Sports Centre and sustain/enhance where able • Undertaken feasibility study for new ice arena development • Optimize current use of facilities through enhanced allocation 	1/9,000	1/7,500	1 additional sheet with 5 years (2022)
Walking/running tracks	Preliminary priority #5 Strategic ranking #11	<ul style="list-style-type: none"> • Sustain existing walking track in the MAP • Consider the inclusion of a walking track in the development of new facility development 	1/9,000	1/15,000	No development required in 10 years (2027)
Youth centres	Preliminary priority #4 Strategic ranking #12	<ul style="list-style-type: none"> • Consider the inclusion of flexible (non-dedicated) youth space in new facility development • Continue to monitor public desire for dedicated youth space 	N/A	N/A	No development required in 10 years (2027)
Gymnastics spaces/parkour rooms	Preliminary priority #4 Strategic ranking #12	<ul style="list-style-type: none"> • Support local non-profit gymnastics clubs as warranted • Consider non-permanent equipment for the MAP for introductory/physical literacy programs 	N/A	N/A	No development required in 10 years (2027)

Amenity/Facility/Space	Preliminary Priority and Strategic Ranking	Future Strategy	Current Provision Ratio	Target Provision Ratio for Martensville	Future 5/10 Year Requirements <small>* Estimated based on Future Growth Plan Medium projections; subject to</small>
Indoor Amenities					
Gymnasium type spaces	Preliminary priority #5 Strategic ranking #14	<ul style="list-style-type: none"> Revisit joint-use agreement with the school districts to ensure community access to gymnasiums outside of school hours Explore partnership opportunities for development of new gymnasiums (i.e. invest in enhanced school gymnasium development) 	1/10,000	1/10,000	No development required in 10 years (2027)
Climbing gyms	Preliminary priority #3 Strategic ranking #15	<ul style="list-style-type: none"> Support local non-profit climbing clubs as warranted 	N/A	N/A	No development required in 10 years (2027)
25M swimming tanks	Preliminary priority #4 Strategic ranking #15	<ul style="list-style-type: none"> Consider feasibility analysis of indoor aquatics when population reaches 15,000 	N/A	1/15,000	No development required in 10 years (2027)
Court sport spaces (e.g. racquetball)	Preliminary priority #6 Strategic ranking #17	<ul style="list-style-type: none"> Support local non-profit initiatives as warranted 	N/A	N/A	No development required in 10 years (2027)
Seniors centres	Preliminary priority #6 Strategic ranking #17	<ul style="list-style-type: none"> Consider the inclusion of flexible (non-dedicated) senior space in new facility development Continue to monitor public desire for dedicated seniors space 	N/A	N/A	No development required in 10 years (2027)
Curling rinks	Preliminary priority #4 Strategic ranking #19	<ul style="list-style-type: none"> Sustain current facilities 	1 facility/ 9,000	1 facility/ 25,000	No additional ice sheets required in 10 years (2027)

Amenity/Facility/Space	Preliminary Priority and Strategic Ranking	Future Strategy	Current Provision Ratio	Target Provision Ratio for Martensville	Future 5/10 Year Requirements * Estimated based on Future Growth Plan Medium projections; subject to
Indoor Amenities					
Community hall/banquet facilities	Preliminary priority #6 Strategic ranking #19	<ul style="list-style-type: none"> Sustain existing facility 	1/9,000	1/20,000	No development required in 10 years (2027)
Performing arts theatres	Preliminary priority #6 Strategic ranking #21	<ul style="list-style-type: none"> Revisit joint-use agreement with the school districts to ensure community access to performing arts spaces outside of school hours Work with school district to sustain existing facility as warranted 	1/9,000 (school operated)	1/25,000	No development required in 10 years (2027)

Outdoor Amenities

Amenity/Facility/Space	Preliminary Priority and Strategic Ranking	Future Strategy	Current Provision Ratio	Target Provision Ratio for Martensville	Future 5/10 Year Requirements * Estimated based on Future Growth Plan Medium projections; subject to
Outdoor Amenities					
Walking/cycling pathway system	Preliminary priority #1 Strategic ranking #1	<ul style="list-style-type: none"> Work to ensure connectivity throughout the community Include in newly developing areas Establish lifecycle maintenance protocols 	N/A	N/A	As development occurs
Natural open spaces	Preliminary priority #2 Strategic ranking #1	<ul style="list-style-type: none"> Include in newly developing areas Naturalize existing manicured areas where able 	N/A	N/A	As development occurs
Nature/interpretive trails	Preliminary priority #2 Strategic ranking #1	<ul style="list-style-type: none"> Add interpretive signage to existing trails where reasonable Identify unique areas to plan future nature trails 	N/A	N/A	As development occurs

Amenity/Facility/Space	Preliminary Priority and Strategic Ranking	Future Strategy	Current Provision Ratio	Target Provision Ratio for Martensville	Future 5/10 Year Requirements <small>* Estimated based on Future Growth Plan Medium projections; subject to</small>
Outdoor Amenities					
Day use areas (with BBQs)	Preliminary priority #2 Strategic ranking #4	<ul style="list-style-type: none"> Enhance existing sites before developing new Consider geographic balance as City expands 	N/A	N/A	As development occurs
Beach volleyball courts	Preliminary priority #2 Strategic ranking #5	<ul style="list-style-type: none"> Consider the development of beach volleyball courts Support non-profit groups in developing beach volleyball courts 	N/A	1/10,000	1 beach volleyball space 5 years (2022)
Public art display spaces	Preliminary priority #5 Strategic ranking #5	<ul style="list-style-type: none"> Consider public art in all existing and new spaces Engage local art groups in the creation and/or selection of public art Consider a "percent of capital for art" contribution to build public art collection 	N/A	N/A	As opportunities become available
Urban forestry	Preliminary priority N/A Strategic ranking #5	<ul style="list-style-type: none"> Consider establishing an urban forestry program 	N/A	N/A	N/A
Event spaces/amphitheatres	Preliminary priority #5 Strategic ranking #8	<ul style="list-style-type: none"> Consider the development of event spaces/ amphitheatre in existing and new park spaces 	N/A	1/10,000	1 event space/ amphitheatre in 10 years (2027)
Campgrounds	Preliminary priority #1 Strategic ranking #9	<ul style="list-style-type: none"> Support non-profit groups as warranted in the development of campgrounds 	N/A	N/A	As opportunities become available
Dog off leash areas	Preliminary priority #1 Strategic ranking #9	<ul style="list-style-type: none"> Sustain existing dog off leash area 	1/9,000	1/10,000	No development required in 10 years (2027)
Water spray parks	Preliminary priority #2 Strategic ranking #9	<ul style="list-style-type: none"> Sustain existing spray park 	1/9,000	1/10,000	No development required in 10 years (2027)

Amenity/Facility/Space	Preliminary Priority and Strategic Ranking	Future Strategy	Current Provision Ratio	Target Provision Ratio for Martensville	Future 5/10 Year Requirements <small>* Estimated based on Future Growth Plan Medium projections; subject to</small>
Outdoor Amenities					
Skateboard parks	Preliminary priority #1 Strategic ranking #12	<ul style="list-style-type: none"> • Proceed with construction of new skateboard park and sustain 	N/A	1/10,000	1 skateboard park in 5 years (2023)
Mountain bike trails	Preliminary priority #2 Strategic ranking #12	<ul style="list-style-type: none"> • Identify areas in which mountain bike trails could be developed • Support non-profit groups as warranted 	N/A	N/A	As opportunities become available
Outdoor fitness equipment	Preliminary priority #6 Strategic ranking #12	<ul style="list-style-type: none"> • Sustain existing outdoor fitness locations 	1 site/4,500	1 site/10,000	No development required in 10 years (2027)
Bike skills park	Preliminary priority #3 Strategic ranking #15	<ul style="list-style-type: none"> • Construct bike park adjacent to proposed skateboard park as outlined in the Kinsmen Park Master Plan 	N/A	1/10,000	1 bike skills park in 5 years (2023)
Ball diamonds	Preliminary priority #3 Strategic ranking #16	<ul style="list-style-type: none"> • Sustain existing service levels • Enhance existing diamonds • Enhance support amenities at existing diamond locations 	1/900	1/2,000	No development required in 10 years (2027)
Sports fields	Preliminary priority #4 Strategic ranking #16	<ul style="list-style-type: none"> • Enhance current fields as warranted • Identify sites for new field development considering availability of parking and proximity to schools and support spaces 	1/3,000	1/2,000	2 additional fields in 10 years (2027)
Speed skating ovals	Preliminary priority #6 Strategic ranking #18	<ul style="list-style-type: none"> • Support local non-profit groups as warranted • Consider maintaining outdoor leisure ice for spontaneous public use 	N/A	N/A	No development required in 10 years (2027)

Amenity/Facility/Space	Preliminary Priority and Strategic Ranking	Future Strategy	Current Provision Ratio	Target Provision Ratio for Martinsville	Future 5/10 Year Requirements <small>* Estimated based on Future Growth Plan Medium projections; subject to</small>
Outdoor Amenities					
Outdoor boarded skating rinks	Preliminary priority #3 Strategic ranking #19	<ul style="list-style-type: none"> Enhance existing rink for winter ice use Enhance existing rink for summer dry pad use 	1/9,000	1/10,000	No development required in 10 years (2027)
Toboggan hills	Preliminary priority #5 Strategic ranking #19	<ul style="list-style-type: none"> Include in newly developed areas if a toboggan hill is a natural fit (existing slope) 	1/4,500	N/A	As opportunities become available
Hard courts	Preliminary priority #5 Strategic ranking #19	<ul style="list-style-type: none"> Sustain existing court 	1/9,000	1/10,000	No development required in 10 years (2027)
Outdoor pools	Preliminary priority #4 Strategic ranking #22	<ul style="list-style-type: none"> Sustain existing facility 	1/9,000	1/15,000	No development required in 10 years (2027)
Track and field spaces	Preliminary priority #5 Strategic ranking #22	<ul style="list-style-type: none"> Support local non-profit clubs as warranted 	N/A	N/A	No development required in 10 years (2027)
Community gardens	Preliminary priority #4 Strategic ranking #24	<ul style="list-style-type: none"> Sustain existing community garden 	1/9,000	1/10,000	No development required in 10 years (2027)
Tennis courts	Preliminary priority #6 Strategic ranking #24	<ul style="list-style-type: none"> Sustain existing tennis courts 	1/3,000	1/5,000	No development required in 10 years (2027)
Pickleball courts	Preliminary priority #6 Strategic ranking #24	<ul style="list-style-type: none"> Sustain existing pickleball courts 	1/3,000	1/5,000	No development required in 10 years (2027)
Playgrounds	Preliminary priority #5 Strategic ranking #24	<ul style="list-style-type: none"> Maintain existing playgrounds Develop new playgrounds as development occurs to achieve geographic balance and walkability Consider development of a physically accessible playground to serve a City-wide market 		N/A	As development occurs
Cross country ski trails	Preliminary priority #5 Strategic ranking #24	<ul style="list-style-type: none"> Sustain existing cross country ski trails 	N/A	N/A	No development required in 10 years (2027)

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Infrastructure Considerations

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

Spontaneous/Structured

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

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

- Spontaneous use areas provide users with the opportunity to participate at irregular times, thereby enabling users to partake in physical activity or creative/social endeavors even if they cannot commit to signing up for a scheduled team or program. Therefore, spontaneous use areas must provide optimal flexibility in hours of operation.
- Spontaneous use activities are best offered in clusters depending on the type of activity and the adjacent facility amenities. Therefore, spontaneous use opportunities must be provided in clusters that work well together, including change rooms for both wet and dry uses.
- Spontaneous use activity-clusters must consider cross use and convenience of potential users. Clusters that seem to work well include:
 - » Fitness/wellness and child minding
 - » Leisure/ lap swimming and fitness/wellness
 - » Leisure/lap swimming and child minding
 - » Fitness/wellness and major scheduled use activity (i.e. arenas, fieldhouses, etc.)
 - » Fitness/wellness and therapeutic/program aquatics
 - » Leisure skating and ice arenas

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

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

Standalone vs. Multiplex

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

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

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

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

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

The Martensville Athletic Pavilion is an example of a multiplex venue that is able to achieve greater impact than if the amenities within in were built independently throughout the community. The inclusion of multiple amenities and complementary services under one roof can also make a community more attractive for the hosting of special events.

Geographic Balance

Geographic balance of facilities and sites is an important consideration; ideally, all residences would have equal physical access to facilities and spaces. For the City, geographic distribution of resources will become more difficult as the City grows as it will be divided by a major highway. That being said, balanced provision is more pertinent to neighbourhood-level amenities (such as neighbourhood parks) than it is to the provision of major recreation facilities (such as the MAP and the Martensville Sports Centre) as these major recreation facilities are typically drive-to facilities.

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

Infrastructure Design

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

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

Crime Prevention Through Environmental Design (CPTED) principles need to be considered in facility design and development. CPTED is a set of design considerations that are intended to deter criminal activity in facilities of all types and sizes. As community facilities are accessible by a variety of populations and generate public traffic, these considerations need to influence the design of new or enhanced infrastructure. CPTED principles may also be applied to parks design, but caution must be shown when the unneeded removal of forest undergrowth is considered.

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

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

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

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

Spectator and User Perspectives

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

Synthetic Playing Surfaces

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

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

Healthy Foods in Facilities

Providing healthy food choices in recreation facilities should be pursued wherever possible. Despite the fact that these recreation facilities and parks promote active, healthy living, it is not uncommon to see unhealthy food choices offered to patrons. Since unhealthy foods can be more profitable for food service providers and are popular with patrons, offering healthy food options along with less healthy options may be a worthwhile compromise for service providers. Affordability of healthy options also needs to be considered to promote healthy eating choices.



