

# Recreation Facility Needs Assessment Update



# Executive Summary

*Most citizens rate the overall quality of life in Leduc as excellent or very good with the most significant factors contributing to their high quality of life being parks, playgrounds, trails and recreational facilities and services.*

The City of Leduc provides a comprehensive system of recreation facilities, programs and services that brings residents together to live healthy, active, and connected lives. Recreation facilities are the places where family, friends and neighbours come together to connect and join in preferred activities. The services offered within are essential to achieving a balanced and healthy lifestyle for the benefit of individuals as well as the community overall.

In addition to municipal services, there are many local non-profit organizations and businesses that provide a variety of recreation, sport, and cultural opportunities, that contribute to an integrated recreation service delivery system for Leduc.

This Recreation Facility Needs Assessment was a comprehensive planning undertaking to identify future recreation facility development priorities to ensure the continued, timely and efficient investment in recreation infrastructure. The process included a thorough review of background, utilization, and future-casting information as well as stakeholder engagement to inform the City's broader long-term facility planning.

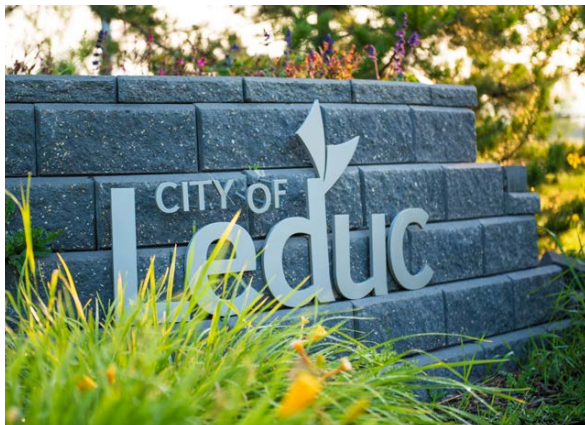
The work to assess needs and prioritize the development of recreation amenities ensures that future recreation infrastructure:

- will appropriately meet the evolving needs of the community,
- is sustainable and duplication of facilities and services is minimized, and
- involves the community and stakeholders to foster ownership and understanding.

Identified through the 2023 – 2026 Council Strategic Planning process, the Recreation Facility Development Project or “West Campus” was prioritized given the impending construction of the new high school at the West Campus site and the implementation of the Crystal Creek Outline Plan. To continue with these important planning activities, an update to the Recreation Facility Needs Assessment was initiated in September 2022.



## Current Recreation in Leduc



### Community Profile

*Currently 36,060 residents call Leduc home, and it is anticipated that the community will grow to between 52,000 and 60,000 people in the next 20 years.*

The City of Leduc offers a variety of recreation and culture amenities to residents and visitors in both indoor and outdoor settings. Its flagship facility, the Leduc Recreation Centre (LRC) offers indoor skating, swimming, fitness, and dry land opportunities. This is complimented by a network of parks and multiway trails providing a variety of outdoor recreational opportunities including an outdoor pool, spray park, tennis courts, diamonds and multiuse fields. Additional indoor facilities include various arts, culture, and interpretive spaces.

### Facility Inventory, Benchmarking and Utilization

Based on extensive data gathering, research and analysis, the community's future needs and expectations for recreation services and facilities was forecasted.

The City's inventory of recreation and culture amenities was updated and was the basis for comparator benchmarking and utilization analysis. Benchmarking establishes how Leduc's inventory compares to other communities of similar size. The provision rates captured focus on the quantity of amenities but does not consider other factors such as quality, capacity, age, nor does it include private facilities.

In general, Leduc provides recreation amenities at consistent levels to similarly sized communities. Amenities provided at similar or better provision levels include athletic fields, tennis courts, beach volleyball, outdoor skating area / path, off leash dog parks, paddling facilities, curling sheets, heritage facilities, interpretive facilities, and indoor ice sheets. Amenities provided at lesser provision levels include artificial turf fields, playgrounds, pickleball courts, and softball diamonds.

Utilization analyzed the extent to which current facilities are being used and provided insights into current capacity and future need based on usage trends. Utilization of City facilities is high, with some amenities such as ice arenas and indoor aquatics nearing or at capacity.

### Stakeholder Engagement

Updated participation information, facility usage and feedback on facility development needs was collected from individual facility users (LRC members and visitors) and facility user groups via online survey opportunities. Based on survey submissions, a series of one-on-one discussions were conducted with major facility stakeholders.

This engagement provided a "report card" on current facilities and services. It also gave those most in-the-know of these services an opportunity to give input on future facility priorities.

## Research

Provincial and national policy information and industry publications on recreation service delivery and infrastructure were reviewed to identify leading practices and trends that will influence facility demands, development, design, programming, and service delivery.

A review of internal documentation was completed to ensure alignment with existing strategic and master plans for citywide facility / recreation / parks development plans. This included a look at current and projected population growth and sociodemographic information.

## The Future of Recreation in Leduc

### Future-Casting

There are several lenses to evaluate facility needs to establish development priorities.

Research and future-casting looks at the trends, best practices and existing planning information that highlights what we think our community will look like in the future. It paints a picture of what will be needed and expected by our residents based on such things as growth and demographic projections as well as the evolving nature of recreation facility operations and service delivery.

Recreation trends are continuously evolving and should be explored to better understand activity preferences, societal shifts and other factors that will impact our community's demand for recreation services in the future. Below are highlighted trends noted from this research:

#### Participation Trends / Activity Preferences

- Even before the pandemic there was an emerging trend towards less structured and individual activities.
- People continue to experience barriers to participation.
- Communities are becoming more diverse with values, practices, and habits influencing participation.
- Participants expect a holistic approach. This focus on “whole-person” wellbeing is seeing increased integration of municipal social and recreation services.
- There continues to be high levels of physical inactivity which is becoming more pronounced as technology-based activities encourage sedentary behaviours.

#### Infrastructure Trends

- Recreation facilities are aging. Facilities built in the 1950s through '80s require significant renewal projects and expansions are being considered to meet the needs of a larger community. When renewal or expansion is not feasible or is cost-prohibitive, municipalities are being challenged to demolish or repurpose and replace this infrastructure.
- Multiuse spaces support flexibility to adapt to changing interests and activity preferences as well as supporting a desire for social gathering spaces.
- Accessibility in facility design has expanded to include inclusive and welcoming environments.
- Technology advances have changed the way we live, work, play and relate to each other. It can enhance customer experience, engage a broader cross section of residents.
- Climate change is dictating changes to facility construction and operations as there is the expectation that amenities be environmentally sustainable and integrate green technologies.

### Service Delivery Trends

- Recreation facilities and services are critical for social inclusion and fill an important role in supporting our community's most vulnerable.
- Recreation services are an essential component in the community's overall health, vibrancy and success and facilities have become community wellness hubs.
- Recreation service providers are increasingly using data to measure performance to inform decision making.
- Reduced staffing levels are here to stay and will require providers to evaluate recreation service levels, programming and how facilities are operated with less staff at a time of high resident expectations and demand.

### Trends in Volunteerism and Partnerships

- Volunteers are vitally important to the planning and delivery of recreation activities, and they are volunteering less often and want to commit to less time.
- Increased time commitments, experience and certification requirements are seeing many non-profit organizations introduce paid coaching, official, scheduling, and other administrative roles.
- There are opportunities to increase collaboration between organizations that are not familiar with each other's activities, which can lead to duplication and gaps in services.
- With some recreation amenities no longer in the exclusive realm of municipal delivery, partnership opportunities should be explored and investment of public funds into amenities and programs not being addressed by others is prioritized.

## Stakeholder Engagement

Facility users and stakeholders were asked about current and future recreation facility needs and the following themes emerged:

- Recreation is important to the community and there is a sense that the facilities provided by the City are meeting their needs.
- Most groups expect their participant base to grow and 25% are already booking access to facilities in other communities to deliver their programming.
- Primary concerns shared by most user groups include having sufficient access to facilities to meet programming requirements, recruitment and retention of volunteers and the escalating cost to deliver programming.
- For individuals the primary reasons they participate is for fun and the physical and mental health benefits it provides, and they would like facilities to better meet the needs of participants that are not part of an organized user group.
- When asked what the City could do to create better recreation spaces for young people, youth survey respondents noted the importance of informal gathering places and a preference to access amenities alongside residents rather than a separate, youth-only space. With the caveat that when accessing these shared spaces that it be for unstructured activities, and they are made to feel safe and welcomed.
- Most interviewed supported the development of new recreation facilities, with a variety of perspectives on the types and prioritization of amenities needed. When surveyed respondents indicated the following priorities on the next page:

FUTURE FACILITY PRIORITIES			
INDIVIDUAL FACILITY USER	YOUTH SURVEY	FACILITY USER GROUPS	INTERNAL STAKEHOLDERS
INDOOR SPORT AND RECREATION AMENITIES			
Pool – leisure swim, spray / play Pool – lane swim, lessons, sport Gymnasium Fitness / wellness Senior activity spaces Climbing wall	Climbing wall Obstacle course, parkour Bowling Gymnasium Youth activity spaces Arena Pool – leisure swim, spray / play	Arenas Event facilities (dedicated) Fitness / Wellness Gymnasium Pool – leisure swim, spray / play Youth activity spaces Senior activity spaces Multiuse program spaces	Multiuse program spaces Event facilities (dedicated) Youth activity spaces Social / banquet facilities Meeting spaces, classrooms Indoor child play spaces
OUTDOOR SPORT AND RECREATION AMENITIES			
Multiway trails Outdoor pool Parks, green spaces Waterpark / spray park Festival, event, market grounds	Obstacle course, parkour Toboggan, tubing hills Outdoor pool BMX, mountain bike Campground Skating paths, surfaces	Festival, event, market grounds Multiway trails Pickleball courts Picnic areas, shelters Artificial turf field Agricultural / riding arena Campground	Picnic areas, shelters Festival, event, market grounds Multiway trails Natural areas Pickleball courts
ARTS, CULTURE AND HERITAGE AMENITIES			
Library Festival, event, market grounds Concert facility Performance w/ banquet space Performing arts space	Festival, event, market grounds Concert facility Outdoor performance space Sound / video recording studio Visual arts spaces	Event facilities (dedicated) Festival, event, market grounds Performance w/ banquet space Concert facility Library	Festival, event, market grounds Event facilities (dedicated) Fine arts spaces Ceremonial spaces Concert facility

### Preliminary Infrastructure Priorities and Recommendations

These inputs indicated a continued and increasing demand for recreation facilities and services. While most are satisfied with current service levels, there is interest in more as the community grows and to meet resident expectations.

While there is no perfect science to confirm facility development priorities it is through the lenses of community engagement, benchmarking, utilization and trends or future-casting research that demand indicators are established. The Amenity Prioritization Framework contains the criteria and associated metrics adopted by the City of Leduc to prioritize recreation amenity development.

First established in 2018, the Framework was updated to include Social Value and Environmental Sustainability criteria. The Framework scored each amenity with a score of 0 – 3 in each of the 10 weighted categories. These weighted results produced the ranked indoor and outdoor recreation and arts / culture / heritage amenities shown here:

RANK	INDOOR SPORT AND RECREATION AMENITIES	RANK	OUTDOOR SPORT AND RECREATION AMENITIES	RANK	ARTS, CULTURE AND HERITAGE AMENITIES
1	Youth activity spaces	1	Water / spray park	1	Open mic / jam stage
2	Indoor courts / gymnasium	2	Pickleball courts	2	Multiuse program spaces
2	Pool - leisure swim / spray	3	Multiway trails	2	Festival / event / market grounds
2	Multiuse program spaces	3	Picnic areas / shelters	4	Library
5	Senior activity spaces	5	Ball diamonds	5	Interpretive / heritage areas

RANK	INDOOR SPORT AND RECREATION AMENITIES	RANK	OUTDOOR SPORT AND RECREATION AMENITIES	RANK	ARTS, CULTURE AND HERITAGE AMENITIES
6	Indoor child play spaces	5	Natural areas	5	Public art sites
6	Climbing wall	7	Festival / event / market grounds	7	Ceremonial spaces
8	Leisure skating surface	7	Parks and green spaces	8	Fine / visual art spaces
8	Indoor track	7	Dog walking / off leash areas	9	Historical displays / museum
10	Arena	10	Skateboard / scooter park	10	Indigenous spaces
11	Unboarded turf field	11	Obstacle course / parkour	10	Outdoor stage / pavillion
11	Pool - lane swim, lessons	12	Multiuse fields	12	Performing arts spaces
13	Fitness / wellness spaces	12	Toboggan / tubing hills	12	Events facilities
14	Esports hub	12	BMX pump track	12	Culinary arts spaces
14	Boarded turf field	12	Agricultural / riding arena	15	Sound / recording studio
15	Agricultural / riding area	16	Playgrounds	16	Concert facilities
15	Pool - therapy	16	Artificial turf field	17	Archives
15	Obstacle course / parkour	18	Covered skating rink	18	Performance space w/ food services
15	Bowling	18	Tennis courts	18	Classroom spaces
20	Rifle / archery range	20	Courts / pads	20	Group office / storage spaces
21	Performance arena	20	Ornamental parks		
22	Meeting spaces / classroom	22	Football / rugby fields		
23	Social / Banquet facilities	22	Skating paths / surfaces		
24	Courts (squash)	26	Outdoor pool		
25	Group office / storage space	26	Community gardens		
25	Event / show facilities	28	Beach volleyball courts		
25	Functional fitness space	28	Disc golf		
28	Pool - diving tank	30	Fitness park		
29	Combative sport space	31	Horseshoe / corn hole		
30	Gymnastics facility	32	Motorized trails		
31	Curling rink	33	Boarded outdoor rink		
		34	Track and field amenities		
		35	Campground		
		36	Golf course		

### Bridging the Gap to Future Facility Development

When securing access to or building new spaces is not feasible, attention then turns to optimizing the use of existing spaces, which may include repurposing to meet a prioritized community need. A facility optimization strategy will ensure how amenities are programmed, scheduled, and charged for reflects these evolving priorities. This includes revisiting allocation procedures and user fees to ensure alignment with the City’s strategic priorities, as well as evolving community needs and expectations.

Continued conversations with facility users are necessary to keep facilities responsive to their needs, and to anticipate shifts in usage. It also provides insights into how the City can best reinvest in and optimize the use of existing infrastructure and support groups and individuals accessing services in other communities to meet their needs when City facilities are at capacity.

The City will also need to achieve balance in the future provision of recreation facilities and services. The needs of facility user groups are considered alongside those of individual residents. Geographic balance of facilities in the community will also be an important consideration to ensure that growing parts of the city have sufficient access to recreation opportunities.

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# Introduction

## IN THIS SECTION

Project background

Project plan

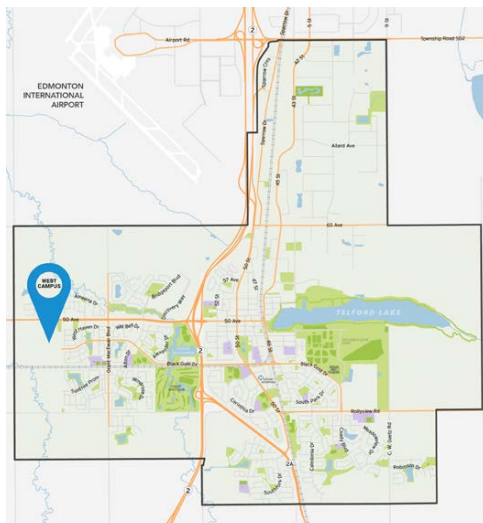


## Project Background

*Recreation opportunities are essential to the health and wellbeing of residents and are an important part of a community's identity.*

The City of Leduc developed this update to the Recreation Facility Needs Assessment to ensure its long-term facility planning continues to reflect the community's current and emerging recreation needs, with specific considerations to the development of indoor and outdoor recreation amenities at the West Campus Site.

How each amenity will support the City in achieving its community recreation priorities and whether current infrastructure can effectively address community needs has been assessed. Where there are gaps, amenity development prioritizations have been established. The reality is the City does not have the financial means to meet every facility need and community want and so data analysis and engaging facility users, community stakeholders and operators was crucial in the development of amenity priorities.



## West Campus

The West Campus recreation facility development project was a comprehensive planning undertaking to identify future recreation facility priorities to inform capital and operating budget development for Council's consideration and decision making.

Identified during the 2023 – 2026 Council Strategic Planning process, the West Campus project was prioritized given the impending construction of the new high school (opening September 2024) and the implementation of the Crystal Creek Outline Plan. To complete this work the City internally seconded Jackie Kamlah, Director Recreation Services as the term Project Manager, Recreation Facility Development.

Key deliverables for the West Campus Project included:

- Updated Recreation Facility Needs Assessment
- Functional program / amenity needs for prioritized amenities
- Construction and operating budget analysis
- Proposed development phasing for west campus facility and site
- Future Infrastructure Growth (FIG) tax strategy options

## Project Plan

Critical to developing the updated Recreation Facility Needs Assessment was an array of research, data, and engagement inputs.



# Community Profile

## IN THIS SECTION

Description of Leduc and area

Population and demographic indicators that will influence recreation facilities and services

Anticipated community growth

## Community Overview

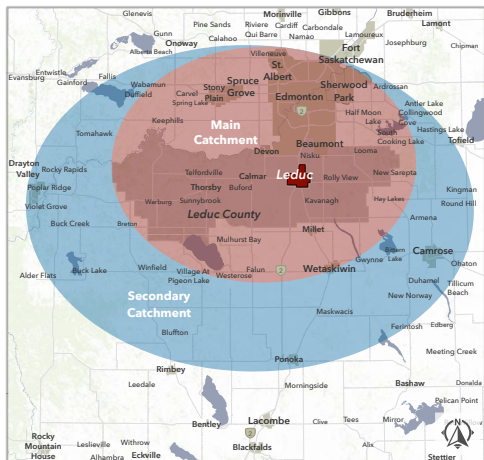
*Leduc is situated south of Edmonton and is home to just over 36,000 people.*

It is located next to the Edmonton International Airport (EIA), on either side of Highway 2. Building on the synergies with EIA, Nisku Industrial Park, and the metro Edmonton region, Leduc offers great quality of life for its residents and provides a prosperous environment for its businesses.

Over the past decade, Leduc has experienced more than \$2 billion dollars in construction and is home to many major attractions and community amenities such as Telford Lake, Leduc Recreation Centre (LRC), and the Leduc Business Park. As an urban municipality, it offers a full range of services including retail, office, medical, entertainment, transit, and industrial activities and provides a variety of housing choices across more than 20 residential neighbourhoods. Leduc's downtown is a growing central hub that is home to many residents and the historic mainstreet with a variety of local shops and services.

Leduc is proud of its many amenities, including more than 75 km of scenic multiway trails, that provide opportunities to explore our community and to travel using active transportation options. With more than 800 acres of recreation and athletic facilities, Leduc has been home to many community events, as well as national and international sporting events that generate an estimated \$25 million in economic impact for the community each year.





## Recreation Catchment Area

### Leduc Region

With regards to recreation and culture opportunities, Leduc serves a broader region which includes rural areas of Leduc County and several nearby communities including Beaumont, Calmar, Devon, Millet, Wetaskiwin, and Thorsby. Likewise, Leduc residents access amenities and services in these communities and elsewhere in the Edmonton region.

Note that catchment areas shown indicate the widest estimated catchments for all recreation and culture services. Catchments areas for individual recreation services and programs may cover a smaller area.

## Recreation Cost Sharing Agreement

There is a longstanding agreement between the City of Leduc and Leduc County for the provision of recreation, library and cultural services used by County residents. Based on a population formula, the County will pay a proportionate share of capital construction and renewal as well as operating costs for the recreation, library and cultural facilities the City operates and programming it delivers.

Without facilities and direct programming of their own, Leduc County shares in the cost to construct, build, operate and deliver services in facilities in the municipalities of Warburg, Thorsby, Calmar, Devon, Leduc, and Beaumont. This ensures that Leduc County residents have access to essential recreation, library and cultural services. The City and County have had this approach to the funding and delivery of services since the 1980s.

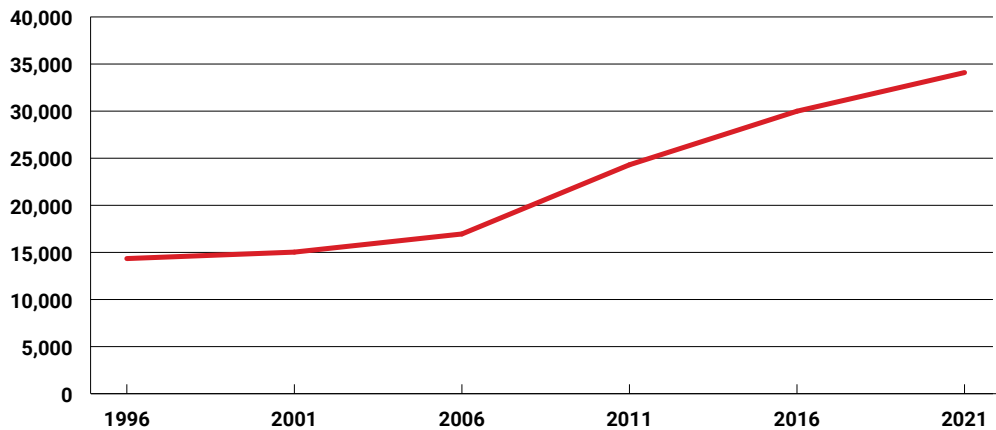


## Population and Demographics

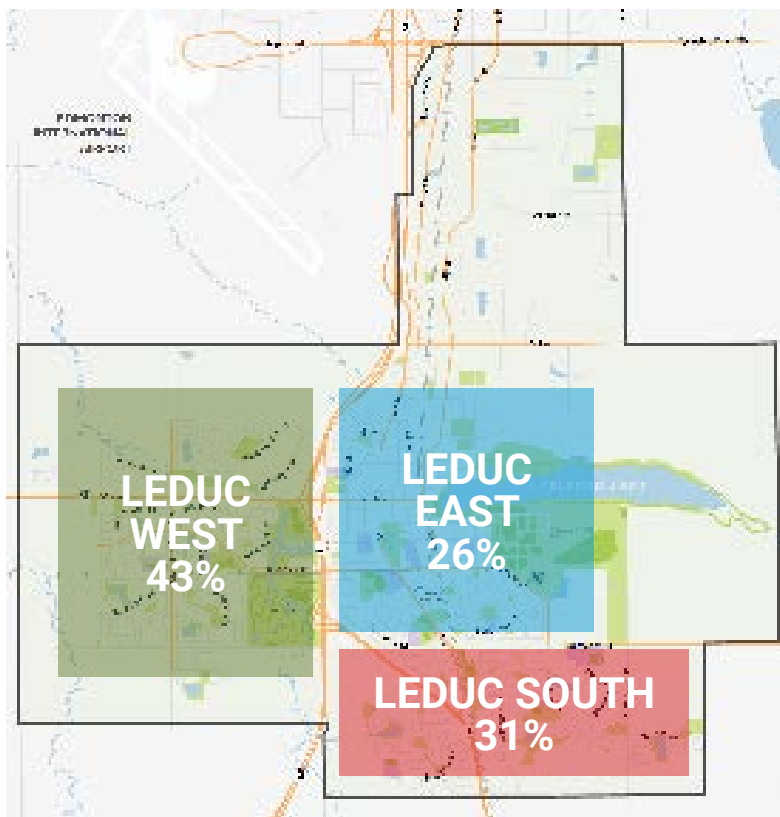
Understanding Leduc’s demographic profile and anticipated changes provides a foundation to assess current and future recreation facility needs. Population growth, age, education, income and more influence participation preferences and rates.

### Community Size

The Federal Census statistics are shown here, and the City indicates that it has 36,060 current residents.



### Population Distribution Across Leduc’s Residential Neighbourhoods



## Age Profile

Leduc's population distribution varies from provincial and national averages in a few age groupings. As shown below Leduc has a higher proportion of children and youth ages 0 to 19 years and adults ages 30 to 49 years, together indicate a prevalence of young family households.

Leduc has a lower population of adults ages 20 to 30 years as compared to both provincial and national averages. The proportion of seniors (65 years+) in Leduc is consistent with provincial averages and is slightly lower than national figures.

### % of Population by Age Groupings



This population distribution provides insights into the types of recreation activities and interests in a community and what facilities and services would best support resident needs. For example, a community with more children and youth wants active recreation opportunities such as organized sport as compared to a community with more older adults seeking less organized, lower impact recreation activities.

## Income and Education

Generally higher levels of participation in recreation activities are correlated with higher levels of income, employment, and education.

According to the 2021 federal census, Leduc household incomes are consistent with provincial incomes and are slightly higher than national averages. The percentage of households in Leduc that fall into Low Income Measures are lower in Leduc (6.6%) as compared to Alberta (9.2%) and Canada (11.1%).

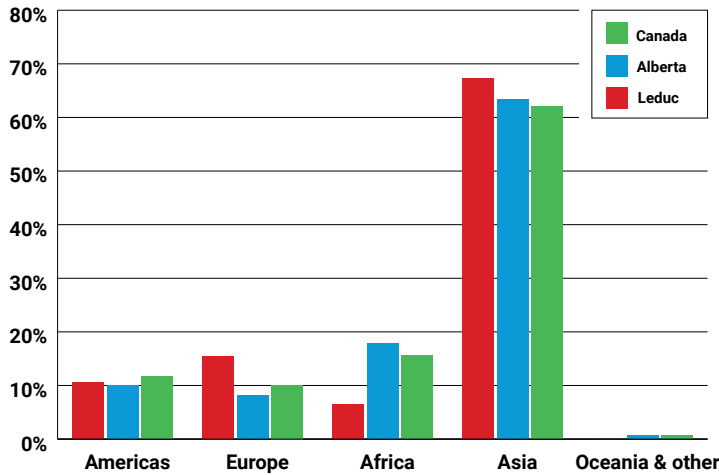
The highest level of education attained varies significantly from provincial and national averages, which are in line with each other. Leduc experiences significantly higher percentages for trades certificates and high school diplomas, and an equally significantly lower percentage for postsecondary diploma, degree or higher.

Studies have shown that overall recreational activity levels are highest among highly educated adults. Additionally, those with the lowest levels of education are more active due to non-recreational activities such as physically demanding jobs and reliance on active modes of transportation.

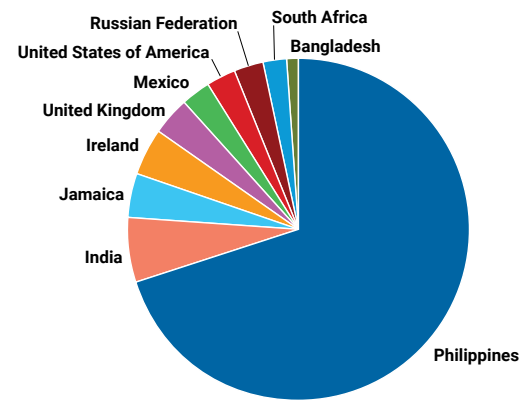
## Immigration and Diversity

Alberta continues to experience population growth based mostly on international immigration as natural growth is declining and interprovincial migration is anticipated to increase for the first time in five years.

**2021 Census: Immigration - Region of Birth**



**2021 Census: Immigration - Country of Birth**



Depending on the country in which an individual grew up, they have acquired certain values, beliefs, practices, and habits that will influence their participation in recreation activities. The most popular sports in the Philippines are basketball, boxing, and soccer. In India they are cricket, field hockey, soccer, and badminton.

In addition, if an individual has immigrated from a collectivist culture like the Philippines and India they would view public facilities as having a role in building relationships and a sense of belonging within the community. They would seek out opportunities that support social interactions and the opportunity to participate together.

Where those from more individualistic cultures such as the USA, United Kingdom and many European countries would seek amenities that support an individual's pursuit of their own interests as a personal journey and not as part of larger group.

As our community continues to welcome these newcomers it is important that our public spaces reflect their unique activity preferences, motivations, experiences, and needs.



## Key Demographic Comparators

CHARACTERISTIC	LEDUC	ALBERTA	CANADA
Population Growth (2016 to 2021)	13.7%	4.8%	5.2%
Gender Distribution	49.1% male 50.9% female	49.9 male 50.1% female	49.3% male 50.7% female
Population by Age Groups			
0 to 14 years	21.8%	19.0%	16.3%
15 to 64 years	64.1%	66.2%	64.8%
65 to 84 years	14.1%	14.8%	19.0%
85 years +	1.7%	1.7%	2.3%
Average Age	37.6 years	39.0 years	41.9 years
Average Household Size	2.6 people	2.6 people	2.4 people
Average Household Income	\$117,000	\$119,700	\$106,300
Percentage of Low-Income Households (Low Income Measure)	6.6%	9.2%	11.1%
Postsecondary certificate, diploma or degree (percentage of population)	50%	55.7%	57.2%
Unemployment Rate	11.7%	11.5%	10.3%

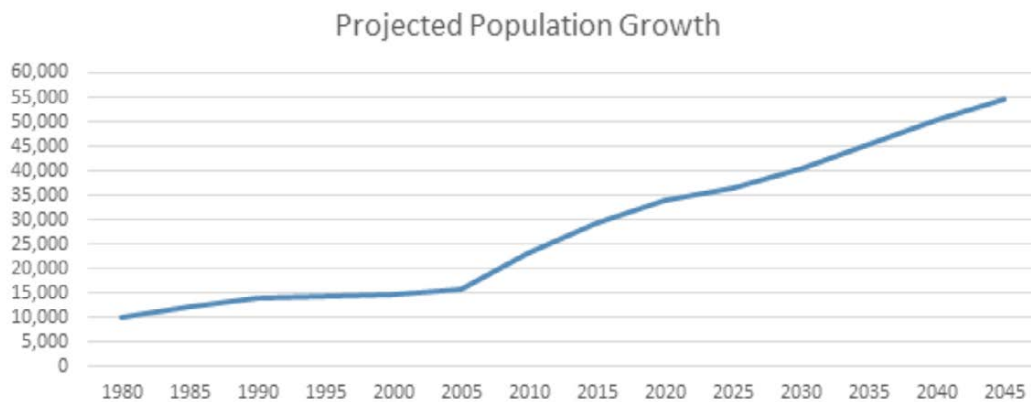
## Future Projections

### Population and Demographic Projections

Using data included in Leduc’s 50-Year Growth Study, the following highlights a baseline growth scenario that includes both natural population growth and in-migration.

Leduc has recently experienced a period of rapid growth, which is anticipated to continue for the next two decades.

### Projected Population Growth





### SCORE Analysis for Community Profile

Key themes, challenges and potential strategies for the City of Leduc’s consideration stemming from the topics discussed in this section.

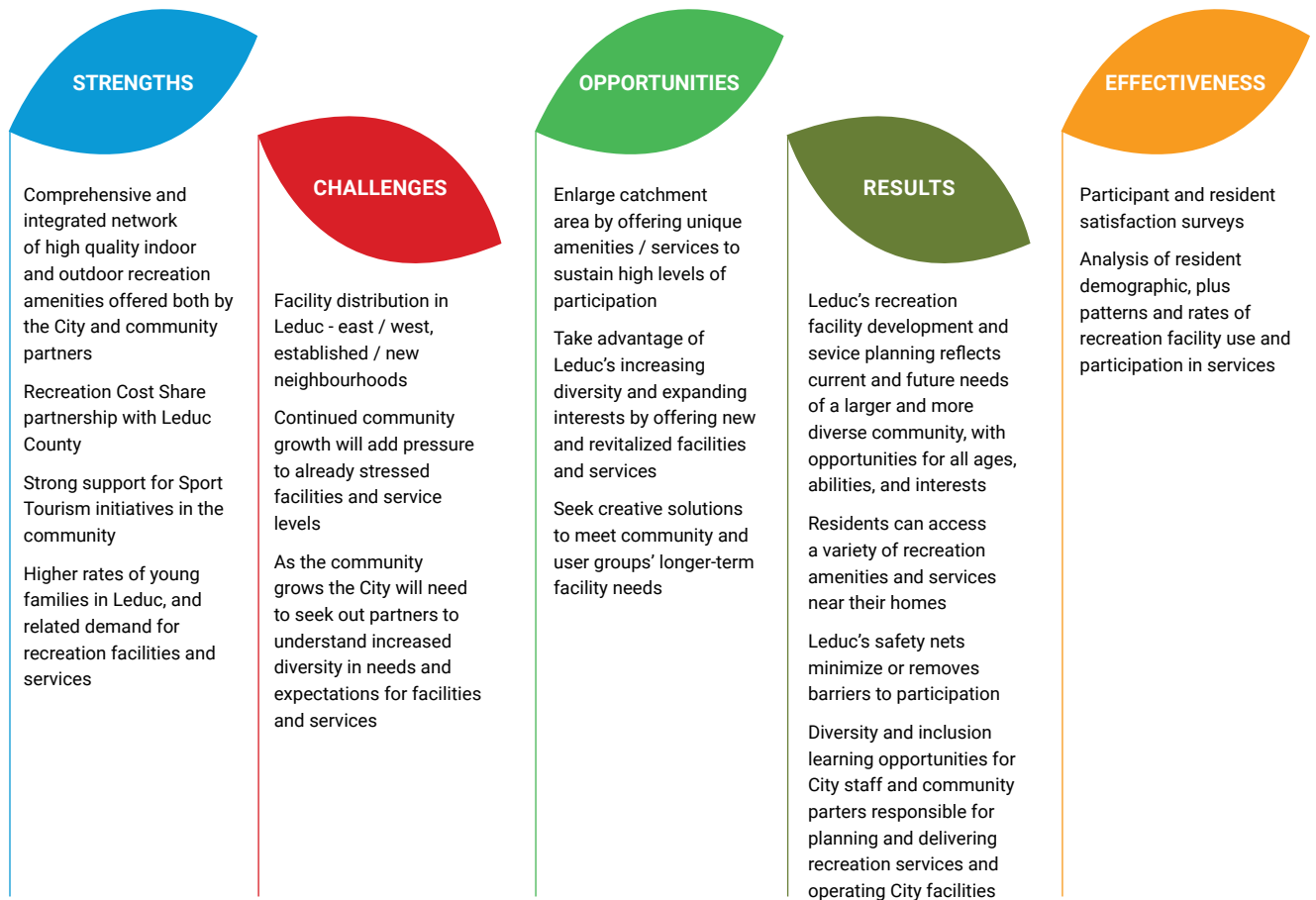
**Strengths:** What is going well (or has potential to go well) in Leduc that can be leveraged during the planning of recreation services and facility development?

**Challenges:** What are the areas that require an investment of resources?  
Attention --- Time --- Support

**Opportunities:** What are the opportunities for Leduc to successfully respond to evolving community needs?

**Results:** For the community and City of Leduc what does success look like and what are the potential risks of inaction?

**Effectiveness:** What data and feedback are needed to evaluate success?



# The Value of Recreation

## IN THIS SECTION

The value of recreation in Leduc

Supporting policy documents

*Community engagement continues to show that Leduc residents place a high value on recreation facilities and services.*

The 2021 Citizen Satisfaction Survey found that “Recreation facilities / Leduc Recreation Centre” was a significant factor contributing to a high quality of life in Leduc.

Leduc’s top two rated services include parks / playgrounds / trails (90% satisfied) and recreational facilities (85% satisfied). The Leduc Recreation Centre and other recreation facilities, emergency medical services and community events are the main drivers of satisfaction with city services.

### Factors for a High Quality of Life: 2021 Leduc Citizen Satisfaction Survey

Location / close to Edmonton / airport / Nisku . . . . .	52%
Parks / multi-way path system . . . . .	49%
City size - it’s just the right size for me / my family . . . . .	45%
Leduc has everything you need / all the amenities . . . . .	33%
Recreation facilities / Leduc Recreation Centre . . . . .	28%
Friendly neighbours / community spirit . . . . .	25%
Good services . . . . .	25%
Safety . . . . .	12%
Good shopping . . . . .	3%
Other . . . . .	1%
Nothing . . . . .	2%
Unsure . . . . .	1%

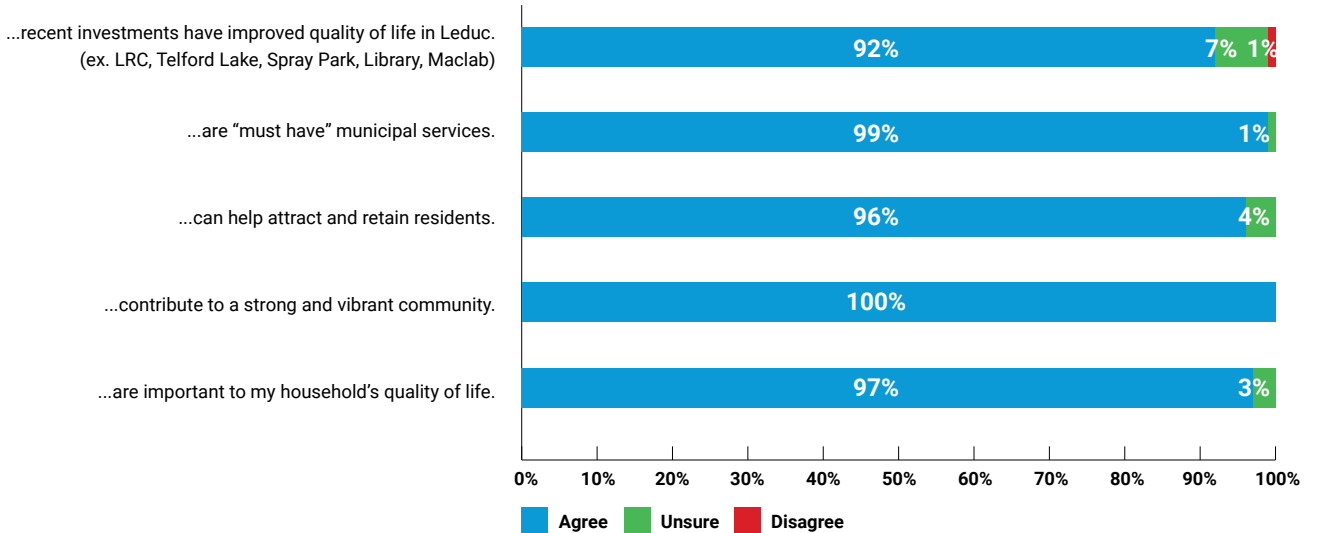
### 2022 Individual Facility User Survey

Findings from the Individual Facility User Survey further validated the importance of recreation and culture facilities. As reflected in the chart on the next page, residents believe that the availability of recreation and culture facilities not only benefits their own household but has broader benefits including community vibrancy and the ability to attract and retain residents. Residents also indicated that recent investment by the City of Leduc has improved quality of life in the community.



To what extent do you agree with the following statements?

**Recreation and culture facilities and spaces ...**



**2022 City of Leduc Budget Priorities Survey**

Each year, the City collects public input to measure the community's overall satisfaction with the budget process, residents' feelings about the value they receive in exchange for the tax dollars they pay, and what should be prioritized in the next year.

69% of the 503 respondents indicated good, very good or excellent value for tax dollars. The top three areas selected to increase variable spending include fire and ambulance, FCSS and police services. The top three areas to decrease variable spending include public transit, community development and library services. Specific to recreation services, 80% of respondents indicated that spending on Leduc Recreation Centre operations should remain the same or increase, and 81% indicated the same for parks and athletic field maintenance.

**City of Leduc Strategic Priorities**

The following articulates how elements of this Needs Assessment will contribute to achieving the recreation priorities articulated in City Council's 2023-2026 Strategic Plan.

**A city where people want to live**

The City of Leduc is recognized as a safe place to live and is a healthy, active, creative and caring community where people choose to raise a family. It has a solid reputation for citizen engagement and inclusivity, as well as respect for diversity. Citizens are celebrated and can access recreation, arts and culture, and wellness programs and services. Leduc is a socially conscious community that acknowledges the history of the region and commits to reconciliation with Indigenous communities.

- 1.1.1 Enhance citizen engagement to shape our community
- 1.1.2 Ensure civic facilities, programs and services are accessible
- 1.1.3 Foster a community that celebrates diversity and promotes inclusion
- 1.1.6 Support and celebrate community volunteerism
- 1.1.7 Enhance community safety and well-being

**A city with a plan for the future**

The City of Leduc is recognized for its capacity to meet the current and future needs of its residents and businesses through innovative approaches. Neighbourhoods in Leduc are vibrant, attractive, accessible and welcoming for people of all ages, abilities and backgrounds. The city plans for future growth in alignment with the protection of sensitive ecosystems and environmental sustainability. It consistently delivers excellent municipal programs, services and infrastructure without compromising its long-term financial sustainability. Residents and business owners continue to be satisfied with the value they receive for their tax dollars and the quality of its municipal infrastructure.

- 2.1.1** Ensure that the City of Leduc has clear plans and strategies, supported by emerging technologies, to improve the efficiency and effectiveness of services and programs
- 2.1.3** Optimize the use of existing municipal infrastructure and plan for future growth
- 2.1.4** Develop complete communities that are affordable, accessible and diverse as a means of promoting community vibrancy and reducing municipal costs

**An economically prosperous city and region**

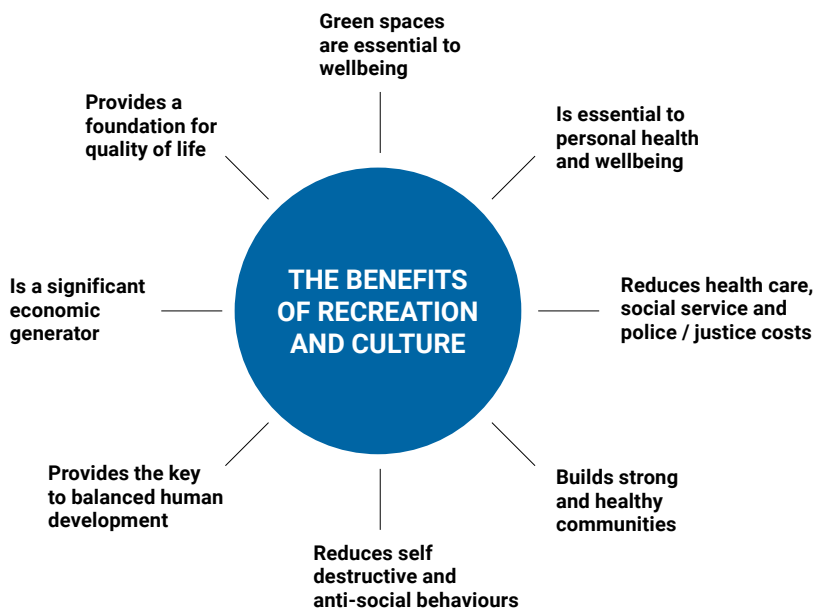
The City of Leduc is open for business. We successfully leverage our partnerships and proximity to air, road and rail infrastructure to attract and retain top commercial and industrial businesses. The local and regional economies are diversified and provide a wide range of employment opportunities. The City of Leduc is a regional employment centre with a thriving and engaged small business sector. With an event and tourism focus, the city attracts people from all over, year-round.

- 3.1.4** Identify, support and promote tourism opportunities and events

**A collaborative community-builder and regional partner**

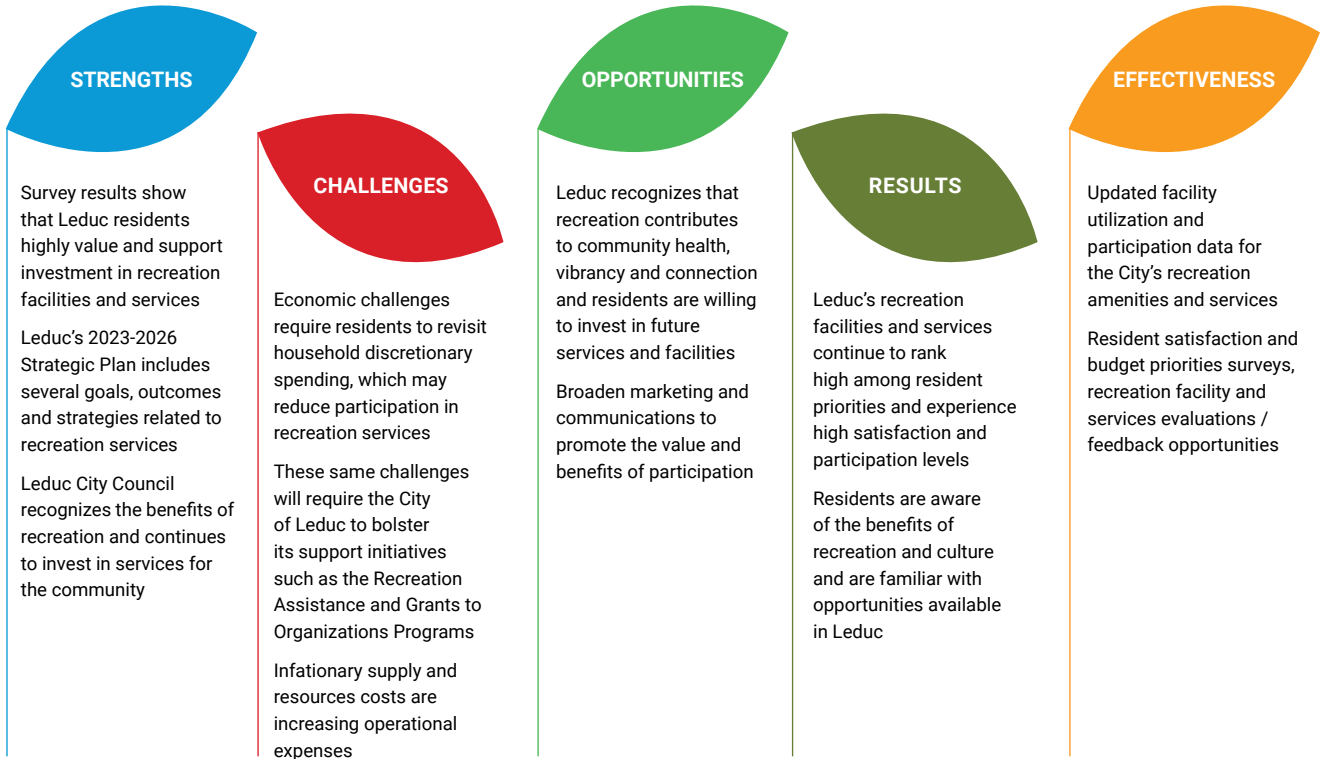
The City of Leduc is recognized as a trusted and effective partner and is cited as a leader in local, regional and intermunicipal collaboration. The city works together with all stakeholders to identify and implement initiatives that leverage innovation, improve service delivery, increase value for taxpayers and contribute to the achievement of desired outcomes. As a willing partner, the city works with community organizations to support their success and sustainability.

- 4.1.1** Build community capacity and improve the efficiency and effectiveness of municipal programs, services and infrastructure by working collaboratively with other Stakeholders



Numerous provincial and national research sources additionally support and validate the benefits from an investment in quality and accessible recreation opportunities. In addition to providing access to research articles and data, the National Benefits HUB developed eight (8) key benefits statements that are supported by research and articulate the wide-ranging benefits of public recreation and culture investment.

### SCORE Analysis for The Value of Recreation



# Current Recreation Infrastructure in Leduc

## IN THIS SECTION

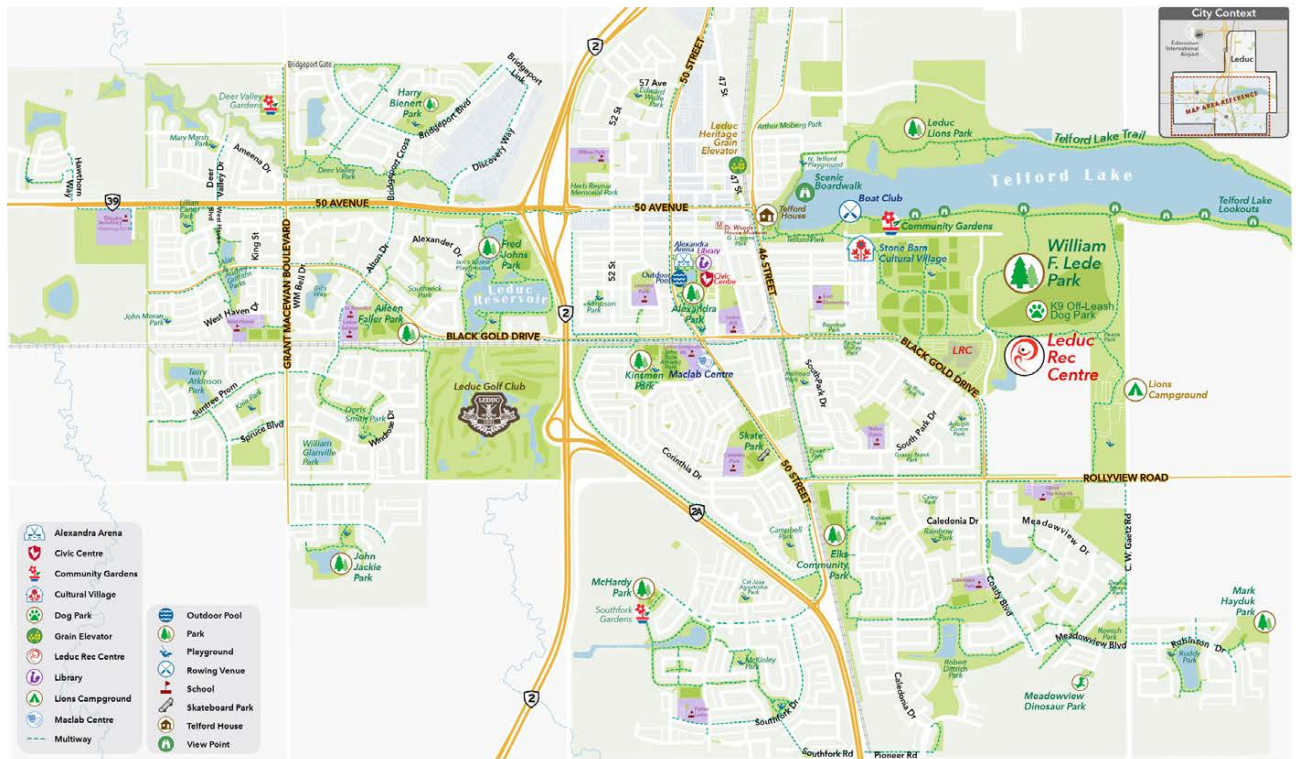
Overview of Leduc's indoor and outdoor recreation amenities

Utilization data for major recreation facilities

Comparator benchmarking analysis

Current recreation facility development plans in Leduc and region

## Location of Recreation Amenities



## Inventory of Recreation Amenities

### Indoor Amenity Overview

AMENITY/FACILITY TYPE	#	LOCATION AND FACILITY DETAILS
<b>CITY OWNED AND OPERATED</b>		
Arenas	2 locations, 4 sheets of ice	Leduc Recreation Centre: 2 twin arenas, 1 performance arena Alexandra Park: 1 arena
Aquatic Facilities	1	Leduc Recreation Centre: 25m pool, leisure pool with spray features, hot tub, whirlpool and steam room
Curling	1 location, 8 sheets of ice	Leduc Recreation Centre: Leduc Curling Club
Field House / Court Areas	1 location, 2 spaces	Leduc Recreation Centre: 1 boarded turf space, 1 un-boarded multi-purpose flooring space (3 courts)
Fitness	1	Leduc Recreation Centre: work out centre, program rooms, spin bike corner and high impact training corner
Library Branches	1	Leduc Civic Centre: Leduc Public Library
Multi-Purpose Program and Meeting Room	12	Leduc Recreation Centre (5), Kinsmen Hall (1), Civic Centre (2), Leduc Public Library (3), Cultural Village (1)
Walking / Running Track	1	Leduc Recreation Centre: 200m 4-lane track
<b>CITY OWNED AND PARTNER OPERATED</b>		
Arts and Cultural Program Space	2	Leduc Cultural Village (Stageworks Building), Leduc Arts Foundry (Leduc Recreation Centre)
Multi-Purpose Program and Meeting Room	8+	Rodeo Building, Telford House, Leduc Scouts Hall, Kinsmen Hall, Rugby Hall, lease spaces at the Leduc Recreation Centre (variable public availability)
Senior Centres	1	Telford House: Leduc and District Senior Centre
Youth Centres	1	Boys and Girls Club (Leduc Recreation Centre)
Museum / Heritage Facilities	1	Dr. Woods House Museum
Performing Arts Theatres	1	Maclab Centre for the Performing Arts (Leduc Composite High School)
<b>CITY SUPPORTED AND PARTNER OWNED / OPERATED*</b>		
*City has provided some form of financial support to these organizations (i.e. operational grant, capital grant, annual funding agreement)		
Gymnastics Facilities	1	Leduc Kanata Gymnastics (Nortec Building)
Interpretive Facilities	1	Leduc #1 (Leduc County near Devon)
Museum / Heritage Facilities	1	Leduc Grain Elevator
Playschools	1	Jack and Jill Playschool
School Gymnasiums	17	Variable public availability at Leduc schools during instructional days
<b>INDEPENDENTLY OWNED AND OPERATED</b>		
Churches	21	Variable public availability at Leduc churches
Fitness Providers	12+	Currently includes: Snap Fitness, True Touch Massage Therapy and Fitness, 9Round, CrossFit Leduc, 30 Minute Hit, Anytime Fitness, Team Revolution Athletics, Gone Strong Athletics, Aurora Spa and Yoga, Curves, Planet Fitness, WhyLite Fitness Studio and Wellness, Arcadia Fitness
Martial Arts Providers	5+	Currently includes: Central Taekwondo, Leduc Brazilian Jiu-jitsu, Relentless Martial Arts, Arashi Do Martial Arts Leduc, Tiger Studios Martial Arts
Turf Training Providers	1	Turf Training Centre (Nisku)

### Outdoor Amenity Overview

AMENITY/FACILITY TYPE	#	LOCATION AND FACILITY DETAILS
<b>CITY OWNED AND OPERATED</b>		
Athletic Fields	18 includes 13 multiuse, 3 football, 2 rugby fields	Includes John Bole Athletic Park (2 football), William F. Lede Regional Park (6 multiuse, 1 football, 2 rugby), Elks Park (1 multiuse), Christ the King School (1 multiuse), West Haven (2 multiuse), Father Leduc (1 multiuse), Caledonia (1 multiuse), Corinthia (1 multiuse) <i>Multiuse fields can be set up for multiple soccer age groups and football</i>
Ball Diamonds	18	Includes William F. Lede Regional Park (7), Elks Park (2), Aileen Faller Park (2), Fred Johns Park (3), Corinthia Park (1), Suntree (1), Willow Park (1), Notre Dame (1)
Basketball Courts	6 sites	Bienert Park (2 nets, Bridgeport), Corinthia Park (2 nets), Aileen Faller Park (2 nets), Doris Smith Park (2 nets, Windrose), Kinsmen (4 nets), Blackstone ODR (2 nets)
Beach Volleyball	1 site, 4 courts	William F. Lede Regional Park
Community Gardens	3 sites	Southfork Green, William F. Lede Regional Park, Kinsmen Deer Valley Community Garden
Cross Country Ski Trails	6-10km	Leduc Golf and Country Club
Disc Golf	1	Water in View Disc Golf (Fred Johns Park), 9 holes
Outdoor Fitness Park	2 sites	William F. Lede Regional Park, Kinsmen Park (Corinthia),
Outdoor Pool	1	Alexandra Outdoor Pool (Alexandra Park): 25m pool, dive tank
Nature Interpretive Areas	1	Leduc Lions Park (North Telford Recreational Lands)
Paddling Facility	2	Leduc Reservoir, Telford Lake
Playgrounds	40	Playground sites throughout Leduc, owned and operated by both the City and school authorities.
Skating Pads / Ponds / Paths / Rinks	5 boarded, 9 un-boarded	Boarded: Kinsmen Rink (Corinthia), Robinson Rink, Blackstone Rink, Lions Rink, Southfork Rink <i>Un-boarded determined annually, location and number may vary</i>
Skateboard Park	1	Leduc Skate Park (Corinthia Park)
Spray Park	1	Leduc Spray Park (Alexandra Park)
Stocked Fishing Pond	1	Leduc Reservoir
Tennis / Pickleball Courts	1 permanent site / 4 courts, 3 seasonal @ outdoor rinks	Kinsmen Park (4 courts, Corinthia); Painted pickleball seasonal courts: Robinson Rink, Lions Rink, Blackstone Rink
Track and Field Facility	1 site	John Bole Athletic Park (Corinthia) includes: Long Jump Pit (2), Javelin Pit (1), Shot Put Pit (2), Hammer / Discus Cage (1), 400m Track with 8 lanes
Trails and Pathways	75km+	Throughout Leduc
<b>PARTNER / COMMUNITY OPERATED</b>		
*These sites are in various states of suitability for use		
Athletic Fields* at School Sites	12	School sites throughout Leduc
Ball Diamonds* at School Sites	9	School sites throughout Leduc
Basketball Courts	8 sites	Caledonia (2 nets), Father Leduc (2 nets), Notre Dame (2 nets), East Elementary (1 net), Junior High (4 nets), Linsford Park (2 nets), West Haven (2 nets), Willow Park (4 nets)
Campground	1	Leduc Lions Campground
Golf Course	1	Leduc Golf and Country Club, 18 holes
Museum / Heritage Facilities	1	Leduc West Antique Society



## Facility Utilization and Performance Measures

Noted here are the 2022 utilization and key performance indicators (KPIs) for the City of Leduc’s major recreation and culture facilities. This information provides some insights into current capacity and potential areas of future need.

There are three metrics used to highlight current amenity utilization based on how these amenities are operated and to the extent that attendance is tracked.

FACILITY RENTALS	ACTIVITY ATTENDANCE	FACILITY ATTENDANCE
<p><b>Facility Rentals</b> reflects the hours booked for exclusive use of that amenity but does not reflect the total number of people participating in that booking.</p>	<p><b>Activity Attendance</b> reflects the number of people participating in a prescheduled and publicly available drop-in or registered activity within an amenity.</p>	<p><b>Total Attendance</b> reflects the automated traffic counting system and / or manual counts that measures how many people attend an amenity in a year. This people counting system can break out individual amenities as well as overall facility attendance.</p>
<p><b>For example:</b> The one hour booked metric in an arena may apply to both a hockey game in the performance arena with hundreds in attendance as well as to a figure skating practice with only athletes and coaches attending.</p>	<p><b>For example:</b> The attendance for public skating activities includes head counts across all public skating opportunities scheduled in all arenas throughout the year.</p>	<p><b>For example:</b> The attendance for the track at the Leduc Recreation Centre and the Leduc Public Library is based on information generated from automated people counting systems. The attendance for the Spray Park is based on periodic manual head counts.</p>
<p><b>Facility Rental Utilization Rates</b> reflect hours booked as compared to the total hours available for bookings during that season. This is an all-or-nothing metric as a facility may be booked for an hour (100% rental utilization), but the activity does not take place, or no participants attend.</p>	<p><b>Activity Attendance</b> reflects the total number of participants in scheduled activities in a year as one of several KPIs for that amenity’s use.</p>	<p>Where available, <b>Facility Attendance</b> utilization reflects the total number of attendees versus the maximum attendance capacity established for that amenity. This metric is being used for the indoor and outdoor pools because of how those amenities are operated with both scheduled, drop-in and registered activities alongside facility rentals.</p>

Whichever approach is used, these are the metrics the City of Leduc has adopted to measure and evaluate facility utilization for the purpose of decision making, reporting and facility development and service planning.

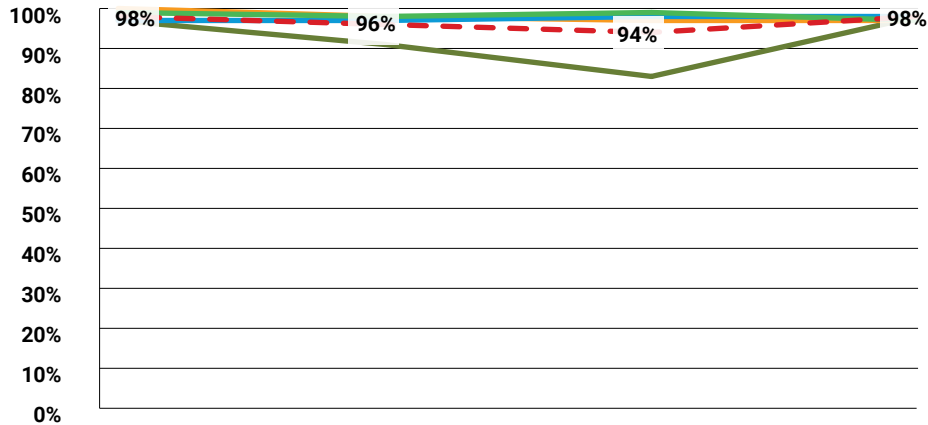
Where available, statistics are being shared for 2017 – 2019 and 2022, as the previous Needs Assessment included information up to 2016. For the most part, data for 2020 – 2021 has not been included due to significant pandemic facility closures and service interruptions that would not contribute information of value for this analysis.

## Arenas and Curling

### Arenas: Peak Season / Prime Time Utilization Rates September 1 – March 30

The three Leduc Recreation Centre arenas are consistently utilized at over 95% of available capacity during peak season, prime-time hours (September to March, weekdays 5-10pm, weekends 8am-10pm).\* In 2019 the Alexandra Arena opened slightly later in the season to complete major maintenance items.

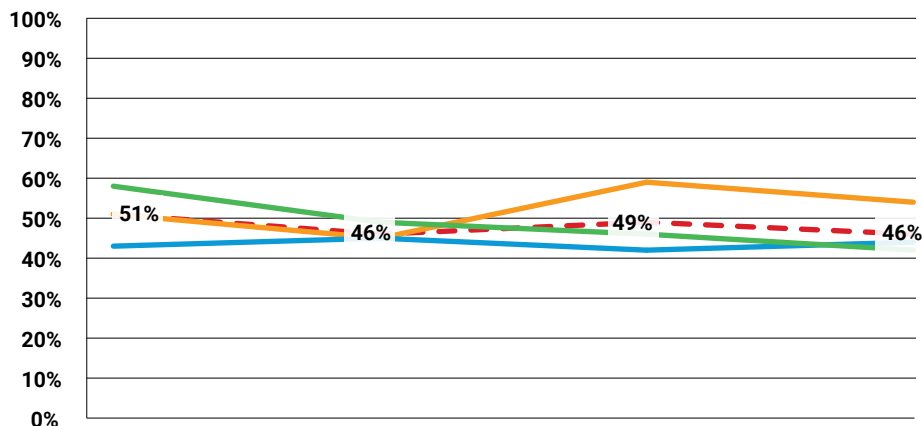
\*Prime Time hours changed from 4pm start to 5pm start for 2022; this was applied to all years for year-to-year comparison.



	2017	2018	2019	2022
Aspen Arena	99%	98%	99%	97%
Chemco Arena	97%	97%	98%	98%
Wilhawk Arena	100%	98%	97%	97%
Alex Arena	97%	91%	83%	98%
Average	98%	96%	94%	98%

### Arenas: Off-Peak Season / Prime Time Utilization Rates April 1 – August 31

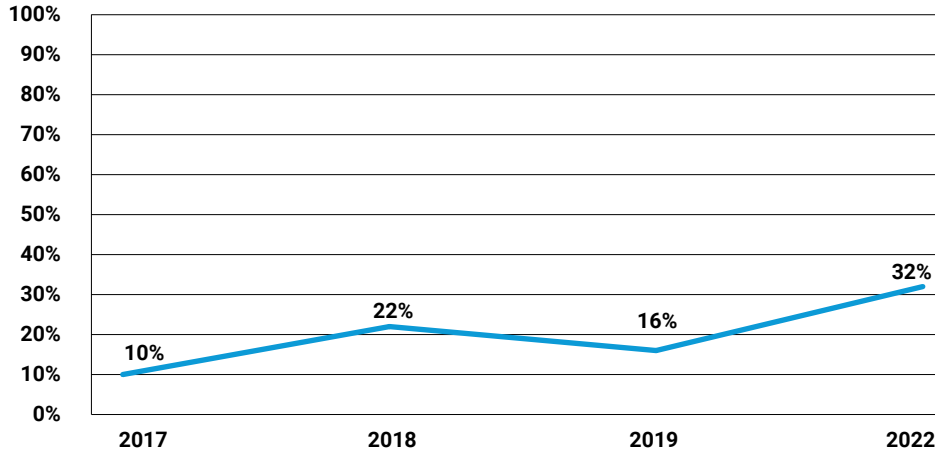
Ice availability fluctuates during the off-peak summer season. Ice is removed from Aspen Arena from mid-May to mid-July for agricultural events. One of the twin arenas is shut down annually for one month to complete maintenance activities.



	2017	2018	2019	2022
Aspen Arena	58%	49%	46%	42%
Chemco Arena	43%	45%	42%	44%
Wilhawk Arena	51%	45%	59%	54%
Average	51%	46%	49%	46%

**Curling Rink: Non-Ice Season April 1 – July 31**

The facility is leased to the Leduc Curling Club from August to March annually and amenity utilization information is not collected for this period. The curling rink’s non-ice season usage includes baseball and softball pre-season training as well as special event bookings. Use has seen a decrease since the last Needs Assessment (30-58% range); however, it is anticipated that use will build back with the return of special events.



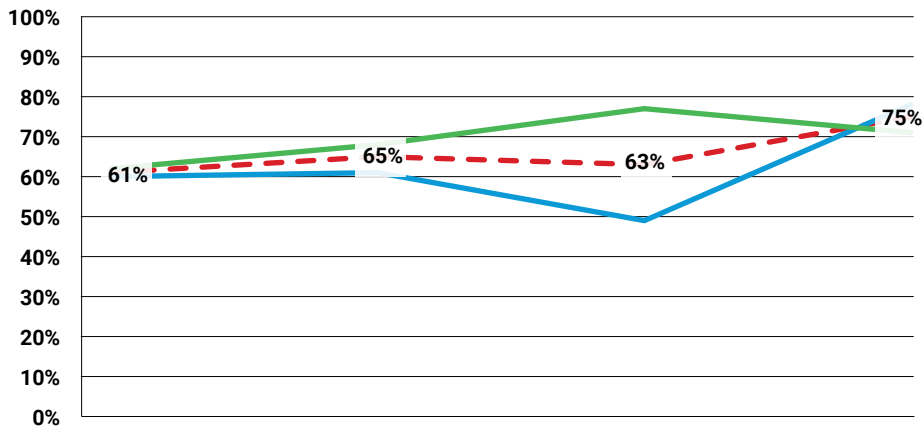
**Field Houses**

The field houses at the Leduc Recreation Centre have experienced a slight decrease in utilization over the last five years (average for 2016 was 79%). With new field house and gymnasium amenities opening in the region, some of our peak season bookings have moved to these other facilities like the Beaumont Sport and Recreation Centre and Nisku Turf Centre.

In addition, one major facility user group has reduced their bookings for the turf field house which has resulted in less facility rentals during the peak season. The off-peak season continues to achieve higher utilization due to camp and special event bookings in addition to league use.

\*Prime Time hours changed from 4pm start to 5pm start for 2022; this was applied to all years for year-to-year comparison.

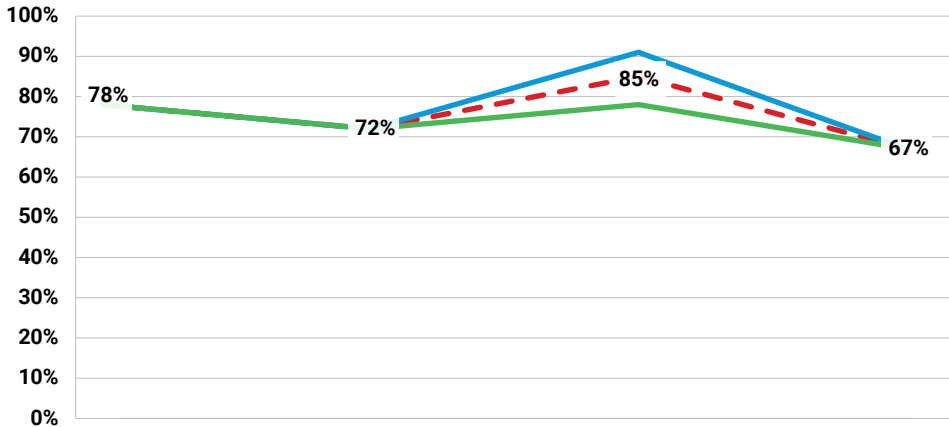
**Field Houses: Peak Season / Prime Time Utilization Rates September 1 – March 30**



	2017	2018	2019	2022
Co-Op (boarded)	62%	68%	77%	71%
Leduc County	60%	61%	49%	78%
Average	61%	65%	63%	75%

**Field Houses: Off-Peak Season / Prime Time Utilization Rates April 1 – August 31**

With many special event bookings yet to return, the off-peak season utilization rates in the field houses have not yet returned to pre-pandemic levels.



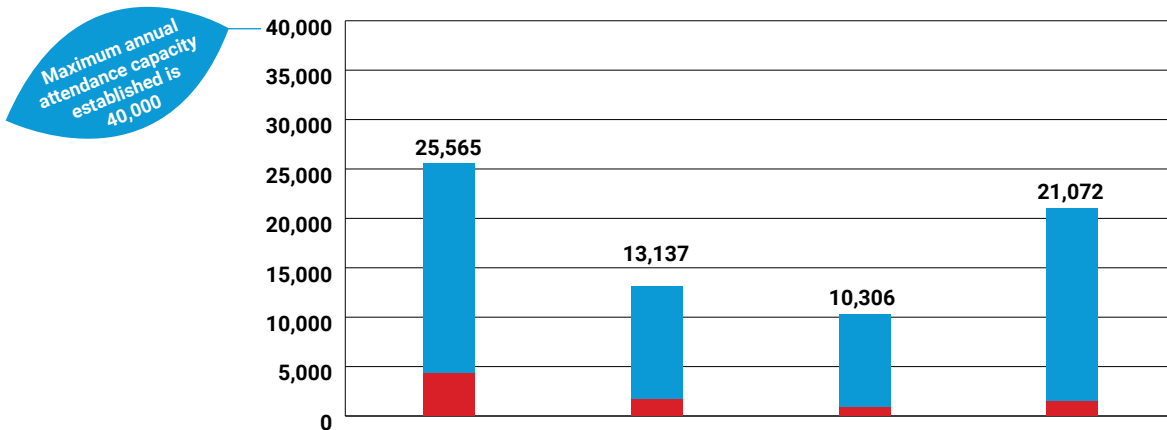
	2017	2018	2019	2022
Co-Op (boarded)	78%	72%	78%	67%
Leduc County	78%	72%	91%	67%
Average	78%	72%	85%	67%

**Aquatics**

The following graphs reflect utilization data for the indoor aquatic facility located at the Leduc Recreation Centre and the Alexandra Outdoor Pool but does not include Spray Park information.

**Outdoor Pool: Total Annual Attendance**

Notable influences on facility attendance included extremely smoky conditions in 2018 triggering facility closures. In addition, swim lesson offerings were consolidated to the indoor pool to maximize leisure swimming opportunities at the outdoor pool.

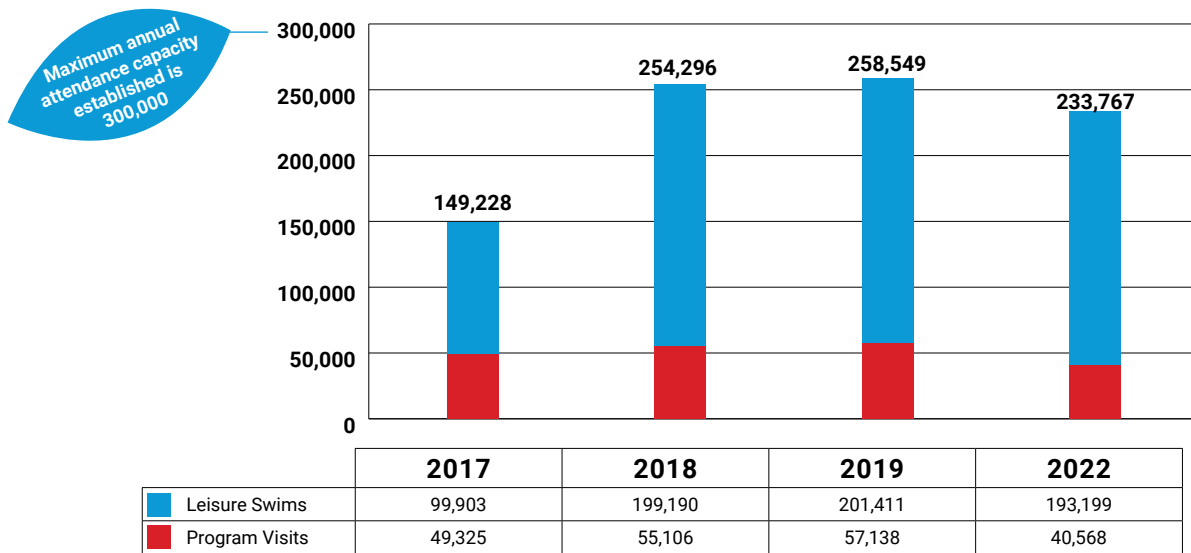


	2017	2018	2019	2022
Leisure Swims	21,277	11,488	9,459	19,598
Program Visits	4,288	1,649	847	1,474

### Indoor Pool: Total Annual Attendance

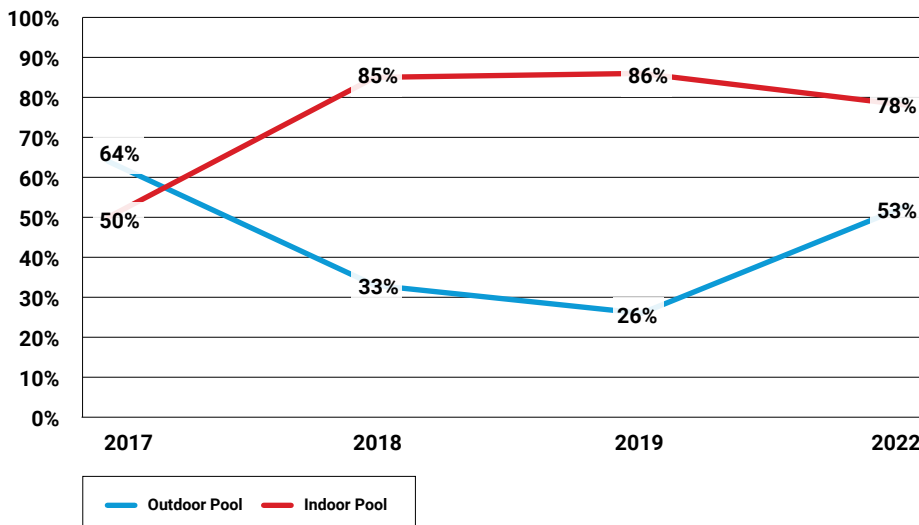
In 2017 a manual head count / wristband count metric was used to calculate annual pool attendance. By 2018 attendance was being generated by the LRC's people counting system and this accounts for the significant attendance shift between 2017 and 2018 and not because of increased attendance.

Since 2019 there have been several significant operational challenges and changes at the indoor pool which has impacted 2022 attendance including block activity bookings (as noted in the Aquatics Study information on page 43), continued pandemic activity and operating restrictions in first half of the year, and staff shortage that required service level reductions to programming and hours of operation at both the indoor and outdoor pools.



### Aquatics: Attendance Capacity

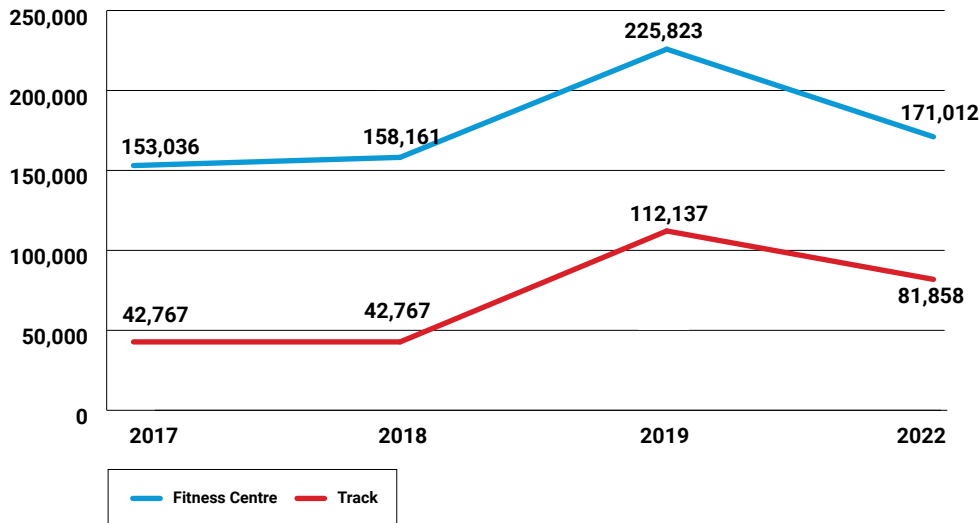
The City has established a maximum annual attendance capacity for both the indoor and outdoor pools. This is based on a formula that calculates the area of water and water depth as shallow water is more highly used than deeper water.



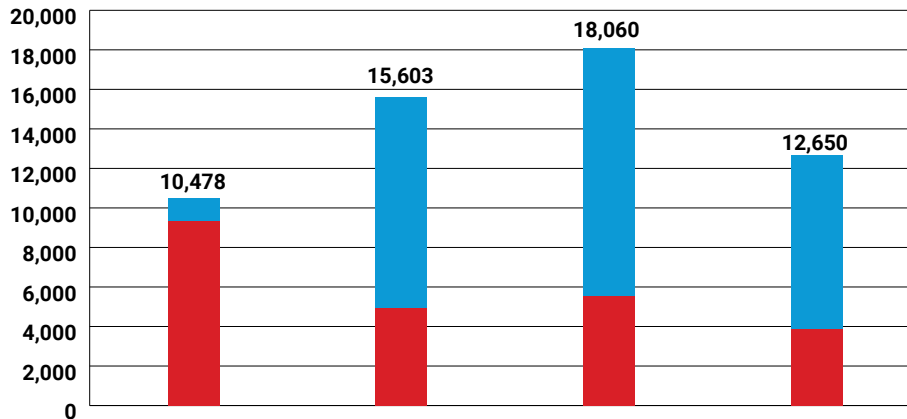
## Fitness Centre and Track

### Facility Attendance

The significant change in attendance from 2018 to 2019 is attributed to statistics being generated by the people counting system versus previous estimations from periodic head counts for the Fitness Centre and Track. Generally, fitness centre and program attendance has been slower to rebound after the pandemic than other amenities.



### Fitness Program Attendance

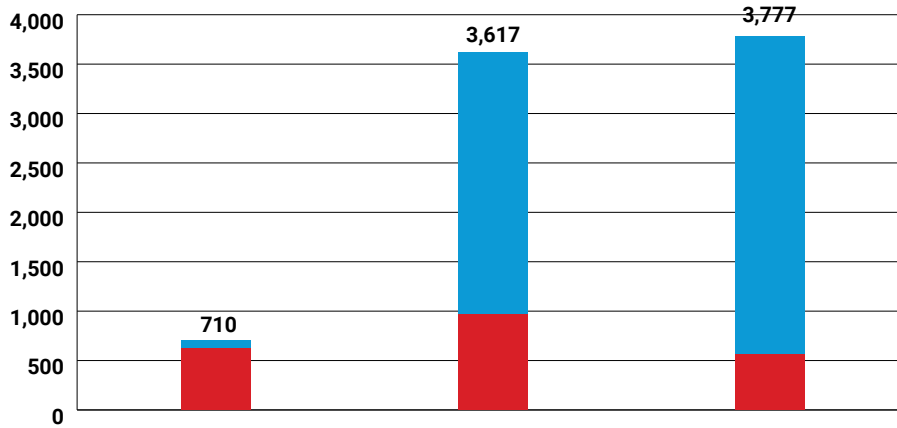


	2017	2018	2019	2022
Drop-In Programs	1,138	10,685	12,525	8,790
Registered Programs	9,340	4,918	5,535	3,860

## Leduc Recreation Centre Membership, Admissions and Attendance

### Annual Memberships

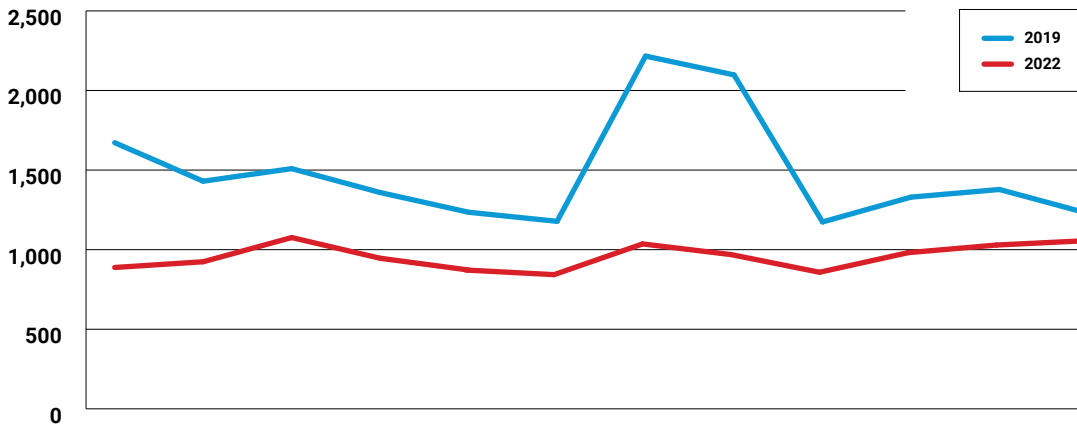
Included in the free membership category are the Seniors Active Afternoons, Active 8s and 9s, Senior Plus, Recreation Assistance Program, City and Library staff memberships.



	2018	2019	2022
Free memberships	89	2,647	3,220
Paid memberships	621	970	557

### Monthly and Continuous Memberships

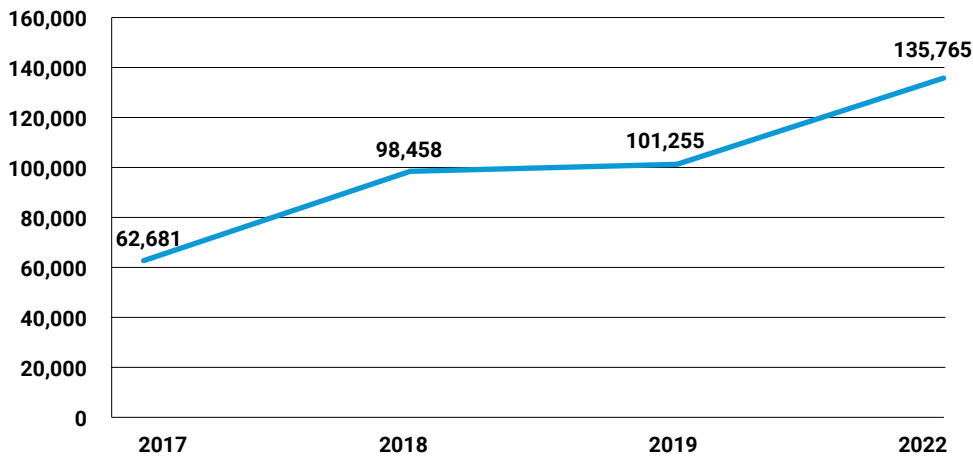
July and August 2019 includes initial Active 8s and 9s program launch that issued monthly memberships instead of the annual memberships now issued.



	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
2019	1,672	1,430	1,509	1,359	1,235	1,178	2,216	2,098	1,174	1,330	1,378	1,228
2022	888	924	1,076	946	872	843	1,036	969	858	981	1,029	1,056

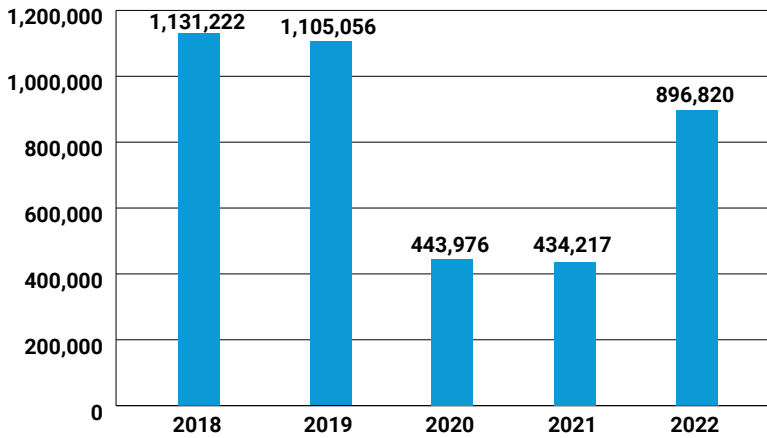
### Day Admissions

With the introduction of, and great uptake for, the Senior Active Afternoon and Active 8s and 9s free membership initiatives, there has been a corresponding reduction to paid membership and day admission statistics. Post-pandemic there has been a significant increase to day admissions, which corresponds to the notable decrease to monthly and continuous memberships.



### Facility Attendance

Total facility attendance is tallied via the LRC’s people counting system monitoring the facility’s two main entrances. Pandemic facility closures were April – June 2020, January – February 2021 with continued restrictions to activities offered and attendance March 2021 – January 2022.

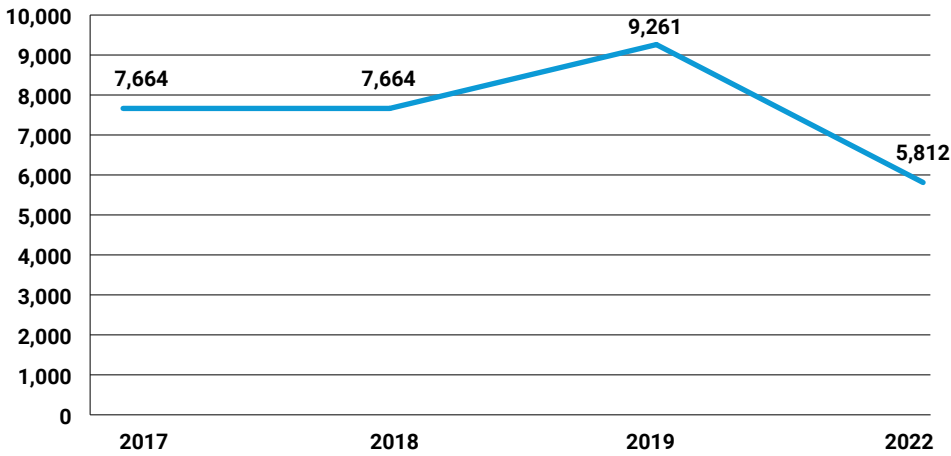




## Recreation Programs and Drop-In Activities

### Recreation Program Attendance: LRC and other sites

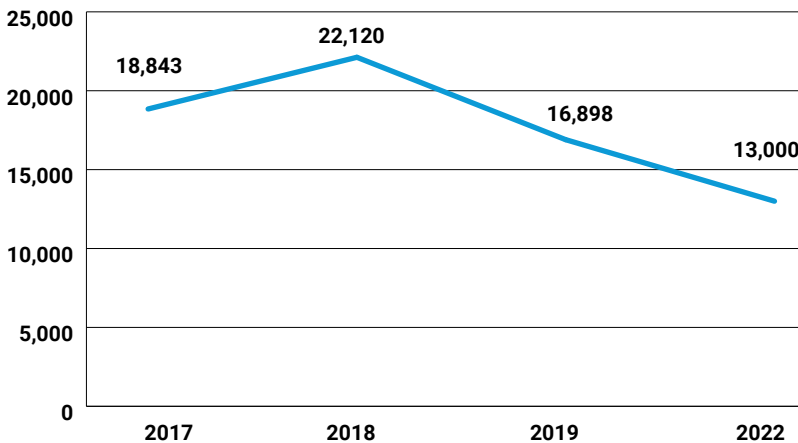
These programs are delivered both at the LRC and at locations in the community. Securing amenity access during prime times has proven challenging and has resulted in activities being delivered in smaller venues that limit attendance capacity. As a result, peak season programming is predominantly offered during the weekday daytime periods when public demand is low with limited afterschool / afterwork opportunities and weekend daytime impacted by tournaments and special events.



## Arts and Culture Amenities

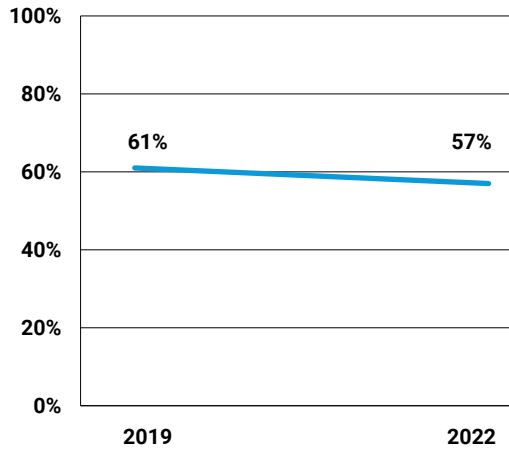
### Maclab Centre for the Performing Arts: Performance Attendance

Performance attendance reflects total ticket sales for the City of Leduc’s Performance Series offerings at the Maclab Centre for the Performing Arts. It does not include facility utilization, attendance and ticket sales for private facility rentals such as Leduc Drama, High School and Stageworks performances.



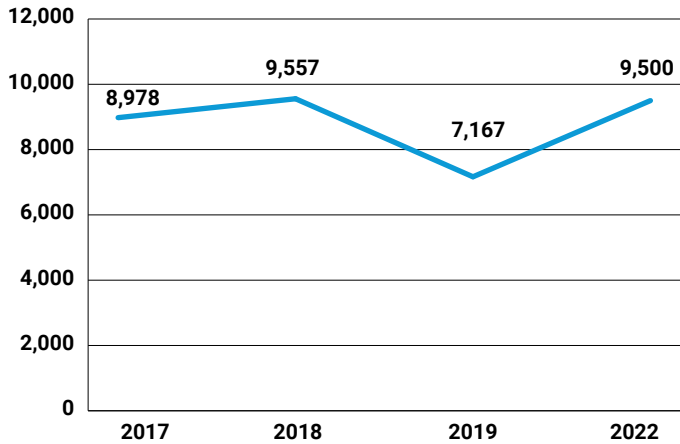
**Maclab Centre for the Performing Arts: Facility Bookings**

As with other indoor amenities this graph reflects the total number of booking days as compared to total available time. Different from other amenities, the Maclab metric is by the day and not by the hour. Information is not available prior to the City of Leduc assuming operations of this facility in 2019.

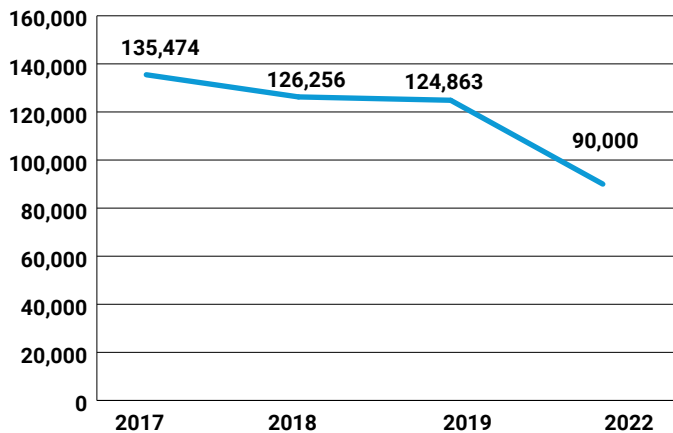


**Leduc Public Library: Memberships**

The Leduc Public Library offers free membership to residents of Leduc and Leduc County.



**Leduc Public Library: Facility Attendance**



### Outdoor Sports Fields, Ball Diamonds, and Athletic Amenities

The following illustrates utilization during peak times of weekdays 5 - 10pm and weekends 8am – 10pm for outdoor multiuse fields and diamonds across the season. As illustrated in the graphs, capacity exists across the overall inventory; however, bookings are concentrated at higher quality and specialty amenities, which have much higher utilization during peak times.

**For example, the diamond in Willow Park is included in the total available prime time hours, but due to amenity condition user groups prefer not use this location and there are minimal bookings.**

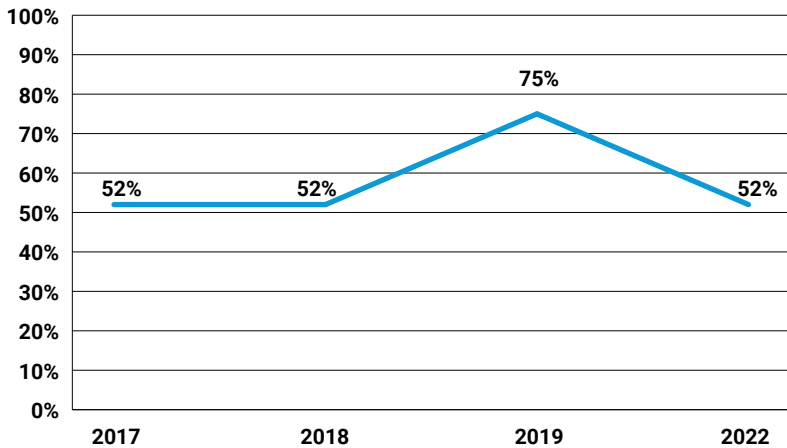
Additionally, many user groups concentrate programming in May and June, with summer and fall usage limited to special event weekend bookings.

While school site amenities may be used by groups to deliver their programming, the information shared here is only for the 18 ball diamonds, 13 multiuse fields, 3 football and 2 rugby fields operated and maintained by the City of Leduc.

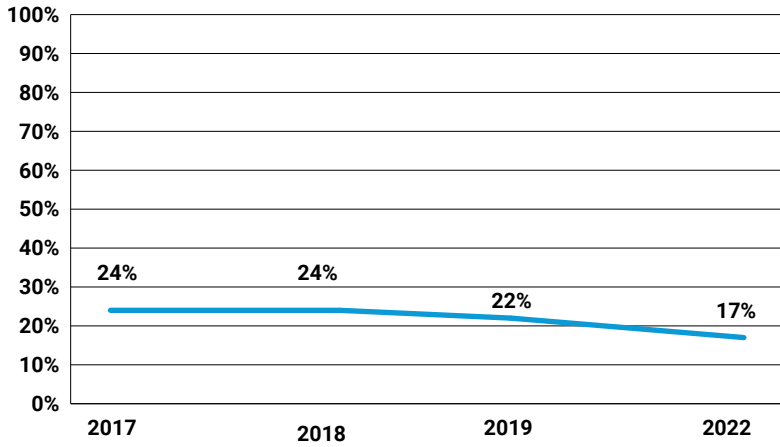
The City changed its recreation software used to administer facility bookings which meant the reports used to calculate utilization up to 2017 cannot be replicated exactly for 2018+. In addition, the current approach to amenity allocation (block bookings vs hourly rentals) creates a challenge to document utilization. As block booking an individual amenity for the entire weekday evening does not reflect its actual usage during the entirety of the 5 – 10pm timeslot.

#### Diamonds: Prime Time Utilization Rates May 1 – September 30

After the 2019 ball season, two additional diamonds (Willow Park and Suntree) were added to the City’s ball diamond inventory which is reflected in the change to utilization rates between 2019 and 2022.

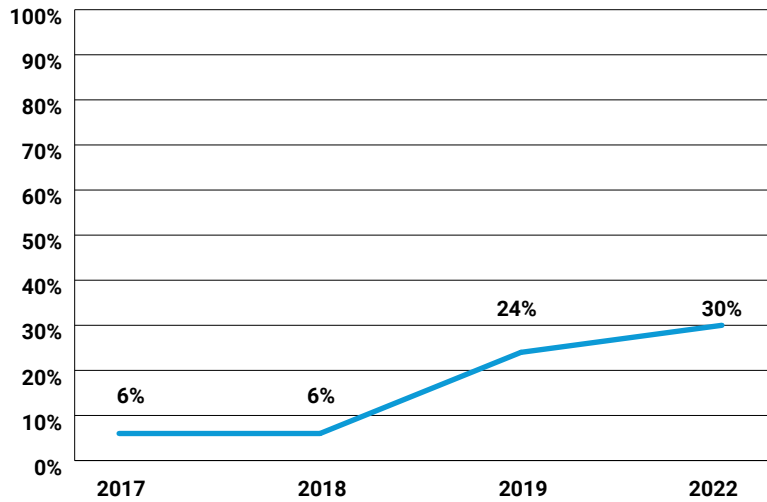


**Multiuse Fields: Prime Time Utilization Rates May 1 – September 30**

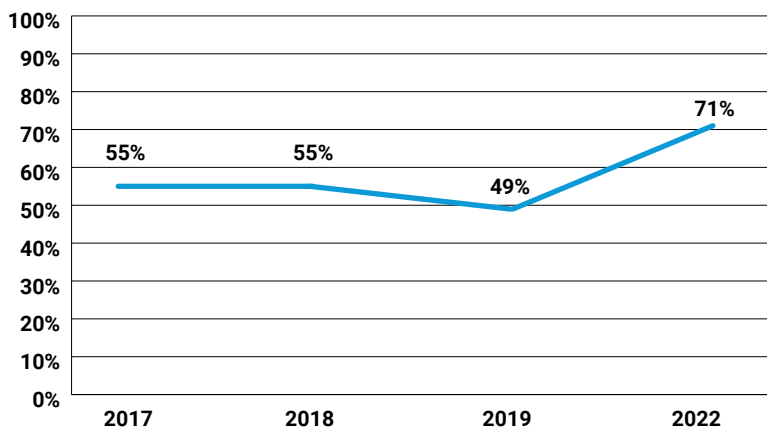


**Football Fields: Prime Time Utilization Rates May 1 – September 30**

These totals include both the practice field at John Bole Athletic Park as well as the regular sized fields there and in William F. Lede Park.

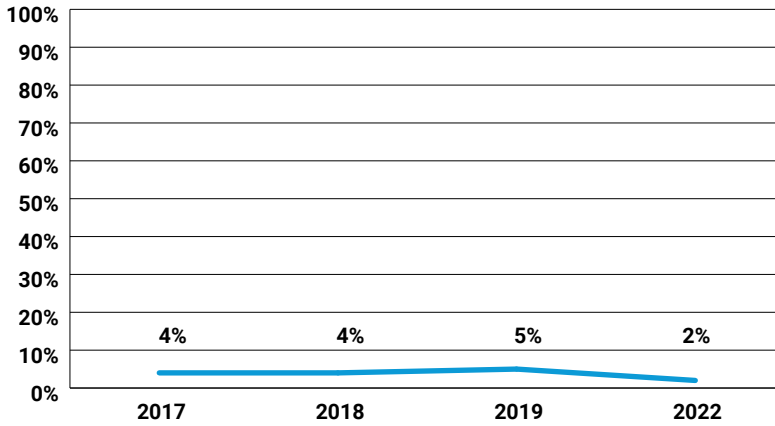


**Rugby Fields: Prime Time Utilization Rates May 1 – September 30**

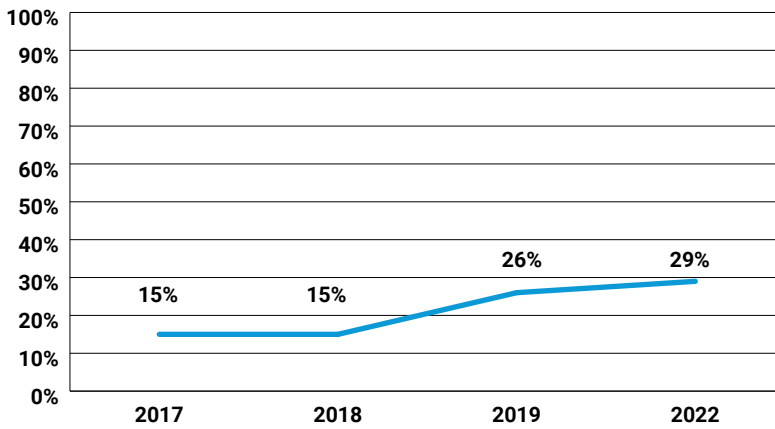


### Beach Volleyball Courts: Prime Time Utilization Rates May 1 – September 30

The beach volleyball courts are primarily used for public drop-in and attendance is not tracked. The data shared here is related to facility bookings by Leduc Beach Volleyball, the only amenity user group at this time.



### Track and Field Amenities: Prime Time Utilization Rates May 1 – September 30

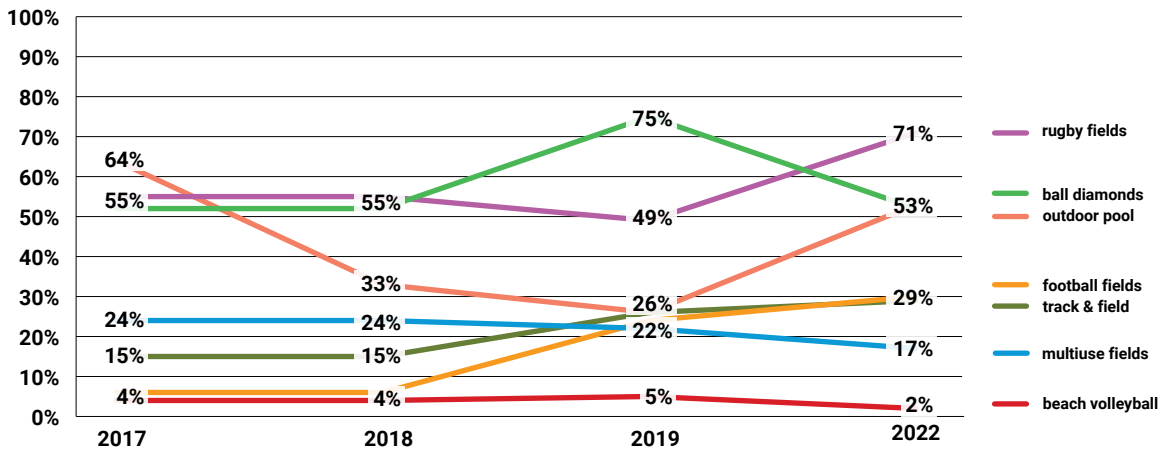


## Combined Amenity Facility Utilization

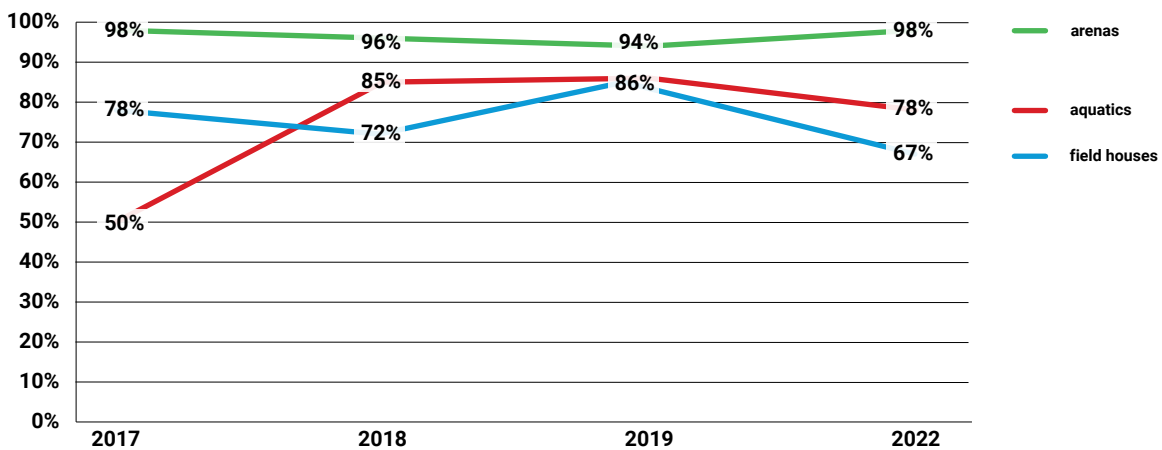
These charts bring together utilization rates for the City’s major recreation and sport amenities. It is important to note the different utilization metrics and periods of time used.

	INDOOR	OUTDOOR
<b>Facility Rentals</b> only during Prime Times during that amenity’s Peak Season	arenas field houses	ball diamonds multiuse fields football fields rugby fields beach volleyball track and field
<b>Amenity Attendance</b> across all hours of operation for the year	indoor pool	outdoor pool

### Outdoor Amenities



### Indoor Amenities



## Comparator Benchmarking

To support the understanding of the municipal provision of recreation opportunities, comparative research was undertaken to assess how Leduc compares to other communities of similar and larger populations in the provision of public infrastructure.

It should be noted that the provision rates focus on the quantity of public municipal amenities but does not consider other factors such as quality, capacity, age, nor does it include private facilities.

### Municipalities Studied

Various communities the same size as Leduc were selected as well as larger communities that the community will compare to in the future. In some instances, other community characteristics were also considered for example: Kamloops being compared to Leduc due to its focus on sport tourism; or Moose Jaw being compared as similar community within a capital region.

Similar sized municipalities included in the research were:

- Airdrie
- Spruce Grove
- Fort Saskatchewan
- Moose Jaw
- Okotoks

Larger municipalities included in the research were:

- St. Albert
- Medicine Hat
- Red Deer
- Kamloops
- Lethbridge
- Strathcona County

## Summary of Findings

### Comparison with Similar Sized Municipalities

- Overall, the City of Leduc provides indoor and outdoor recreation amenities at consistent levels to similarly sized municipalities.
- Amenities provided at **similar or better provision levels** in Leduc in comparison to similar sized municipalities include:

#### Indoor

curling sheets  
heritage facilities  
arenas

#### Outdoor

athletic fields  
tennis courts  
skating areas / paths / pads  
beach volleyball  
off leash dog parks

paddling facilities  
ball diamonds  
outdoor pool  
basketball pads

- Amenities provided at **lesser provision levels** in Leduc in comparison to similar sized municipalities include:

#### Indoor

gymnasium  
unboarded field house w/ turf  
interpretive facility  
agricultural facility

#### Outdoor

artificial turf fields  
spray park  
pickleball courts  
softball diamonds  
performance ball stadium  
skateboard / bmx park

### Comparison with Larger Municipalities

It should be noted that generally in the provision of major recreation amenities, provision ratios worsen as communities grow.

- On a provision ratio basis (# of residents per unit or amenity), Leduc provides indoor ice activities at a **higher service level** than larger communities:

**Leduc**

1 arena for every 8,524 residents  
 1 sheet of curling ice for every 4,262 residents

**Average of larger municipalities**

1 arena for every 15,140 residents  
 1 sheet of curling ice for every 8,721 residents

- Amenities provided in most of the larger municipalities that are **not currently available** in Leduc include:

**Indoor**

50 metre pools  
 art and cultural centres  
 unboarded field house w/ turf  
 gymnasium  
 climbing facility  
 indoor agricultural facility

**Outdoor**

artificial turf fields  
 performance baseball stadium  
 softball diamonds  
 pickleball courts  
 market / event grounds

- Most larger municipalities provide multiple (2+) of the following major amenity types, where Leduc currently provides one:

library branches  
 indoor pools  
 water spray parks

indoor track  
 skateboard / BMX parks  
 fitness centre



## Indoor Amenities

### Similar Sized Municipalities – overall provision

AMENITY	AIRDRIE	FORT SASKATCHEWAN	OKOTOKS	SPRUCE GROVE	MOOSE JAW	AVERAGE	LEDUC
Population 2021 Census	77,027	27,088	30,405	39,607	33,665	41,558	34,094
arena: # of sheets	5	3	4	4	4	4	4
curling rink: # of sheets	8	6	6	6	8	7	8
25 meter pool tank	1	1	2	1	1	1	1
50 meter pool tank	0	0	0	0	0	0	0
pool w/ leisure areas	2	1	1	1	1	1	1
field house: multi-purpose courts	1	0	1	0	1	1	1
field house: boarded w/ turf	1	1	1	2	1	1	1
field house: unboarded w/ artificial turf	0	0	1	2	2	1	0
gymnasium	2	1	2	1	3	2	0
fitness centre	1	3	2	1	2	2	1
walking / running track	1	1	2	1	2	1	1
climbing facility	0	1	0	0	0	0	0
performing arts theatre: > 300 seats	0	1	2	1	1	1	1
art and cultural centre: program facility	1	1	1	2	1	1	1
heritage facility: local history museum	1	1	1	1	1	1	2
interpretive facility: nature / science centre	1	0	0	0	0	0	1
library	1	1	2	1	1	1	1
agricultural facility: riding arena	1	1	1	0	0	1	0



**Similar Sized Municipalities – provision ratio: # of residents per facility**

AMENITY	AIRDRIE	FORT SASKATCHEWAN	OKOTOKS	SPRUCE GROVE	MOOSE JAW	AVERAGE	LEDUC
Population 2021 Census	77,027	27,088	30,405	39,607	33,665	41,558	34,094
arena: # of sheets	15,405	9,029	7,601	9,902	8,416	10,071	8,524
curling rink: # of sheets	9,628	4,515	5,068	6,601	4,208	6,004	4,262
25 meter pool tank	77,027	27,088	15,203	39,607	33,665	38,518	34,094
50 meter pool tank	-	-	-	-	-	-	-
pool w/ leisure areas	38,514	27,088	30,405	39,607	33,665	33,856	34,094
field house: multi-purpose courts	77,027	-	30,405	-	33,665	28,219	34,094
field house: boarded w/ turf	77,027	27,088	30,405	19,804	33,665	37,598	34,094
field house: unboarded w/ artificial turf	-	-	30,405	19,804	16,833	13,408	-
gymnasium	38,514	27,088	15,203	39,607	11,222	26,327	-
fitness centre	77,027	9,029	15,203	39,607	16,833	31,540	34,094
walking / running track	77,027	27,088	15,203	39,607	16,833	35,151	34,094
climbing facility	-	27,088	-	-	-	5,418	-
performing arts theatre: > 300 seats	-	27,088	15,203	39,607	33,665	23,113	34,094
art and cultural centre: program facility	77,027	27,088	30,405	19,804	33,665	37,598	34,094
heritage facility: local history museum	77,027	27,088	30,405	39,607	33,665	41,558	17,047
interpretive facility: nature / science centre	77,027	-	-	-	-	15,405	34,094
library	77,027	27,088	15,203	39,607	33,665	38,518	34,094
agricultural facility: riding arena	77,027	27,088	30,405	-	-	26,904	-



**Larger Municipalities – overall provision**

AMENITY	ST. ALBERT	RED DEER	LETHBRIDGE	MEDICINE HAT	KAMLOOPS	STRATHCONA COUNTY	AVERAGE	LEDUC
Population 2021 Census	69,789	104,392	101,799	63,271	97,902	103,186	90,056	34,094
arena: # of sheets	5	4	7	6	6	11	7	4
curling rink: # of sheets	6	16	10	6	14	16	11	8
25 meter pool tank	1	2	5	1	2	3	2	1
50 meter pool tank	0	0	1	1	1	0	1	0
pool w/ leisure areas	2	3	0	1	1	2	2	1
field house: multi-purpose courts	1	3	2	0	1	0	1	1
field house: boarded w/ turf	1	1	0	1	1	0	1	1
field house: unboarded w/ artificial turf	0	2	0	0	0	0	0	0
gymnasium	3	2	2	0	1	1	2	0
fitness centre	2	4	4	2	2	3	3	1
walking / running track	1	1	1	1	1	3	1	1
climbing facility	1	2	0	1	1	2	1	0
performing arts theatre: > 300 seats	1	2	2	2	2	1	2	1
art and cultural centre: program facility	1	1	1	1	1	2	1	1
heritage facility: local history museum	2	2	2	2	2	1	2	2
interpretive facility: nature / science centre	0	1	1	1	1	1	1	1
library	2	3	2	1	3	1	2	1
agricultural facility: riding arena	0	0	0	0	0	1	0	0



**Larger Municipalities – provision ratio: # of residents per facility**

AMENITY	ST. ALBERT	RED DEER	LETHBRIDGE	MEDICINE HAT	KAMLOOPS	STRATHCONA COUNTY	AVERAGE	LEDUC
Population 2021 Census	69,789	104,392	101,799	63,271	97,902	103,186	90,056	34,094
arena: # of sheets	13,598	26,098	14,543	10,545	16,317	9,318	15,140	8,524
curling rink: # of sheets	11,632	6,525	10,180	10,545	6,993	6,449	8,721	4,262
25 meter pool tank	69,789	52,196	20,360	63,271	48,951	34,395	48,160	34,094
50 meter pool tank	-	-	101,799	63,271	97,902	-	43,829	-
pool w/ leisure areas	34,895	34,797	-	63,271	97,902	51,593	47,076	34,094
field house: multi-purpose courts	69,789	34,797	50,900	-	97,902	-	42,231	34,094
field house: boarded w/ turf	69,789	104,392	-	63,271	97,902	-	55,892	34,094
field house: unboarded w/ artificial turf	-	52,196	-	-	-	-	8,699	-
gymnasium	23,263	52,196	50,900	-	97,902	103,186	54,574	-
fitness centre	34,895	26,098	25,450	31,636	48,951	34,395	33,571	34,094
walking / running track	69,789	104,392	101,799	63,271	97,902	34,395	78,591	34,094
climbing facility	69,789	52,196	-	63,271	97,902	51,593	55,792	-
performing arts theatre: > 300 seats	69,789	52,196	50,900	31,636	48,951	103,186	59,443	34,094
art and cultural centre: program facility	69,789	104,392	101,799	63,271	97,902	51,593	81,458	34,094
heritage facility: local history museum	34,895	52,196	50,900	31,636	48,951	103,186	53,627	17,047
interpretive facility: nature / science centre	-	104,392	101,799	63,271	97,902	103,186	78,425	34,094
library	34,895	34,797	50,900	63,271	32,634	103,186	53,280	34,094
agricultural facility: riding arena	-	-	-	-	-	103,186	17,198	-



## Outdoor Amenities

### Similar Sized Municipalities – overall provision

AMENITY	AIRDRIE	FORT SASKATCHEWAN	OKOTOKS	SPRUCE GROVE	MOOSE JAW	AVERAGE	LEDUC
Population 2021 Census	77,027	27,088	30,405	39,607	33,665	41,558	34,094
ball diamonds: baseball	23	19	15	12	17	17	18
ball diamonds: softball / fastpitch	5	5	7	0	5	4	0
performance ball stadium	0	0	1	0	1	0	0
athletic fields: soccer / football / rugby	36	8	22	24	10	23	18
athletic fields: artificial turf	1	3	0	2	1	1	0
track and field amenities	1	0	1	1	1	1	1
outdoor pool	0	0	0	0	1	0	1
water spray park	1	3	1	2	5	2	1
tennis courts: # of courts	4	2	3	5	2	3	4
pickleball courts: # of courts	8	12	6	12	6	9	0
beach volleyball: # of courts	4	0	3	2	0	2	4
basketball pad: # of courts	4	5	2	7	2	4	6
skateboard / bmx park	2	0	1	1	0	1	1
mountain bike / cyclecross course	0	0	0	2	1	1	0
skating area / path	5	10	11	5	4	7	9
boarded skating rink	6	3	8	3	9	6	5
covered skating area / rink	0	0	0	0	0	-	0
fitness park	3	1	3	2	1	2	2
obstacle / parkour course	0	0	0	0	1	0	0
playgrounds	79	35	49	50	39	50	40
off leash dog parks	6	1	1	2	2	2	3
paddling facility	0	1	0	0	0	0	2
market / event facility	1	1	1	2	1	1	0



**Similar Sized Municipalities – provision ratio: # of residents per facility**

AMENITY	AIRDRIE	FORT SASKATCHEWAN	OKOTOKS	SPRUCE GROVE	MOOSE JAW	AVERAGE	LEDUC
Population 2021 Census	77,027	27,088	30,405	39,607	33,665	41,558	34,094
ball diamonds: baseball	3,349	1,426	2,027	3,301	1,980	2,417	1,894
ball diamonds: softball / fastpitch	15,405	5,418	4,344	-	6,733	6,380	-
performance ball stadium	-	-	30,405	-	33,665	12,814	-
athletic fields: soccer / football / rugby	2,140	3,386	1,382	1,650	3,367	2,385	1,894
athletic fields: artificial turf	77,027	9,029	-	19,804	33,665	27,905	-
track and field amenities	77,027	-	30,405	39,607	33,665	36,141	34,094
outdoor pool	-	-	-	-	33,665	6,733	34,094
water spray park	77,027	9,029	30,405	19,804	6,733	28,600	34,094
tennis courts: # of courts	19,257	13,544	10,135	7,921	16,833	13,538	
pickleball courts: # of courts	9,628	-	5,068	3,301	5,611	4,721	-
beach volleyball: # of courts	19,257	-	10,135	19,804	-	9,839	8,524
basketball pad: # of courts	19,257	5,418	15,203	5,658	16,833	12,473	5,682
skateboard / bmx park	38,514	-	30,405	39,607	-	21,705	34,094
mountain bike / cyclecross course	-	-	-	19,804	33,665	10,694	-
skating area / path	15,405	2,709	2,764	7,921	8,416	7,443	3,788
boarded skating rink	-	9,029	3,801	13,202	3,741	5,955	6,819
covered skating area / rink	-	-	-	-	-	-	-
fitness park	25,676	27,088	10,135	19,804	33,665	23,273	17,047
obstacle / parkour course	-	-	-	-	33,665	6,733	-
playgrounds	975	774	621	792	863	805	852
off leash dog parks	12,838	27,088	30,405	19,804	16,833	21,393	11,365
paddling facility	-	27,088	-	-	-	5,418	17,047
market / event facility	77,027	27,088	30,405	19,804	33,665	37,598	-



CURRENT RECREATION INFRASTRUCTURE IN LEDUC

Larger Municipalities – overall provision

AMENITY	ST. ALBERT	RED DEER	LETHBRIDGE	MEDICINE HAT	KAMLOOPS	STRATHCONA COUNTY	AVERAGE	LEDUC
Population 2021 Census	69,789	104,392	101,799	63,271	97,902	103,186	90,056	34,094
ball diamonds: baseball	24	76	65	29	35	54	47	18
ball diamonds: softball / fastpitch	9	3	29	0	2	55	16	0
performance ball stadium	0	0	2	1	2	1	1	0
athletic fields: soccer / football / rugby	51	64	83	42	78	105	71	18
athletic fields: artificial turf	0	4	3	0	4	1	2	0
track and field amenities	1	2	4	2	2	3	2	1
outdoor pool	1	1	2	2	1	0	1	1
water spray park	6	2	4	3	4	9	5	1
tennis courts: # of courts	19	26	19	25	45	15	25	4
pickleball courts: # of courts	18	20	10	18	8	21	16	0
beach volleyball: # of courts	1	0	18	4	8	9	7	4
basketball pad: # of courts	10	34	18	20	7	9	16	6
skateboard / bmx park	2	2	2	3	4	3	3	1
mountain bike / cyclecross course	2	1	2	2	6	2	3	0
skating area / path	40	38	4	4	2	5	16	9
boarded skating rink	15	37	3	11	4	7	13	5
covered skating area / rink	5	3	5	4	1	0	3	0
fitness park	3	10	4	1	2	6	4	2
obstacle / parkour course	1	2	3	0	2	0	1	0
playgrounds	93	141	34	89	40	147	91	40
off leash dog parks	2	2	5	2	31	5	8	3
paddling facility	1	1	0	1	1	0	1	2
market / event facility	1	2	0	2	2	1	1	0



**Larger Municipalities – provision ratio: # of residents per facility**

AMENITY	ST. ALBERT	RED DEER	LETHBRIDGE	MEDICINE HAT	KAMLOOPS	STRATHCONA COUNTY	AVERAGE	LEDUC
Population 2021 Census	69,789	104,392	101,799	63,271	97,902	103,186	90,056	34,094
ball diamonds: baseball	2,908	1,374	1,566	2,182	2,797	1,911	2,123	1,894
ball diamonds: softball / fastpitch	7,754	34,797	3,510	-	48,951	1,876	16,148	-
performance ball stadium	-	-	50,900	63,271	48,951	-	-	-
athletic fields: soccer / football / rugby	1,368	1,631	1,226	1,506	1,255	983	1,328	1,894
athletic fields: artificial turf	-	26,098	33,933	-	24,476	103,186	31,282	-
track and field amenities	69,789	52,196	25,450	31,636	48,951	34,395	43,736	34,094
outdoor pool	69,789	104,392	50,900	31,636	97,902	-	59,103	34,094
water spray park	11,632	52,196	25,450	21,090	24,476	11,465	24,385	34,094
tennis courts: # of courts	3,673	4,015	5,358	2,531	2,176	6,879	4,105	-
pickleball courts: # of courts	3,877	5,220	10,180	3,515	12,238	4,914	6,657	-
beach volleyball: # of courts	69,789	-	5,656	15,818	12,238	11,465	19,161	8,524
basketball pad: # of courts	6,979	3,070	5,656	3,164	13,986	11,465	7,387	5,682
skateboard / bmx park	34,895	52,196	50,900	21,090	24,476	34,395	36,325	34,094
mountain bike / cyclecross course	34,895	104,392	50,900	31,636	16,317	51,593	48,289	-
skating area / path	1,745	2,747	25,450	15,818	48,951	20,637	19,225	3,788
boarded skating rink	4,653	2,821	33,933	5,752	24,476	14,741	14,396	6,819
covered skating area / rink	13,958	34,797	20,360	15,818	97,902	-	30,472	-
fitness park	23,263	10,439	25,450	63,271	48,951	17,198	31,429	17,047
obstacle / parkour course	69,789	52,196	33,933	-	48,951	-	34,145	-
playgrounds	750	740	2,994	711	2,448	702	1,391	852
off leash dog parks	34,895	52,196	20,360	31,636	3,158	20,637	27,147	11,365
paddling facility	69,789	104,392	-	63,271	97,902	-	55,892	17,047
market / event facility	69,789	52,196	-	31,636	48,951	103,186	50,960	-





### Rectangular Field Provision

Field sports are growing in popularity across Alberta and so municipalities seek to provide high quality sport fields that can accommodate participation demands for various recreation activities, along with hosting tournaments and other community events.

To respond to this growing demand, the largest trend within the development of fields is the focus on multi-sport facilities that can host two sports or more, most commonly football and soccer. However, many are being configured to accommodate more sporting activities with movable nets and temporary boundary markers.

Many municipalities are focusing on developing new or renewing existing fields into multi-sport amenities and it is becoming increasingly rare for municipalities to develop single sport fields. That is why this analysis looked at the combined provision rates and ratios for soccer, football and rugby amenities as few other municipalities take a similar approach as Leduc to provide single sports fields. Ideally this analysis would be better able to highlight soccer, football, and rugby's amenity provision rates / ratios separately but, without accurate comparator information available, this was not possible.

### Baseball vs Softball Designation

Due to the unique size and distance requirements for softball / fastpitch none of Leduc's diamonds can be designated as softball-only amenities. As such for the purpose of this benchmarking analysis all of Leduc's ball amenities have been designated as baseball diamonds. Recreational softball and fastpitch can occur on these diamonds, but temporary outfield fences are necessary to accommodate competitive games.

*RC Strategies was retained by the City of Leduc to develop this facility benchmarking information (2022).*



## Current Recreation Facility Development Planning

### 2018 Recreation and Culture Facility Needs Assessment

Ahead of the planned update to the Facilities Master Plan the Recreation and Culture Facility Needs Assessment was completed to ensure the City's long-term facility planning reflects the community's current and emerging recreation and culture needs.

The key findings and potential future impacts identified:

- Residents place a high value on recreation and culture services. This will mean continued resident support for investment in recreation and culture initiatives with high service level expectations.
- Leduc has many strong community organizations that will advocate for continued investment for competing projects and initiatives.
- The City and region continues to experience growth. It will be challenging for the City to maintain service levels unless facility development occurs.
- Utilization of many major facilities is high. The City will need to identify opportunities for efficiency to help manage increasing demand.
- Cost is a barrier to facility access.

### 2019 Facilities Master Plan

The Long Term Facility Master Plan provides a framework for decision making related to City of Leduc facilities and land matters to meet the requirements of its citizens and the corporation over a 20-year planning horizon.

The City has planned the development of three campuses: Alexandra Park, Leduc Recreation Centre / Lede Park, and West Campus. The campus approach for civic facilities creates hubs and presents the opportunity to use facilities, land, parking and civic staff more effectively and efficiently.

The Plan identified several facility development opportunities to address organizational demand and reflect priorities established in 2018 Recreation and Culture Facility Needs Assessment. Recreation facility items include:

#### Leduc Recreation Centre / Lede Park Campus

- Expand high priority recreation services as noted in the 2018 Recreation and Culture Facility Needs Assessment.
- Lede Park Concession – renovate and expand amenities. **Completed – 2022**
- LRC Program Space Expansion – increase programmable space.

#### West Campus

- Develop a detailed site program and master plan for West Campus site.
- Construction of:
  - Twin arena
  - Field houses
  - Aquatic centre

## 2020 POST – Parks Open Spaces and Trails Master Plan

Sports fields and diamonds are a major component of the POST network. The City of Leduc has a very good level of outdoor sports facilities when compared to other communities in central Alberta. This can be attributed to several factors including the benefit of having one large park site (William F. Lede Regional Park) for the provision of sports fields, a good balance of other community park sites across the city, community stakeholders who have been clear about their needs and expectations, and a proactive City administration that has made the planning and development of POST a priority.

### Recommendations

- Assistance to local POST groups be sustained and potentially expanded to include broader sport tourism recreation, opportunities and a continued focus on outdoor events.
- Emphasis in parks programming to benefit the greatest number of residents with target segments of:
  - Children, youth and seniors
  - Working with current sport associations to provide affordable opportunities in sport
  - Providing opportunities for spontaneous recreation like basketball courts, toboggan hills and playgrounds
  - Outdoor programming to promoted interaction and “building a relationship” between youth and the outdoors
- West Campus
  - Amenities should include synthetic football / soccer / baseball field, approximately 8 other natural surface fields, dog park, outdoor amphitheater, and destination playground.
  - Allocate a minimum of 40 acres and consider up to 60 acres of the proposed site specifically to park development.
- Continue development William F. Lede Regional Park with the approved masterplan.
- Continue to require developers to build playgrounds within neighbourhoods.
- Partner with the Leduc Golf and Country Club to offer new outdoor winter opportunities and family friendly summer opportunities.
- Increase City organized programming in its parks, open spaces and trail system by 15% for seniors and youth.

## 2015 Leduc Aquatics Study

The Aquatics Study was a comprehensive analysis of the public aquatic services provided by the City of Leduc to provide a long-term strategy for meeting the community’s aquatics needs. It included several recommendations to better manage operating issues, rebalance demand and maximize available capacity before triggering future aquatic facility development. Many of these recommendations have been implemented, these include:

- Scheduling of uses within the indoor pool (block activity booking) to increase recreational uses, learn to swim lessons, school lessons and fitness swimming. **Implemented – 2019**
- Establish attendance targets. **Implemented – 2015**
- Maximize the use of the outdoor pool, including diverting uses from the indoor pool where peak demand exceeds available capacity. **Implemented – 2020**

- Conduct a feasibility study to investigate adding a shallow water tank to the indoor pool to facilitate learn to swim lessons. **Completed – 2015**

The assessment concluded that expanding the LRC Aquatic Centre with an additional shallow water pool was not possible due to insufficient space between the building and Black Gold Drive and that it would require a third mechanical system and room.

With a shallow water pool expansion not feasible the Aquatics Study noted that planning for future aquatic amenities, prioritizing shallow water (depth of less than 3 feet) and deep water (depth of more than 5 feet) should occur once the LRC Aquatic Centre reaches 90% of capacity.

### 2017 Lede Park Master Plan

When originally drafted in 2008 the Lede Park Master Plan was the culmination of all collected user and stakeholder requirements, guided by design philosophy and site design parameters and it makes development phase recommendations. Lede Regional Park is envisioned to become the premier public park within the City of Leduc providing year-round sporting activities and recreational opportunities for many generations of residence and visitors alike. The park space and sports fields provide the City with the ability to meet growing recreational user needs and the enhanced ability to host major sporting events by attracting national sport tourism markets. Collectively, the sports fields and open spaces within the Master Plan help unify the site design upholding the City's mandates and overall park vision.

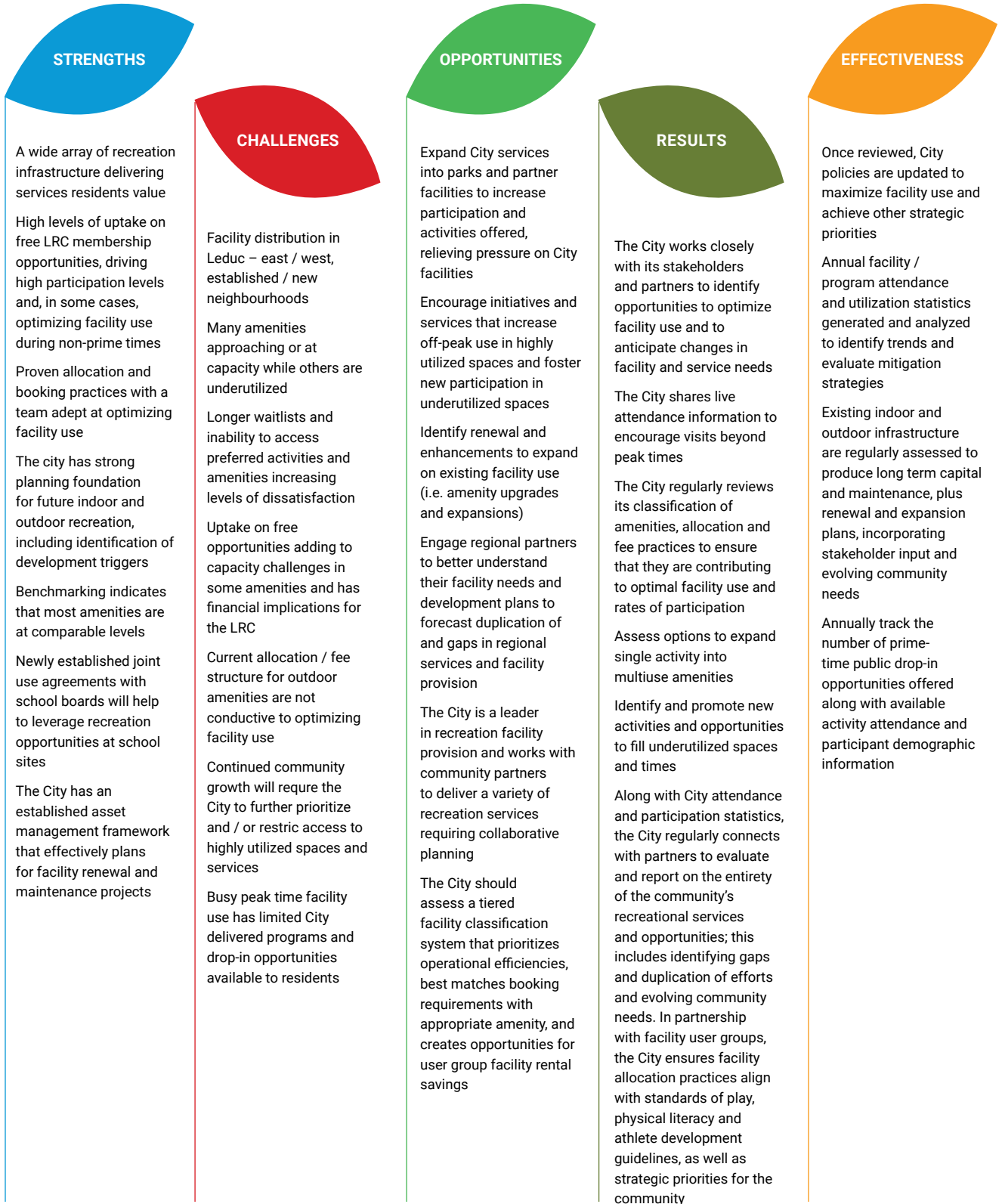
### Regional Facility Development Plans

As the City of Leduc and Leduc County gathered benchmarking data for current planning activities, information was requested for future facility development plans of neighbouring communities. From a planning but not approved budget perspective the following developments were identified in the region:

- Arenas are planned in the short, medium, and long term in four communities surrounding Edmonton.
- Arts facilities and museum facilities in the short to medium term.
- Aquatic Centre expansion and new development in two communities in the medium to long term.
- There is one community assessing the need, and another has a project pending budget approval for indoor artificial turf facilities.
- Most comparators are looking to ball diamond, BMX / mountain bike park and natural turf field developments in the medium term.



## SCORE Analysis for Current Recreation Infrastructure in Leduc



# Trends and Leading Practices

## IN THIS SECTION

Participation and activity trends

Facility provision, infrastructure, and design trends

Recreation service delivery trends

Trends in volunteerism and partnerships

Barriers to participation

Pandemic impacts on recreation

*Today's recreational landscape is very different today from what it was 50 years ago when many of Leduc's indoor recreation facilities were developed.*

It is essential that the City is aware of participation trends and emerging leading practices in the delivery of recreation services when identifying future facility needs.

## Participation and Activity Trends

### Physical Activity and Wellness Levels

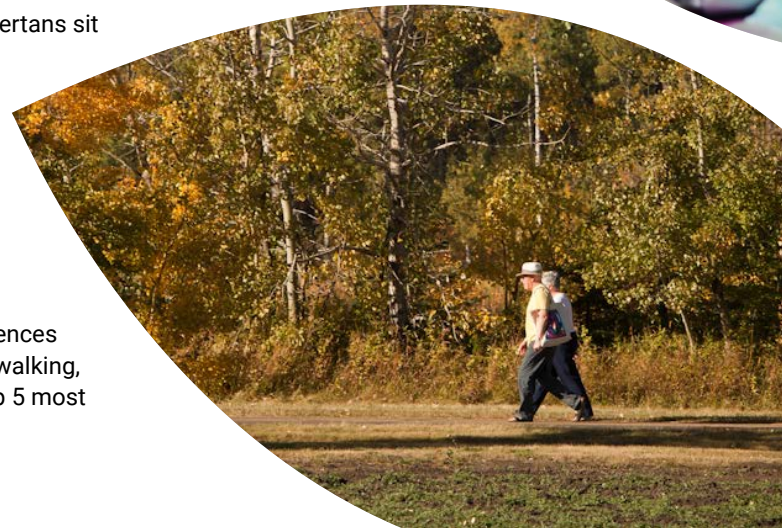
Physical inactivity and sedentary behaviour are risk factors for many chronic physical and mental health conditions such as cardiovascular disease, stroke, hypertension, breast cancer, type 2 diabetes, depression, and anxiety. The Canadian Physical Activity Guidelines recommend that children and youth participate in a variety of physical activities 60 minutes each day. For adults, the recommendation is for at least 150 minutes of activity per week.

The Canadian Health Measures Survey by Statistics Canada noted the fitness levels of children and youth, as well as adults, have declined significantly between 1981 and 2019. The number of youth ages 15-19 at higher risk of health problems more than tripled, and for adults ages 20-39 this has quadrupled.

The 2019 Alberta Survey on Physical Activity found that Albertans sit for an average of 9.5 hours each weekday and 8.8 hours on weekends. The pandemic forced increased sedentary activities such as tv, video games and computer use which further exacerbated the sedentary behaviors that continue in our province.

### Physical Activity Preferences

The Canadian Community Health Survey reveals data that provides some insight into the recreation and leisure preferences of Canadians. The top 5 most popular adult activities were walking, gardening, home exercise, swimming, and bicycling. The top 5 most



popular youth activities were walking, bicycling, swimming, running / jogging, and basketball.

The 2022 Alberta Recreation Survey found that walking, hiking, camping, reading and golf were the top recreation activities noted by respondents.

### **Decline in Youth Sports**

Previously participation in organized group activities and sports was at the centre of how a young person spent their leisure time and connected with peers. It has been said that it now resembles a drive-thru experience where kids play then go, with limited opportunity for social interaction and family connection to the organization. An American national poll noted that 70% of kids stop playing sports by the age of 13, but 90% of teens play video games with gaming the activity of choice for so many and has emerged as the new social networks for youth.

### **Increased Interest in Walking**

There has been an increase in walking for pleasure and health benefits that has resulted in an increase in social media walking content, especially with younger audiences. There is opportunity to capitalize on this trend with wellness campaigns, walking clubs and trail / scenery infrastructure that is mindful of social media posting.

This includes increased participation in active modes of transportation. Once only viewed as a recreational activity, these “human-powered” modes of travel and a comprehensive trail network available year-round has become the expectation.

## **Balancing Structured and Spontaneous Uses**

While organized activities remain important, there is an increasing demand for more flexibility in timing and activity choices. People are seeking individualized, informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. This has led to a dramatic increase in demand for self-scheduled, drop-in, and unstructured activities.

The preferences for and needs of spontaneous recreation tend to not get the same attention as organized sports. With resource limitations, municipalities will need to seek innovative partnerships to support a focus on both spontaneous use and structured programming.

Unless developing new amenities that cater to spontaneous use it can mean changes to how existing facilities are allocated, which would impact community group access and programming.

## **Flexibility and Adaptability**

Recreation, parks, and leisure consumers have more choice of activity options than ever before. As a result, activity organizers and facility operators must ensure that their approach to service delivery is fluid and is able to quickly adapt to evolving demand. Many municipalities have also had to make hard decisions on which activities they are able to directly provide, versus those which are more appropriate for the other organizations to provide.

Youth specifically have indicated that there is too much emphasis on structured programming when they are looking for unstructured / drop-in opportunities to create their own community. The development of multiuse spaces can help ensure that municipalities have the flexibility to adapt to changing interests and activity preferences of all residents.

## Focus on Individual and Community Health

There has been increased focus on programs that support mental, emotional and social health of individuals for shared benefit to the community. This has seen a shift to an integrated approach to social and recreation services focusing on whole being health.

Older adults are remaining active later in life and interests are shifting from traditional activities to those focused on wellness and active living.

There are opportunities to increase collaboration between various community organizations advocating for health, wellness and active living to avoid service duplication and gaps.

## Demographic Influences on Participation

Alberta continues to experience population growth based mostly on international immigration as natural growth is declining and interprovincial migration is anticipated to increase for the first time in five years. As our community continues to welcome newcomers it is important that our public spaces reflect their unique activity preferences, motivations, and activity needs.

The province projects that in 20 years one in five Albertans will be a senior. As we look to future facilities consideration needs to be given to the activity preferences and needs of a more diverse and ageing population.

## Arts and Cultural Activity Preferences

Generally, there is increased demand for arts and cultural activities with cultural tourists looking for local culture opportunities to immerse themselves in unique and genuine experiences. This can include traditional foods, original crafts and interacting with locals and their customs.





## Facility Provision, Infrastructure and Design Trends

### Aging Infrastructure

Most facilities developed up to the 1980s are stand-alone, mostly single purpose facilities. The next phase in facility development is a focus on renewing and adding onto these single-purpose spaces with aesthetic and operational enhancements.

2016 Canadian Infrastructure Report Card revealed several concerns and issues that will impact the delivery of sport and recreation infrastructure the near future:

- Risk of rapid deterioration without immediate investment
- In comparison to other municipal infrastructure, sport and recreation facilities are in the worst state
- Almost one in two recreation facilities are in very poor, poor or fair condition and in need of repair or replacement
- The extrapolated replacement value of recreation facilities in poor or very poor condition is \$9 billion.

### Technology

Technology touches every aspect of life, and recreation and cultural pursuits are no different. Participants expect to see emerging technology in facilities from automated access controls and payment to on-demand instruction and digitally-enabled equipment and interactive displays.

Participants can easily research nearby activities and expect to book activities through an online reservation system. Booking and advanced reservation to access facilities can help to manage capacity, as was seen during the pandemic. Software solutions encourage contactless payments and can help avoid crowding at reception areas.

New technology, business models and processes can enhance customer experience, engage a wider segment of the population and enable staff to make informed decisions on demands for services.

Staff shortages and slow service are the driving factors to customer dissatisfaction in recreation facilities as visitors expect an experience that embraces self-service. They want in-person recreation opportunities but want the experience to feel as convenient as other parts of their life.

Beyond supporting participation in other activities, technology has become an extremely popular activity in itself with the emergence of eSports.

### Integrating Indoor and Outdoor Environments

Consumers seek indoor spaces that interact seamlessly with the adjacent outdoor environment. This can include indoor / outdoor event spaces, walking trails and child play areas and public art. Designing an indoor facility to complement the surrounding site, parks and trail system is essential.

### Multiuse Spaces

Multiuse, multi-generational and multi-seasonal parks and recreation facility designs provide conveniences to residents, added value to user groups and the ability to create operational efficiencies. Creating spaces that are easily adaptable and re-configurable is another growing trend, which includes adjustable barriers, netting, walls, bleachers, and other amenities that can easily be set up or removed depending on the type of activity or event.

This provides an opportunity for all family members to participate simultaneously at the same location increasing participation levels.

There is a fine balance between an amenity being too multipurpose which meets the needs for some activities that can be restrictive to others that require specialized equipment with significant on-site storage needs.

### Accessibility

While accessibility has always been a critical element of facility design, this has expanded to not only address physical barriers to participation but also to ensure the amenities themselves and the activities offered within are inclusive and welcoming to all residents.

### Social Amenities

Modern indoor recreation facilities provide a convenient “one-stop shop” experience and a community hub approach has been applied to engage users of all ages and abilities. Best practices in facility design consider safety, comfort and opportunities for community gather and socialize. These amenities can support residents’ desire for social gathering spaces in a community without community leagues and cultural centres.

In addition, these public facilities fill an important role in supporting the unique needs of our community’s most vulnerable and fill an emergency social services role when needed.

### Funding Public Recreation Infrastructure

User expectations for recreation facilities and programs continue to increase, often requiring providers to make an investment in higher quality spaces that prioritizes whole-person wellbeing, convenience and flexibility of use.

Municipalities need to ensure an approach that can meet evolving community demand, while making difficult decisions on which activities they are able to directly provide versus those which are more appropriate to leave to local community organizations or the private sector.

#### Revenue Generating Spaces

Operators must find creative and innovative ways to generate revenue needed to sustain operations and future facility renewal investment through alternate revenue sources outside of government funding. Initially focused on lease spaces, this has been expanded to include private accommodations, medical / health services and short-term facility rentals.

#### Other Levels of Government Funding

While not new, changing political priorities of governments makes it challenging to predict and respond to funding opportunities creating the need to have “shovel ready projects” that are essentially redirecting already secured funding to get projects to this state of readiness. This has a particularly dramatic effect on a small to mid-sized community’s ability to plan for and invest in new recreation facilities without known provincial and / or federal funding opportunities.

### Active Transportation

More are using active modes of transportation as people are more environmentally conscious, are facing financial limitations (active transportation is generally a cheaper mode of transportation), and there is a migration of people back from the suburbs into urban communities, which places work closer to homes.

### Parking Lot Requirements

The increase in active transportation and public transportation options will require changes in the design supporting spaces surrounding our facilities. This includes an increase in the number and security of bike racks, larger lockers to accommodate rollerblades and skateboards, appropriate “parking spaces” for rentable e-scooters, and parking lots with vehicle charging stations and large drop-off points for buses and rideshare vehicles.

### Green Initiatives

There is an emerging requirement to integrate green technologies into new facility projects and for retrofits to existing expected by residents as well as project funding bodies. This also extends to integrating green initiatives into how recreation services are delivered such as water saving and low energy use activities, to minimizing the use of single use plastics and waste diversion initiatives.

### Electrification of Parks and Recreation

Electrical options in fleet vehicles, equipment and operations are cheaper, more efficient, healthier for communities and staff, and better for the environment. This includes the requirement for visitor and facility operations vehicle charging stations moving forward.

### Climate Change

Climate change is dictating many changes to facility construction and operations as there is the expectation that all facilities be environmentally sustainable. For example, having reliable, adequate and cost-effective access to a water supply is critical to providing indoor and outdoor aquatic amenities.

Additionally, outdoor spaces will require barriers between participants and the sun's rays for their safety and enjoyment. This may mean shade screens over playgrounds in the summer and roofs over outdoor ice rinks to extend the winter ice season.

### Facility Design

Recreation facilities are more than just bricks and mortar. They serve as places to connect, play, and grow and need to be attractive, safe, accessible, functional, and engaging. This includes the integration of age-friendly, sport-friendly, crime prevention, green and other unique design influences.

Like our homes, there is more emphasis on developing facilities that are attractive, warm, and appealing to a broader cross-section of residents that include public art, natural light and open design concepts.

### Unique Attractions

The integration of unique attractions like surfing in pools and rooftop ski slopes into traditional recreation facilities can generate increased attendance and revenue sources.

### Increasing Demand for Artificial Turf

A significant trend in athletic fields is the growing user preference and demand for artificial turf.

Historically, this field type was often reserved for elite levels of sport with no or limited community use. However, in many communities recreational users are increasingly looking to access artificial turf fields to expand their season of use, limit rainouts and field condition related cancellations, and enhance participant experience.

## Washrooms

With increased participation in walking and active transportation activities there is an expectation that community park spaces include washroom amenities.

## Insta-Worthy Spaces

Social media has risen to the top of many marketing plans. With 2.5 billion active Facebook users, for parks, recreation, and fitness organizations it offers a cost-effective way to increase participation and attendance. This also includes making recreation amenities and park spaces attractive for individuals to post their surroundings boosting your facility's profile, generating buzz as the new "word of mouth" and increasing exposure.



## Recreation Service Delivery Trends

### Social Inclusion

Recreation is not an 'add-on' to the social fabric of a community, it is an essential component in the community's overall health, vibrancy, and cohesion.

#### Fostering Community Development

In addition to operating recreation facilities and directly delivering services, a municipality can leverage its investment of public resources by empowering local organizations to operate their own facilities and / or offer programs to residents.

Development of children and youth is a major part of community development. Access to public recreation facilities and parks is important for youth to engage in a variety of activities, especially at-risk youth, and vulnerable populations. Participation in recreation creates leadership development opportunities that build social capital.

#### Diversity and Inclusion

Social inclusion has increasingly become a key focus area for many recreation service providers. While always an important issue, its significance has risen as communities have become more diverse. It looks to ensure that all residents are able to participate as valued, respected and contributing community members and involves basic notions of belonging, acceptance and recognition.

Today, parks and recreation providers focus on creating a level playing field that makes it easy to get involved. It is expected that facility operators and program providers will work towards equitable access to recreation services that meet the needs of an increasingly diverse community. Generally, recreation facilities have previously been designed with a limited demographic of user in mind that is not representative of all residents.

### Focus on Physical Literacy

Incorporating physical literacy in recreation programs for people of all ages and abilities is recognized as a requirement for lifelong participation in and enjoyment of sport. It is essential that the facilities and services provided are conducive to the fundamentals of physical literacy.

### Best Practices in Facility Allocation

At times, municipalities struggle with facility allocations, specifically balancing "historical use" with the needs of new groups or emerging activities. In recent years a number of Alberta municipalities have reviewed and adapted policies and practices to ensure that the provision of facility time aligns with desired outcomes, community values and ultimately provides the greatest benefit to residents.

### Year-Round vs Single Season Activities

As many sports move towards year-round activities and away from traditional seasonal competition, organizations are noting benefits such as improved individual athlete and team performance. But there are adverse effects like increased pressures on volunteers and securing the minimum number of participants needed to form teams across all age groups and competition levels as athletes are having to choose one sport rather than participating in several across the seasons.

## Economic Value of Recreation and Sport

Critical to the long-term sustainability of recreation facilities is achieving a balance between maximizing community and social outcomes while minimizing costs. These are often in tension with each other, with municipalities having to find a balance between providing facilities and levels of services that communities need and expect at a cost which is affordable for both users and taxpayers.

### Sport Tourism

Many municipalities are reacting to the growth and opportunities associated with sport tourism by dedicating resources to the attraction and retention of events. Sport tourism generates non-local spending in a community, can offset operating costs of facilities, and can enhance the community's profile. It can also generate opportunities for local athlete development and lead to infrastructure development legacies.

While sport tourism offers many benefits to a community, it is important that infrastructure investment is sustainable and beneficial to all residents, volunteer capacity assessed and the pursuit of events is strategically aligned with community priorities and facility capacity.

## Community Wellness Hubs

Communities are leveraging the important role parks, recreation and culture amenities have as a gathering place that connects residents to programs, services and spaces that promote wellness, improve health outcomes, and enhance quality of life.

## Staffing

Post pandemic it has been particularly challenging to re-engage the staff necessary to deliver recreation services, as well as the safe and efficient operation of recreation facilities. Moving forward, operators will need to better promote the career opportunities and benefits the recreation industry can offer. This includes compensation levels that move beyond the first-time jobs for young people and can support a person's financial needs in the long term. "You can make more working at McDonalds" is not conducive to a low turnover, expert and experienced workforce required in recreation facilities and services.

## Enhancing Customer Experience

There is growing focus on the use of technology, customizable experiences, incentivizing the customer's loyalty, and intentional customer service. Operators look to convert one-time visitors into regular facility users by providing positive experiences and leveraging word of mouth promotions that is then followed up with strategic programming and thoughtful member engagement activities.

Price point is important, but when looking at comparators customers are not necessarily looking at similar facilities and services in other communities (fitness excluded). They are comparing the investment in facilities and services against all of their other recreation activities and how they spend their leisure time. This is especially important now as households are faced with tough choices relative to discretionary spending.

## Licensing Parks

Many municipalities have made the move to permitting marijuana and alcohol consumption in parks and licensing of permanent special event sites.

## Performance Measurement and Use of Data

Facility operators and service providers are using data to measure performance to inform decision making. This shift is especially relevant for municipal providers whose services rely on public funding that is allocated based on outcome performance measures. The use of data not only can identify potential operational efficiencies but can also demonstrate continuous improvement in service delivery. It is common for many municipalities to have business analysts and research professionals specific to their recreation services divisions.

## Growth of Recreation Private Sector

A municipality continues to be the largest provider of recreation services in any community; however, there has been an emergence of private businesses. With some facilities no longer exclusively provided by a municipality, it will need to contemplate partnership opportunities and / or prioritizing investment of public funds into amenities and programs not being provided by others.



## Trends in Volunteerism and Partnerships

Volunteers are essential to the planning and delivery of recreation services and programming and without them, these services would be limited. For the City of Leduc, supporting these organizations includes professional development, board governance training, appreciation events, and promotion of volunteer opportunities.

### Risk Management and Increasing Complexity

Volunteer job matches the right person with the right volunteer opportunity, reducing turnover and organizational risk. The voluntary sector has responded to the changing environment by adopting corporate and public sector management practices including standards, codes of conduct, and accountability measures along with evaluation and outcome measurement. The professionalization of volunteer opportunities is also affecting the ability to grow a sustainable volunteer base as children traditionally duplicate what they see their parents doing and volunteer with them.

### Volunteer Recruitment and Retention

Although Albertans have high rates of volunteerism, motivations and desired experiences are evolving and require many non-profits to adjust recruitment and retention tactics. Young people volunteer to gain work-related skills, and this has expanded to new Canadians looking to develop work experience and to practice language skills.

### Volunteer Burnout

Much comes from the few. Volunteer Canada noted that while 47% of Canadians volunteer, one-third of all volunteer hours were contributed by 5% of volunteers.

### Doing Different

Volunteers continue to be vitally important to the planning and delivery of activities, but many organizations are having to make dramatic shifts in their approach as they are seeing less volunteers wanting to commit to less time. This combined with increased experience expectations and certification requirements of instructors is seeing many make the move to paid coaches and other staff positions. Volunteer boards must respond to the challenge of acting as both supervisor and strategic planners.

Volunteer capacity building initiatives will not address this trend alone and municipalities should be prepared for organizations seeking funding support as their costs rise. In addition, municipalities will need to bolster their investment in subsidy initiatives as increased costs are passed along to families, making participation further out of reach for some.

Alternatively, if an organization is unable to find the necessary volunteers and it cannot afford paid staff, a municipality may be asked to take on the primary organizing and service delivery role for activities traditionally delivered by local non-profit organizations.

### Partnerships

Recreation service provision has historically relied on municipal governments, and many are looking to form partnerships to enhance service levels and more efficiently manage public funding.

In addition, many service providers are working together to increase communications, modify programs and services levels to encourage participation and support healthy and active lifestyles together.

Examples of partnerships include facility naming and sponsorship arrangements, lease / contract agreements, the contracted operation of spaces, entire facilities, or delivery of programs.



## Barriers to Participation

Many Canadians face barriers that impact their ability to benefit from the physical, social, and mental benefits from participation in recreation activities. Understanding these barriers can help a community to identify strategies to mitigate these issues and encourage meaningful participation.

The 2022 Alberta Recreation Survey showed that Albertans that want to participate in new recreation activities face common barriers including:

- 35% equipment / supply rental or purchase costs
- 29% too busy with other activities
- 25% too busy with other commitments
- 21% I don't have the skills or knowledge

Recreation facility operators and program providers should provide training to staff to increase comfort levels to approach and aid individuals with accessibility challenges and be open to feedback as opportunities to better meet community needs.

All levels of government need to be cognizant of the unintended barriers to participation flowing from policies and funding provided to the non-profit organizations delivering much of the community's recreation services.

### Economic Barriers

Financial assistance programs can help those most in need, but rarely address needs for those above income thresholds but unable to commit family resources to "discretionary" spending on recreation opportunities.

In Jumpstart's 2023 State of Sport Report it noted that nearly half of parents surveyed indicated that they cannot afford to register their kids or organized sports and 81% of sport organizations said that costs to run youth programming has risen.

### Information Barriers

Barriers can include limited knowledge of what is happening and when. This can be as simple as not using a broad range of communication tools when promoting programs and facilities through to small print, complicated websites and not translating information pieces into different languages.

### Geographic Barriers

The distribution of recreation facilities and services in a community has a direct impact on the ability for residents from all areas participating.

### Inclusivity Barriers

In the 2022 Alberta Recreation Survey 32% of Albertans living with a disability rated recreation facilities and services as completely accessible.

#### Welcoming and Safe Spaces

For municipalities this extends beyond the facilities and services they provide, but also to creating funding agreements with community organizations to ensure events and programs are accessible for all.

## Pandemic Impacts on Recreation

The pandemic has changed how communities approach parks and recreation services. There will be no going back to 'the way things were' and to be successful service providers need to embrace this change by adopting new technologies and building a culture of innovation within their organization.

### Impacts on Participation

- Growing interest in unstructured, individual, and small group activities
- In Canada, more than half of gym-goers stated that they do not intend to return to their previous activities or facilities and will continue with individual and at-home activities adopted during the pandemic
- Many have noted an increased fear or anxiety about visiting public facilities
- Participants expect providers to offer a balance between indoor and outdoor programming
- Families are reassessing where organized sport fits, potentially placing greater value on recreation than on travel for competitive sport. Sport, recreation, and physical activities need to be more health and relationship-focused
- There is a desire to return to in-person activities and events, but due to overcrowding concerns, the preference may be for facilities and activities geared towards smaller crowds
- The pandemic had a disproportionate effect on the most vulnerable, noting they had less access to parks and physical activity during the pandemic and may be less likely to return to programs

### Impacts on Infrastructure

#### Building and Park Design and Operations

- Desire for four-season outdoor recreation opportunities placing pressure on trails, parks and support amenities (i.e. washrooms)
- Re-imagining public streets as active places for recreation and social activities and converting every available space in urban areas to parks and open spaces (i.e. pop up parks)
- Construction strategies from health care, including modular construction and bacteria-resistant surfaces and hygienic building materials. Minimize or limit many high touch surfaces including automatic doors, foot door pulls or elbow bump pads
- Change rooms allow for physical distancing, including private changing stalls and showers, increased spaces between lockers
- Amenity access controls and independent building systems and operations supports managing capacity and allowing portions of the facility be closed while others remain operational
- Examine traffic flow to reduce pinch points in existing facilities; new facilities should have larger entrances and corridors
- Substantial changes to operations such as automatic, self-serve, and touchless services

### Impacts on Community Demand

- Migration to smaller and mid-sized communities and less urbanized areas
- Emphasis on health equity and access to facilities and services
- A possible shift in prime-time demand as people work more flexible hours

## Impacts on Service Delivery

- Volatility in volunteer participation and impact to the ability to deliver services and host events
- Participants expect constant engagement and communication with real-time information
- Participants expect providers to prioritize safety and health security of participants, staff, and volunteers in public spaces that can increase operating costs and reduced access for facility users due to additional cleaning blocks required
- Use of plexiglass to separate program areas or pieces of fitness equipment as well as the development of single person work out zones
- The growth of virtual live and on-demand programs are convenient for users and cost-effective for providers
- Practitioners are finding new ways to use technology and automation while still building a sense of community and fostering socialization
- While technology removed barriers to participation for some, others do not have access, equipment or know-how to navigate virtual programs



## SCORE Analysis for Trends and Leading Practices

### STRENGTHS

Leduc offers the top activity preferences noted in surveys, and in the case of walking, has an integrated network of quality of four-season multiway trails

Leduc has a well-established capital plan that includes significant recreation facility projects

Leduc's extensive and connected multiway system supports increased interest in individual pursuits such as walking, bird watching and cycling

Even with a national trend of declining participation in youth sports, Leduc's community partners report high participation levels in these activities

The LRC has been established as Leduc's community hub, hosting a variety of events and activities that promote social connection and community well being

The City invests extensively in community and volunteer development initiatives and funding opportunities

### CHALLENGES

While participation in sport remains high in Leduc, youth input notes preference for more unstructured activities, arts and music programming

Unstructured activity needs being met in drop-in amenities (pool, fitness, green spaces), more is needed in other amenities (arena, field house, curling rink)

High utilization rates make it challenging to introduce new activities or user groups expected by a growing, young, and more diverse community

Leduc's aging infrastructure, while well-planned for, will require significant reinvestment in the next 10-20 years

Long term operational planning needs to adapt to changes to the recreation workforce (number of staff and work preferences)

Operating and construction costs have increased which is challenging for small to mid-sized municipalities experiencing high growth and services demands

Increased regulatory, risk management and safety requirements for volunteer-based service providers faced with volunteer capacity and funding constraints

### OPPORTUNITIES

Many influences are significantly changing the approach to service delivery – flexibility, adaptability, and community connection, supports and partnerships are crucial

Build arts and culture initiatives to attract cultural tourists as was successfully done for Sport Tourism

Maximize the use of technology to support quick and convenient access to City services and facilities

Better utilize diminishing volunteer base through collaboration and coordination of activities amongst service providers

Service providers consider "family friendlier" formats to increase participation (reduce costs, consolidate activities in shared locations, revisit league boundaries to reduce travel time)

Redevelopment of existing amenities that consider alternative uses of underutilized spaces

With partners, review available introductory-level recreation, sport, arts and cultural programming and identify gaps / opportunities for the City to expand participant base and community participation

### RESULTS

Opportunities to increase collaboration and information sharing between service providers to avoid duplication and gaps

Repertoire of services focus on whole-being health, that meet the community's social, mental, emotional and physical wellness needs

Existing amenities are modernized and new built to be easily adaptable and re-configurable with a reduced environmental footprint

Advocate with other levels of government for predictable facility development funding programs that municipalities qualify for

Future amenities incorporate evolving design trends that increase participation and satisfaction levels

The City's recreation services reflect priorities of physical literacy, social inclusion, and whole person wellness

The City has assessed, identified, and introduced opportunities to enhance customer and facility user experiences based on engagement with its participant base

The City has clearly defined recreation service levels and targets to evaluate and prioritize facility enhancement and development priorities

Real-time communications on facility attendance positively impacts peak time capacity challenges

### EFFECTIVENESS

Facility, program and City satisfaction surveys note that City facilities are meeting needs, are accessible, and there are decreasing barriers to participation

Facility utilization, participation key performance indicators and stakeholder input are integrated into maintenance and capital budget development

The City has increased drop-in opportunities for residents during peak times through allocation and optimizing the use of partner facilities

The City converts one-time visitors to regular facility users through positive experiences and targeted messaging, strategic programming, and member engagement opportunities that are measured

Newcomers fully and equally participate in recreational activities as cultural and language barriers to participation are addressed

# Stakeholder Engagement

## IN THIS SECTION

Engagement activities conducted

Overview of engagement findings



*As part of Leduc's commitment to public engagement, community members, groups and stakeholders were invited to provide input on recreation facility priorities via online surveys and in-person discussions.*

The following includes an overview of engagement activities conducted and high-level summary of the findings from engagement activities. Complete survey questions and results are in the Appendix.

## Engagement Plan

The goal for engagement was to gather feedback from residents on their current participation and use of recreation facilities and services as well as generate input on future facility and community need priorities. In keeping with the City of Leduc Public Engagement Policy, targeted facility partners and community stakeholders were engaged to better understand their evolving programming and future facility needs to inform facility development prioritization.

### Who We Heard From

Several online surveys collected responses from residents and stakeholders on current and future facility use, needs and priorities. A general resident survey and engagement activities did not occur as the 2018 Needs Assessment included comprehensive open and coded resident surveys. It was felt that efforts would be better served to connect with individual facility users and organizations partnering in the delivery of recreation and culture services for this update to the Needs Assessment leaving the general community engagement activities closer to facility construction.

The following internal and external stakeholders were engaged as they are affected by its outcome or will influence the outcome.

### General Public

Individual users of all ages of City recreation and culture facilities were invited to participate in an online survey.

- Attendees of Family and Performance Series performances at the Maclab Centre for the Performing Arts
- Facility attendees across all amenities at the Leduc Recreation Centre
- Participants at October's Teen Takeover event, Leduc Youth Council and junior and senior high students in Leduc



**External Stakeholders**

Community organizations that access and / or deliver recreation and cultural services to the community in City facilities.

- Community recreation, sport, heritage, arts, and cultural organizations serving residents of all ages
- School Boards

**Internal Stakeholders**

Members of City of Leduc administration and Council and other regional partners.

- City staff
- City Council
- Parks, Recreation and Culture Board

**Our Approach**

Using the surveys and approach to stakeholder interviews used in the 2018 Recreation and Culture Facility Needs Assessment we solicited updated information and feedback on facility development.

**Timelines**

USER GROUP	METHOD	TIMELINE
Facility Users / Public	Online Survey	September 19 – October 23
External Stakeholders	Online Survey	September 8 – October 23
	One-on-One Discussions	September 8 – December 2
Internal Stakeholders	Online Survey	October 3 – 23
	Presentations / Meetings	September 12 – October 20

**The Tools Used**

**Online Survey**

The online surveys were the primary tool used to collect feedback on existing facilities, services and participation information, as well as to solicit input on future facility needs and priorities.

<b>COMMUNICATIONS</b>	lobby signage with link / QR code at Maclab and LRC inserts in Maclab performance programs email invites to external and internal stakeholders postcard mailed to external stakeholders printed surveys at LRC Guest Services
<b>THE RESULTS</b>	Individual Facility Users – 102 responses Youth – 175 responses Facility User Groups – 15 responses Staff – 30 responses BGRS internal school survey (shared) – 8 responses

### One-on-One Discussions

In their online survey submission, organizations had the option to request a one-on-one discussion to further discuss their facility needs, expectations and priorities.

<b>COMMUNICATIONS</b>	email invites to external stakeholders follow-up phone call to external stakeholders
<b>THE RESULTS</b>	met with 10 major recreation facility user groups

### Internal Workshops and Meetings

Internal stakeholders participated in group discussions to share project details, collect pertinent information on work completed to-date associated with the West Campus site and to collect feedback on how best to approach amenity development prioritization.

<b>COMMUNICATIONS</b>	email invites to internal stakeholders
<b>THE RESULTS</b>	12 internal meetings

## Engagement Summary and Results

### What We Asked

The online surveys included a variety of multiple choice, rating and open-ended questions to solicit feedback in current participation and facility usage, barriers to participation and future facility expectations, needs and priorities. Survey questions are noted below with responses summarized in the Appendix.

### Individual and Youth Surveys

#### Demographic Information

- Residency
- Age

#### Current Use of Recreation and Culture Spaces

- What are the main reasons you participate in recreation and culture opportunities?
- What, if anything, prevents you from participating in these opportunities?
- How frequently do you visit each of the listed indoor city-operated / city-supported / privately-operated facilities?
- How frequently do you visit each of the listed outdoor city-operated / city-supported facilities?
- Rate your level of satisfaction with each of the indoor / outdoor amenities you use.
- Individual survey only:
  - Rate the extent that you agree with this statement:  
**“The current facilities and spaces in Leduc meet the needs of our family.”**
  - If you travel to access recreation and culture facilities outside of Leduc, what is the primary reason you participate in activities in other locations.
- Youth survey only:

- Where do you spend most of your free time?
- Do you participate in recreation, sport and arts activities often?
- Thinking of the activities you participate in, how are they organized?

#### Future Facility Needs

- From the list of indoor facility types, select 5-10 sport and recreation amenities that should be the priority.
- From the list of outdoor facility types, select 5-10 sport and recreation amenities that should be the priority.
- From the list of indoor and outdoor facility types, select 5 arts, culture and heritage amenities that should be the priority.
- Individual survey only:
  - The pandemic has reshaped how people engage in recreation and culture activities. Based on your experience, what influences on participation are most likely to continue?
  - Considering the facilities members of your household have used in other communities, are there any trends, unique design features or best practices that you would like to see at current or future facilities in Leduc?
- Youth survey only:
  - When designing a space with youth activities in mind what top 3 things would you like / use the most?
  - What else can the City do to create better indoor and outdoor public spaces for young people?

#### General

- Individual survey only:
  - From the list, what do you feel is the most important criteria to determine future facility priorities?
  - Recreation and culture facilities are paid for by a combination of tax support and fees paid by the user. Would you be willing to pay increased property taxes to support new facilities? Would your household be willing to pay increased user fees to access new facilities?
  - Any additional comments on current or future facility needs not already touched on?
  - Respondents had option to enter contact information to be entered into Fill Your Card or Fill Your Tank Grand Prize for a \$250 Co-op gift card.
- Youth survey only:
  - Respondents had option to enter contact information to be entered into Prize Draws for a \$50 gift cards.



## External Stakeholders (User Groups) and Internal Stakeholders (Facility Operations / Service Delivery Staff)

### Organization Information

- Contact information
- Primary purpose of the organization and the services delivered
- Age of participants served
- Participant numbers
- Over the next 5 years, what are your expectations for your participant / membership numbers?
- Participant residency

### Current Use of Recreation and Culture Spaces

- There are a variety of facilities and spaces in Leduc that are used by organizations to deliver their programs, services, events and meetings. Please identify the 5 indoor / outdoor spaces your group uses most often in an average activity year.
- For the indoor / outdoor spaces selected please share how often your group uses this space.
- Rate the extent that you agree with this statement:  
**“The current facilities and spaces in Leduc meet the needs of our organization.”**
- Please describe any enhancements that would improve your organization’s experiences in the existing facilities you use.
- What are the top 2 challenges currently being experienced by your organization in its use of existing City facilities and activity spaces?
- User Groups only:
  - Does your organization currently book access to recreation and culture facilities outside of Leduc to deliver your programming / services?
  - Please select the primary reason for why you conduct activities in other locations.

### Future Facility Needs

- Answering on behalf of your organization please describe the possible changes in each of these areas that will impact how you deliver programs / services and will be a major influence on your future facility needs.
  - Participants / Members – who is participating, demographic / social / geographic
  - Participation Rates and Patterns – participant numbers and how often they participate
  - Program / Service Delivery – examples include risk management, fair play / inclusion initiatives, long-term athlete development, accessibility, climate initiatives, transportation constraints, volunteers, etc.
  - Other
- The pandemic has reshaped how people engage in recreation and culture activities. Based on what you are hearing from your participants what changes are most likely to continue?
- From the list of indoor facility types, select 5 sport and recreation amenities that should be the priority.
- From the list of outdoor facility types, select 5 sport and recreation amenities that should be

the priority.

- From the list of indoor and outdoor facility types, select 5 arts, culture and heritage amenities that should be the priority.
- From the list, what do you feel is the most important criteria to determine future facility priorities?
- User Groups only:
  - Considering the facilities members of your organization have used in other communities, are there any trends, unique design features or best practices that you would like to see at current or future facilities in Leduc?

### General

- Recreation and culture facilities are paid for by a combination of tax support and fees paid by the user. What ratio of user fees to tax support do you feel is an appropriate target for the City?
- Any additional comments on current or future facility needs not already touched on?
- User groups only:
  - Would your organization be interested in accessing lease spaces in future recreation / culture facilities?
  - In what ways would your organization be willing to partner with the City on potential future facility projects or initiatives?
  - Respondents had option to enter contact information and scheduling preferences to set up a one-on-one follow up discussion.

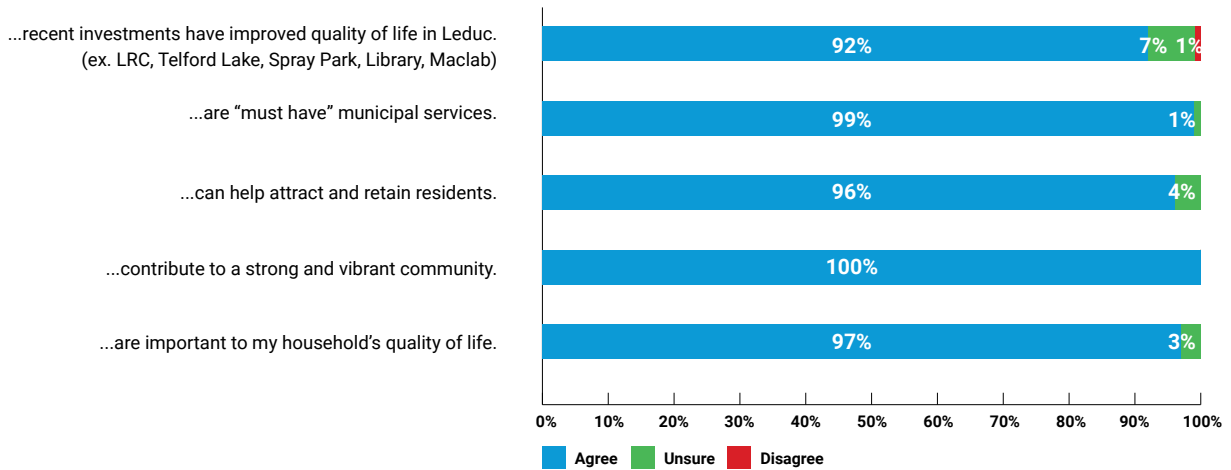


## Engagement Themes and Findings

In addition to online survey results found in the appendix the following includes feedback shared by stakeholders in a series of one-on-one and small group discussions.

### Current Participation and Recreation Facilities Feedback

When asked to what extent they agree with the following statements, almost all survey respondents agreed when asked to what extent they agree with the value of recreation for the community.



An overview of key participation influences, challenges and satisfaction levels are as follows:

OVERVIEW		USER GROUP	INFLUENCES
Motivations		Individuals	physical health, fun / entertainment, mental health, to be with family / friends, meet new people / socialize, relaxation / unwind.
		Youth	fun / entertainment, physical health, improve skills / knowledge, competition / challenge, to be with family / friends.
Barriers		Individuals	schedule doesn't work for me, admission fees / activity costs.
		Youth	cost, no one to go with, too busy, don't know what's available.
Amenities	Used Most	Individuals	pool, indoor track, fitness centre, library, multiways, playgrounds, natural areas.
		Youth	arena, pool, fitness centre, field house, multiways
	Highest Satisfaction	Individuals	pool, library, indoor track, courts, fitness centre, multiways, playgrounds, outdoor pool, natural areas.
		Youth	track, library, pool, fitness centre, parks, multiway, outdoor pool, skating rinks.
	Lowest Satisfaction	Individuals	youth spaces, indoor playground, social spaces, visual arts space, pickleball courts, skateboard park.
		Youth	music / performance space, youth spaces, gymnasium, outdoor fitness park, basketball courts, paddling amenities.
Needs Being Met	Individuals	6 stars out of 10	

100% of facility user groups and 96% of City program / event organizers indicated that they expect their participant base to grow. When asked the extent that current facilities in Leduc meet the needs of their organization, 70% of user groups and City program / event organizers somewhat or strongly agreed.

30% of City program / event organizers noted that participants are currently being turned away due to facility access and facility size challenges.

User groups were asked for the top challenges they experience using existing City facilities and activity spaces. The majority indicated that access to required spaces is constrained (too many users for limited spaces) and the facilities were not built with their activity in mind and they are “making due” with multipurpose spaces.

In the one-on-one discussions with facility stakeholders a number of themes emerged.

#### **Perspectives on the “current state” of recreation and culture amenities in Leduc.**

- People value recreation and cultural opportunities. They believe that the investment in facilities over the past decade has made Leduc a better and more vibrant place to live.
- Centralizing activities at the LRC has improved participation and accessibility. However, the LRC has become “stretched” with no opportunity for current users to expand their program offerings or serve more participants.
- Access to existing spaces during prime time was the biggest issue for both internal and external stakeholders and some felt that the growth of Leduc has outpaced facility capacity and development.

#### **Opportunities to make more effective use of existing facilities**

- Storage at the activity site is essential to support programs’ success and to avoid unnecessary pressures on volunteers to transport or cause risk management issues when storing equipment at private residences.
- Support amenities are lacking. For outdoor amenities this is primarily washrooms and for indoor amenities it included access to dryland spaces for athlete use.
- While some amenities are at capacity others are not used as much as they could be. Opportunity to enhance existing or tiering system to incentivize and increase use.
- Allocation favours established groups with an emphasis on historic use that hinders the ability for new organizations to become established, the opportunity for new activities to be introduced and limits the ability for existing organizations to grow their programming.

#### **Future facility needs and gaps**

- There is excitement that arts and culture is seeing more attention and investment and there is hope that this will continue with new facility developments.
- Many share the importance of balance in our facilities. While sharing priorities for their own sports’ needs, many spoke to the importance of providing facilities that support a variety of interests and abilities. Developing multi-purpose spaces will meet the needs of a broader cross section of the community.
- Tiering facilities may help to alleviate facility allocation pressures to optimize use across amenity inventory.
- Several stakeholders shared that there is not an affordable community hall for their fundraising events. Hotels are available but are expensive with add-on costs for food, equipment rentals, etc. Program rooms in City facilities are insufficient size and lack the support amenities needed for these types of bookings.

- Suggestion that west campus / next facility prioritize meeting the needs of community use first. With the LRC and Lede Park the flagships for non-local Sport Tourism events and spending.

**Future Participation and Recreation Facilities Input**

Amenity priorities for development:

**Indoor**

- leisure pool, lane pool, gymnasium, fitness, climbing wall

**Outdoor**

- multiways, playgrounds, outdoor pool, natural areas, boarded rinks, toboggan hills, mountain bike / BMX

**Arts and Culture**

- library, festival / event / market grounds, concert facilities, outdoor performance spaces, sound / video recording spaces

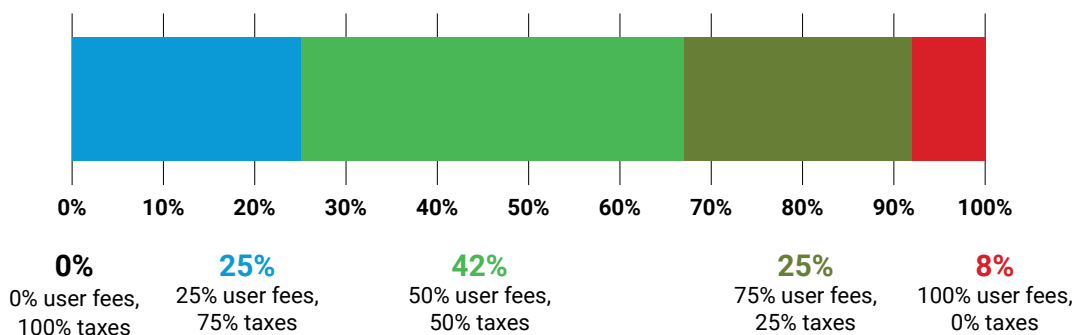
When asked what criteria should factor into facility development decisions, most respondents indicated that a facility responding to demands / requests from the community should be prioritized.

When asked how the pandemic has shaped how people participate in recreation activities and what they feel will continue to influence participation, respondents noted reduced spending on recreation activities.

When asked a similar question on changes most likely to continue post-pandemic user groups noted that financial constraints have dramatically changes spending on recreation activities, negative emotions like exhaustion and fatigue are reducing participation levels and participants are hesitant to commit due to risk of cancellation or illness.

When asked for preferences on how future facility developments should be funded, one third of individuals indicated that they would be willing to pay increased property taxes and a similar amount noted their willingness to pay increased user fees to support enhancements to recreation opportunities.

Facility user groups were asked to select the ideal combination of tax support with user fees with the following results:



## SCORE Analysis for Stakeholder Engagement



# Preliminary Infrastructure Priorities and Recommendations

## IN THIS SECTION

Key findings and potential impacts

Amenities rankings

Amenity prioritization framework

Recommendations



## Key Findings and Potential Impacts

Based on information already shared, several key findings have been identified in each section’s SWOT Analysis with potential related impacts for Leduc.

KEY FINDING	POTENTIAL FUTURE IMPACT
Residents place a high value on recreation and culture services.	Continued resident support for investment in recreation and culture initiatives. Continued high service level expectations.
Satisfaction levels are relatively strong.	Future satisfaction levels will be dependent on investment undertaken by the City, growth and regional dynamics.
The Leduc region has many strong community organizations.	Strong levels of advocacy for continued investment with competing projects / initiatives requests from groups. Continued reliance on community groups in recreation and culture service provision may present future challenges as a result of changing nature of volunteerism.
Demand exists for new facility development.	The City will be unlikely to meet all demands and wishes for new projects (prioritization will need to occur). Partnerships will become more important.
There is a belief that recreation has been prioritized more than arts and culture.	Increased collaboration / organization of arts and cultural groups to advocate for facility investment.
The City and region continues to experience growth and is projected to continue growing.	Challenging for the City to maintain overall service levels (provision ratios). New communities and neighbourhoods will expect amenities to be provided at similar levels to mature areas. As the majority of municipalities in the region continue to grow there will be an increased need for dialogue.
Benchmarking research suggests that expectations will evolve as the community grows.	Demand for new types of facilities or expanded provision of existing facility types. Increased user group expectations.
Utilization of many major facilities is high.	Revisiting of allocations and fee policies to identify opportunities for efficiency and better service community priorities. Demand for expanded provision of high utilization facility types.
Cost is a barrier to facility access	Increased demand for program / membership subsidization.









## Amenity Prioritization Framework

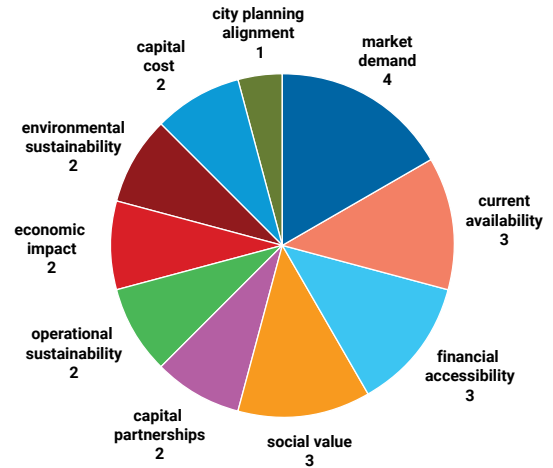
The City of Leduc recognizes that all recreation amenities and services provide benefits to the community. However, due to resource limitations, the City must make prioritization decisions based on a transparent, fair and evidence-based process.

This table outlines the agreed upon criteria and assigned metrics for prioritizing recreation amenities. First established based on input received from the public, facility stakeholders and the guidance of the City’s Parks, Recreation and Culture Board in 2018, it was updated to include Social Value and Environmental Sustainability by City Council in 2022.

CRITERIA	METRIC				WEIGHT
	3 points	2 points	1 point	0 points	
Market Demand: facility demand indicators – engagement results	For # 1 – 2 Facility Demand Indicators result	For # 3 – 4 Facility Demand Indicators result	For # 5+ Facility Demand Indicators result	For community amenity priorities that are not in scope.	4
Current Availability	The amenity space would add completely new opportunity in Leduc.	The amenity space would significantly improve provision of the existing opportunity in Leduc.	The amenity is sufficiently provided but may require ongoing expansion based on growth.	The amenity is sufficiently provided and is not likely to require ongoing expansion based on growth.	3
Financial Accessibility	The amenity is likely to be provided at no user cost and available at most times through spontaneous use.	The amenity has some user cost but would be affordable and publicly accessible through a combination of spontaneous (drop-in) and programmed / rental use.	The amenity is primarily accessible through programmed / rental use.	The amenity would not be accessible to most residents.	3
Social Value	The amenity is welcoming, safe, accessible, inclusive and provides significant and equitable opportunity for all residents to be active and creative while fostering a sense of belonging and connection to community.	The amenity strives to be welcoming, safe, accessible, inclusive and supports social wellbeing, however some residents may experience barriers to participation and / or the amenity’s flexibility of use may limit opportunities for all residents to connect.	The amenity has the potential to make a positive social impact for the community via the activities offered at it and not necessarily due to the amenity itself because of considerable barriers of access and / or participation.	Does not support a significant impact of social value.	3
Capital Partnerships	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.	2
Operational Sustainability	The amenity has a low overall operating cost impact.	The amenity has a moderate overall operating cost impact.	The amenity has a high overall operating cost impact.	The amenity is not likely to be feasible.	2
Economic Impact	The amenity will draw significant non-local spending into the Leduc area and catalyze provincial, national and / or international exposure.	The amenity will draw moderate levels of non-local spending into the Leduc area and / or retain resident spending in Leduc.	On rare occasions the amenity will draw non-local spending into the Leduc area.	The amenity has minimal economic impact (primarily serves a local population).	2
Environmental Sustainability	The amenity design, construction and operations reduce its carbon and waste footprint and will experience high utilization rates to optimize invested natural resources.	The amenity has minimal carbon and waste impact and experiences fair utilization.	The amenity has high carbon and waste impact and along with fair to high utilization rates.	The amenity will produce lots of waste and be carbon intensive that far exceeds the value of its use.	2
Capital Cost	The estimated capital cost for the amenity is <\$1M (low).	The estimated capital cost for the amenity is \$1 – 3M (low / moderate).	The estimated capital cost for the amenity is \$3 – 5M (moderate).	The estimated capital cost for the amenity is >\$5M (high).	2
City Planning Alignment	The amenity has been identified as a high priority in overarching City strategic planning.	The amenity has been identified as a top medium priority in overarching City strategic planning.	The amenity has been identified as a low medium priority in overarching City strategic planning.	The amenity has not been identified at all in overarching City strategic planning.	1

The Amenity Prioritization Framework’s results are intended to provide Council with a reference point when contemplating future investment in recreation facilities. This is where wants identified in community engagement are assessed in relation to all of the other data gathered and the community’s needs are identified. These rankings are subject to change as new information becomes available and can be used to assess existing facility renewal in addition to new facility development priorities.

This is a visual representation of the weighting of each criteria in relation to each other and framework scoring overall.



### Preliminary Amenity Rankings

#### Indoor Sport and Recreation Amenities

AMENITY	SCORE	RANK
youth activity spaces	48	1
indoor courts / gymnasium (basketball, pickleball)	47	2
pool - leisure swimming, spray features	47	2
program spaces (multiuse)	47	2
senior activity spaces	45	5
indoor child play spaces	44	6
climbing wall	44	6
leisure skating surface	43	8
indoor track	43	8
arena	42	10
unboarded multipurpose sports field (futsal, baseball, football)	41	11
pool - lane swimming, lessons, sport training	41	11
fitness / wellness spaces (fitness centre, studios)	10	13
esports hub	37	14
boarded multipurpose sports field (lacrosse, soccer)	37	14
agricultural amenity / riding arena	35	15
pool - therapy	35	15
obstacle course / parkour amenities	35	15
bowling	35	15
rifle / archery range	34	20
performance arena (seating 1500+)	32	21
meeting spaces / classrooms	31	22
social / banquet facilities	30	23
court sports (racquetball, squash)	29	24
office spaces / storage for community groups	28	25
event / show facilities (dedicated)	28	25
functional fitness training space	28	25
pool - diving tank	27	28
combative sport space (judo, karate)	25	29
gymnastics	23	30
curling rink	16	31



### Outdoor Sport and Recreation Amenities

AMENITY	SCORE	RANK
water / spray park	58	1
pickleball courts	57	2
multiway trails (non-motorized)	52	3
picnic areas / shelters	52	3
ball diamonds	51	5
natural areas	51	5
festival / event / market grounds	50	7
parks and green spaces	50	7
dog walking / off leash areas	50	7
skateboard / scooter park	49	10
obstacle course / parkour amenities	47	11
multiuse fields	46	12
toboggan / tubing hills	46	12
BMX pump track	46	12
agricultural areas (horse riding arena)	46	12
playgrounds	45	16
artificial turf field	45	16
partially covered skating surface / rink	44	18
tennis courts	44	18
hard surfaces / courts (basketball)	43	20
ornamental parks	43	20
football / rugby fields	42	22
skating paths / surfaces	42	22
water / paddling amenities	42	22
stocked fishing pond	42	22
outdoor pool	41	26
community gardens	41	26
beach volleyball courts	40	28
disc golf	40	28
fitness park	39	30
horse shoe / corn hole amenities	38	31
motorized multiuse trails (ATV, skidoo)	37	32
boarded outdoor rink	36	33
track and field amenities	31	34
campground	29	35
golf course	20	36



**Arts, Culture and Heritage Amenities**

AMENITY	SCORE	RANK
stage for open mic and jam sessions	50	1
program spaces (multipurpose) / makerspaces	47	2
festival / event / market grounds	47	2
library	46	4
outdoor interpretive / heritage preservation areas	44	5
public art sites	44	5
ceremonial spaces (indoor)	42	7
fine / visual art spaces (studios, galleries)	41	8
historical displays / museum	40	9
indigenous spaces	39	10
outdoor performance space, pavilion / amphitheater	39	10
performing arts spaces (theatre, dance spaces)	38	12
event facilities (dedicated)	38	12
culinary arts spaces	38	12
sound and video recording, multimedia production spaces	37	15
concert facilities	34	16
archives	32	17
indoor performance spaces with banquet / food services	30	18
classroom spaces	30	18
office spaces / storage for community groups	29	20



When comparing the results from the 2018 to 2022 amenity assessment for the top 10 indoor and outdoor recreation amenities the following highlights major shifts in priorities in the past five years, particularly with:

- Leisure skating surface ranking up - 21 to 7
- Indoor track ranking up - 22 to 7
- Meeting spaces ranking down – 9 to 22
- Ball diamonds up – 30 to 5
- Pickleball courts up – 18 to 2
- Playgrounds down – 7 to 16

It is important to note that the 2018 results included both a coded and open public survey opportunity whereas the 2022 assessment did not.

### Indoor Sport and Recreation Amenity Rankings

AMENITY	2022 RANKING	2018 RANKING	CHANGE
youth activity spaces	1	7	↑ 6
indoor courts / gymnasium	2	9	↑ 7
pool - leisure swimming, spray features	3	4	↑ 1
program spaces (multiuse)	3	5	↑ 2
senior activity spaces	5	6	↑ 1
indoor child play spaces	5	2	↓ 3
climbing wall	7	*	*
leisure skating surface	7	21	↑ 14
indoor track	7	22	↑ 15
arena	10	8	↓ 2
meeting spaces	22	9	↓ 13

### Outdoor Sport and Recreation Amenity Rankings

AMENITY	2022 RANKING	2018 RANKING	CHANGE
water / spray park	1	14	↑ 13
pickleball courts	2	18	↑ 16
multiway trails (non-motorized)	3	3	=
picnic areas / shelters	3	12	↑ 9
ball diamonds	5	30	↑ 25
natural areas	5	2	↓ 3
festival / event / market grounds	7	5	↓ 2
parks and green spaces	7	*	*
dog walking / off leash areas	7	9	↑ 2
skateboard / scooter park	10	18	↑ 8
toboggan hills	12	4	↓ 8
more trees	*	5	*
BMX	12	7	↓ 5
playgrounds	16	7	↓ 9
mountain bike park	*	10	*

\* The amenities flagged with an asterisk were not included in amenity selections for survey respondents and not vetted through the Amenity Prioritization Framework making comparator analysis not possible.

## Preliminary Amenity Rankings

For the West Campus project, the top 10 ranked indoor and outdoor recreation amenities were placed into development categories. These categories consider all data and information collected for this Needs Assessment as well as related considerations that will factor into whether an amenity should be included in the West Campus site and associated financial strategy or not.

It is important to note that these rankings are preliminary and will require further exploration through future facility development and feasibility planning activities.

### Low Priority

Anticipated trends and demographic shifts indicate that the current inventory of municipal and privately run amenities in the region will adequately meet our community's needs for this amenity in the future. Use is under 50% during prime time / peak season. There is insufficient current and / or future community demand to justify a significant investment in this amenity's development at this time.

- leisure ice surface
- multiuse fields
- indoor playground
- toboggan hills

### Medium Priority

The current inventory of municipal and privately run amenities in the region are generally meeting demand; however, high usage is likely to become an issue as our community grows and experiences demographic shifts. 50 – 69% use during prime time / peak season and there is support from several facility stakeholders for amenity development. Benchmarking, trends and future-casting indicate that this amenity's development should be re-evaluated in the future.

- indoor track
- outdoor artificial turf
- diamonds
- field house – artificial turf
- dome – artificial turf
- standalone arena
- skateboard park
- senior activity spaces
- picnic sites / shelters
- natural areas
- off leash areas
- fitness centre

### High Priority

Research indicates that trends, anticipated demographic shifts, growth projections and many facility stakeholders have identified this amenity as a future development priority. 70 – 89% use during prime time / peak season. The offerings of this amenity in the region are meeting current demand; however, there is little ability to accommodate increased usage due to community growth and / or support emerging programming, sports and activities. Or there is an established demand for an amenity that does not currently exist in Leduc.

- gymnasium
- outdoor courts / skating pads
- festival / event / market grounds
- aquatic centre
- youth activity spaces
- climbing wall
- playground



### Top Priority

Data indicates demand is not currently being met and current inventory will inadequately respond to expected trends, population and demographic shifts. 90% + use during prime time / peak season. Strong support in engagement activities from majority of facility users. Without an immediate investment in this amenity's development there will need to be significant changes to the allocation and programming of existing facilities to meet current demand. This amenity has been identified as a Strategic Priority for the community.

- twin arena
- multiuse program spaces
- spray park
- pickleball courts
- multiway trails



## Key Findings and Recommendations for the City of Leduc

The SCORE Analysis identified recreation service and facility development priorities to support the City in achieving its goals in the delivery of recreation services for the community. It detailed current strengths, challenges, and opportunities and offered options to address evolving needs, facility operations and strategies to prioritize future facility development.

This analysis generated the following recommendations for the City's consideration:

### Optimize existing City facilities and services

- Clearly define recreation service levels with targets, measures, and outcomes that assess service delivery, facility operations and maintenance needs as well as the triggers for future service and facility development. Prioritization needs to consider the rising costs to deliver these services; the City of Leduc, alongside its residents, will need to decide how limited resources are best invested.
- Develop short and long-term bridging strategies to maximize the benefits from the City's existing infrastructure and resource investment until the construction of new amenities. Continued community growth will pressure already stressed facilities and service levels. The SCORE Analysis identified several suggestions including:
  - Review and update City policies and practices to maximize facility use and participation — fees and charges, facility classification and allocation, programming/service delivery, financial support programs and more.
  - Establish and report on service level targets, key performance indicators and outcomes to assess service delivery — current availability (utilization, benchmarking, participation rates, accessibility), market demand/engagement, future trends, social value, operational sustainability, and economic impact.
  - Address gaps in services, animate off-peak (City facilities) and peak (partner facilities) facility use through targeted marketing campaigns and offering an array of direct programming and drop-in opportunities.
  - Assess opportunities to expand single activity into multiuse spaces, facility expansion, and/or repurpose underutilized spaces.
- Consider how existing infrastructure, services and community support initiatives incorporate priorities based on identified trends and the top ranked amenities noted in this assessment. All recreation service providers should consider how their existing infrastructure and services can incorporate these priorities — youth and senior friendly spaces and activities, multiuse spaces, informal social gathering and unstructured activity spaces, offerings from introductory through advanced skill levels, etc.
- Identify barriers and develop dynamic safety net strategies in collaboration with stakeholders and other community partners so all residents have comparable access to the City's facilities and services. This includes frequent analysis to identify the economic, information, geographic and accessibility barriers Leduc residents may experience when trying to access these facilities and services.

### Understanding community needs

- Solicit feedback on existing recreation opportunities and input on future needs through regular engagement so that the City's recreation facility development and service planning reflects the current and emerging recreation needs of a growing and more diverse community. This includes regular engagement with facility users (individuals and

community organizations), participants in structured and unstructured activities, as well as the broader community (particularly those not currently participating in recreation services).

- Engage regional municipalities and private partners to understand their facility usage, capacity, and development plans to identify additional recreational opportunities for residents such as activities not available in Leduc and expanding on existing services pressured by Leduc's facility capacity challenges.
- Offer diversity and inclusion learning opportunities for City staff and community volunteers responsible for planning and delivering services and operating facilities to effectively address the unique needs and expectations of a more diverse community. This includes safe sport initiatives so that all can participate in recreational activities and attend facilities without fear of maltreatment.

### Continue collaborative work with stakeholders

- Work with community partners to establish a shared understanding and inventory of recreation partners, services, and facilities and use this information to communicate broader recreation opportunities available to residents and identify any duplication or gaps in services to prioritize the City's investment in recreation services and facilities.
- Engage facility and service stakeholders in the development and implementation of facility optimization and bridging strategies. Regularly communicate the prioritized needs the City intends to address in its offerings of recreation facilities, services, and funding opportunities for community organizations. This includes sharing the performance targets / outcomes / results and the cost to provide these facilities and services.
- Consider the realities of the changing volunteer landscape in the City's volunteer capacity building initiatives. Due to Leduc's reliance on volunteers to deliver much of its recreation and cultural programming there are significant risks due to increased regulatory, risk management and safety requirements for volunteer-based service providers challenged with volunteer capacity and funding constraints.
- Consolidate information sharing between City departments responsible for supporting partner organizations, operating City facilities, as well as direct program planning to align service delivery with user expectations and to effectively anticipate shifts in participation that will factor into the City's maintenance and capital planning.
- Consider the facility and programming needs identified by community stakeholders when evaluating their facility development proposals. Through participation in this and other needs assessment activities, stakeholders have well established their recreation facility needs and priorities. This along with funding they can contribute and/or grants they can access for capital projects are key considerations when the City evaluates facility development proposals.
- Advocate with other levels of government for predictable infrastructure funding programs that municipalities qualify for, particularly for mid-sized communities challenged by high growth and service level expectations.

### Plan for future facilities and services

- Prioritize how public resources are invested by distinguishing between wants, demands, and needs. When faced with competing demands for services and/or facility development the investment of public resources should distinguish between:

<b>WANTS</b>	wishes,
<b>DEMAND</b>	willing to invest in for individual benefit,
<b>NEEDS</b>	necessary to achieve goals for entire community, and
<b>CONSTRAINTS</b>	future challenges that will need to be addressed.

The City's operating plans and budgets reflect Council's strategic priorities and incorporate assessed current and projected community needs.

- Identify renewal and enhancements to expand on current use (i.e. amenity upgrades and expansion) and consider redevelopment of existing spaces for alternate uses of underutilized spaces.
- Specific to West Campus, establish the associated financial strategy for facility development timelines and capital budget planning. This is critical for both the City and its facility partners to have a clear understanding of development timelines to guide current operational and programming decisions, as well as the magnitude of mitigation strategies required to manage anticipated growth and expectation for services between now and the construction of new recreation infrastructure.



# Appendix

## IN THIS SECTION

Stakeholder Discussion  
Notes

Complete survey questions  
and answers



## Stakeholder Engagement

### One-on-One Discussion Themes and Findings

#### Participants

##### Internal

- Leduc City Council
- Leduc Parks, Recreation and Culture Board
- City departments
  - landP (Planning, Engineering, Public Services)
  - Corporate Services (CMS, HR, CIS)
  - CPS (CSD, Recreation Services)



##### External

- |                               |                                      |
|-------------------------------|--------------------------------------|
| • Black Gold Regional Schools | • Leduc Lightning Basketball         |
| • STAR Catholic Schools       | • Linx                               |
| • Leduc Minor Football        | • Leduc Boat Club                    |
| • Leduc Minor Baseball        | • Leduc Community Living Association |
| • Leduc Arts Foundry          | • Black Gold Community Band          |
| • Leduc Minor Hockey          | • Mixed Fastball Association         |
| • Leduc Lacrosse              | • Leduc Figure Skating               |
| • Leduc Soccer                | • Telford House Seniors Association  |
| • Leduc Minor Softball        | • Leduc Black Gold Rodeo Association |

In addition to online survey results the following was shared by stakeholders in a series of one-on-one and small group discussions with organization representatives. This summary does not attribute any comment or feedback to any individual or group, rather an overview of key points that came up in the discussions.

### Perspectives on the “current state” of recreation and culture amenities in Leduc

- People value recreation and cultural opportunities. They believe that the investment in facilities over the past decade has made Leduc a better and more vibrant place to live by supporting resident health, wellness and social connection needs.
- Centralizing activities at the LRC has improved participation and accessibility. However, the LRC has become “stretched” with no opportunity for current users to expand their program offerings or serve more residents.
- Access to existing spaces during prime time was the biggest issue for both internal and external stakeholders.
  - Organizers are having to make decisions and / or reassess the services they deliver because of space, access, volunteer, and organizational capacity constraints.
  - One third of internal stakeholders noted that they are having to turn away program participants due to limited access to spaces or because the spaces they are using size limits numbers.
  - Some shared that the crunch for space results in competitive programs being prioritized over recreational activities.
- Some felt that the growth of Leduc has outpaced facility capacity and development.
- Volunteer recruitment and retention is challenging, particularly among parents of youngest participants and for volunteer leadership positions.
- Many recognized the value and importance of Sport Tourism for our community. Beyond the profile it may bring to the sport, it is a valuable fundraising opportunity for many organizations. However, user groups noted that tournaments require a lot of facility time and interrupt regular activities of other user groups and residents drop-in access.
- School activities are curriculum based. Until changes are made at a provincial level, school use will not see significant changes from use of existing amenities. The greatest challenge facing elementary schools is pool / swim lesson access as that is curriculum based.
- Satisfaction levels remain strong but room exists for improvement.
- Leduc has high quality facilities that are well maintained.
- Several user groups indicated current facilities are not oriented to competitive play or high caliber sport to support local athletes training at home or drawing athletes from other cities to compete in Leduc. This is at odds with individual survey respondents that prioritized recreational facility use over competition needs.

### Opportunities to make more effective use of existing facilities

- Storage issues were brought up by many as having storage at the activity site is essential to support programs’ success and to avoid unnecessary pressures on volunteers or cause risk management issues.
- Support amenities are lacking. For outdoor amenities this is primarily washrooms and for indoor amenities it included limited access to dryland spaces for athlete use.
- While some amenities are at capacity others are not used as much as they could be. Opportunity for enhancements to existing or tiering system to incentivize and increase use.
- Allocation favours established groups with an emphasis on historic use that hinders the ability for new organizations to become established, the opportunity for new activities to be introduced and limits the ability for existing organizations to grow their programming.
- Specific amenity maintenance, enhancements and operations suggestions shared:
  - Aquatics - prioritizing resident access to programming during immediate capacity concern.

- Arenas – onsite user group storage.
- Field house – drop-down / inflatable batting cages, improve washroom and changeroom access
- Diamonds – upgrades to dug outs and permanent washrooms, mounds at Aileen Faller, Willow Park diamond has significant issues that need to be addressed, Elks diamonds good for practice but not games.
- John Bole Athletic Park - visiting team changerooms / place for players and coaches to warm up
- Multiuse Fields – Lede Park needs on-site storage options for all sports, covered structure for event support and emergency / extreme weather location. Permanent washrooms at all fields.
- The current outdoor fee structure, which drives allocation, doesn't optimize the use of existing amenities which limits the growth of all user groups.
- Boarded rinks – heated outdoor space
- Meeting rooms – appropriate and versatile AV equipment a must

### Influences on participation and operations

- Affordability, quality and availability of recreational opportunities are important to residents.
- Work to be done to better integrating newcomers in programs and services. Responsibility needs to extend beyond settlement organizations and ethnic organizations and be a shared among community groups and sport organizations.
- More can be done to have user groups work collaboratively to access facilities and deliver services to shared participant bases. Opportunity to work collaboratively on shared priorities. This has an impact on:
  - Facility needs and development – single user group / sport advocacy
  - Player and coach development – each doing on their own vs pooling resources and efforts
  - Competing for spaces – allocation challenges
  - Competing for athletes
  - Volunteer burnout
- Programming trends
  - Most stakeholders noted a shift to preferences for less structured, multi-activity and shorter-term offerings, which is very different. Organizers are at a turning point to evolve or risk losing participants.
  - Most groups have said that their participation numbers continue to grow. Some shared a surprising recent decrease in registrations for their youngest age divisions.
- Facility access and fees
  - Concerns with current facility allocation / fees being tied to local / non-local participant bases. For those sports that are growing or entering new age divisions, non-local participants may be the only option for program to proceed but organizations may avoid to keep local allocation prioritization and fees. However, there is an understanding that the local / non-local approach is important when utilization remain high.
  - Long term athlete development model recommends 3 hrs practice / week with 1 game. Most minor groups provide 1 practice with 1 game. To meet this recommendation for current participants it would require 2 additional timeslots (for LMHA that would mean 90 more timeslots for their 45 teams). An extra 4 or 5 hours being freed up during prime times won't solve current need. Need substantial investment in ice to meet current need and even more to meet the desired expansion into non-competitive community programming.

- Athlete training and community programming
  - The cost for families is a concern for most.
    - One group shared that recreational programs are 20% the cost of competitive programs to deliver. Who can participate / who can't? Pressure and expectations on local associations to deliver both ... is it sustainable?
  - Discussion on the impact of private academies / for-profit leagues and how this is affecting local programs by competing for facility access, athletes, coaches and sponsorship revenue.
  - Standards of play are changing older facilities struggle to adapt effectively to.
  - Starting to see local athletes setting goals for US scholarships in more sports. This requires specializing in sports sooner, local athletes going to Edmonton for more advanced training in year-round sport-specific training opportunities and facilities.
  - When extending traditionally single-season sports into year-round training most are seeing that it's the same athletes participating in both and would not necessarily attract new participants.
    - A year-round approach creates instances where athletes participating in two sports (traditional spring / summer and fall / winter) may have to choose one. For older age groups this may already be happening but for younger athletes this is contrary to long term athlete development philosophies. Also has an impact on school sports teams athletes.
    - Suggestion that year-round training causes athletes to lose a connection to their local association. i.e. spring league with one group, private summer camps and then playing with local association for winter season. This connection drives retention, and when athletes are 'dabbling' between programs they are more likely to travel to play elsewhere. This drives further differentiation between elite and local programs, hinders local success, which influences future registrations, coach / athlete retention, etc.
- Have always relied on committed parent volunteers but sport is requiring better trained coaches making more time commitments than ever before. One group mentioned the move to paid coaches to get the qualifications and experience required.
- As more attention is given to sports not traditionally covered extensively in Canada it's exciting to see the growth in basketball (Raptors) and soccer (World Cup).
- While organized sports are still important in Leduc, there are many whose interests or abilities are geared towards unstructured, self-scheduled drop-in forms of recreation. This means balancing facility allocation and also presents an opportunity to engage the sports groups to promote, support and possibly facilitate these drop-in activities.
- Rodeo is in unique position of considering who is their primary audience / who do they serve and to what extent. i.e. are they there to support the athletes participating in rodeo events or the spectators that enjoy it?
  - Critical decision point that is driving their facility needs – i.e. agricultural arena better serves athletes participating in rodeo events. But will not replace existing facility needs / use that is geared to spectator experiences.

### Future facility needs and gaps

- There is excitement that arts and culture is seeing more attention and investment and there is hope that this will continue with new facility developments.
- Many share the importance of balance in our facilities. While sharing priorities for their own sports' needs, many spoke to the importance of providing facilities that support a variety of interests and abilities. Developing multi-purpose facilities and spaces will meet the needs of a broader cross section of the community.



- Tiering facilities may help to alleviate facility allocation pressures and conflicts to optimize use across amenity inventory and level out utilization rates across all spaces.
- Facility needs / priorities that were often mentioned in the discussions:
  - Field House
    - BGRS noted that a large multipurpose space can best meet most of their activity needs. There is minimal need for gymnasium and fitness amenities as those needs are being met at their own schools.
    - The size and flexibility of the court field house accommodates a variety of activities, making it the catchall for non-ice / field / water programs and events. But this has created a field house capacity issue as non-court activities and most community events are scheduled here because another more suitable space does not exist.
    - Non-boarded turf facility
      - Soccer has maximized the use of existing field house with too many athletes in half the field to effectively train. LSA would move all existing bookings to new larger field for indoor season. Does not require more timeslots as larger space will accommodate more participants.
      - Facilities do not exist to support indoor softball and baseball training in Leduc. Cannot use real balls / necessary equipment hinders quality of training and experience with expensive facility repair costs.
  - Importance of non-activity areas in a facility
    - Several groups noted the importance of having unstructured gathering areas and food services at the West Campus facility to support their student's / athlete's use of the facility.
    - Public recreation and culture spaces are being called upon to serve the needs of the most vulnerable in our community. In addition to being a welcoming space, there are specific needs that can be better met through intentional design of entrances, lobbies, washrooms, and other common gathering areas.
  - Diamonds
    - Baseball would like a quad facility with diamonds specific to U11, U13, U15 and U18 age groups and not multipurpose diamonds due to different line and field requirements and concerns with portable mounds. Ideally would like a premier U18 facility in Leduc with grass infield, irrigation, scoreboard, lights and spectator seating for 500+. Immediate priority is for U9 diamond facility as this continues to be the age group with the most participants.
    - Need to consider potential loss of the Reservoir Diamonds in the future.
    - Minor Softball strongly disagrees that current amenities are meeting their needs as they use two diamonds for 120 athletes. Their group is bound by third party scheduler and are having to play home games in Edmonton because local diamond assignments do not align with league scheduling. Require game play diamonds with no mounds. Baseball has dedicated Reservoir diamonds, Softball would like to have the same. Need 8-10 hours / week more to meet existing demand.
  - Gymnasium / Courts
    - Request for hardwood courts for basketball, volleyball, pickleball and badminton activities. Access to LRC field house courts is very limited during weekday evening prime times to support recreational leagues of all ages.
  - Outdoor Artificial Turf

- Primary value is that it provides consistency of a playing surface, which is essential for player safety, and it extends the playing season, and it is playable faster after inclement weather as natural turf retains water, can become damaged, experiences delays in reopening and causes a lot of booking cancellations / rescheduling.
- Having to play in other communities because of league requirements for artificial turf.
- Arena
  - LMHA is booking in other communities (10 hrs / week + special events) and are using weekday morning timeslots to collaboratively work with city to address capacity issue.
  - Look into specific activity needs of each user groups ... are boards required or is it simply ice? Develop boarded arenas for sports that require them and consider non-boarded options for public skating, young athlete training.
  - Twin facility required at minimum, need to consider potential loss of the Alexandra Arena as an ice surface in the short-to-medium term.
- Program Space
  - The ability for the City to deliver recreation and wellness programming is limited by the availability and types of program spaces suited to the activities being offered. To meet community demand, programmers need consistent access to spaces that are suitable for a variety of programs and that does not require constant equipment set up / takedown or cancellations due to events.
  - Several stakeholders shared that there is not an affordable community hall for family events. Hotels are available but are expensive with add-on costs for food, equipment rentals, etc and people are unable to bring their own food. Program rooms in City facilities are insufficient size and lack the support amenities needed for these types of bookings. Families and community networks are wanting to gather, socialize and celebrate but are struggling to find an appropriate spot to do this that is affordable.
  - Suggestion that west campus / next facility prioritize meeting the needs of community use first. LRC and Lede are flagship for non-local Sport Tourism events and spending.

## Individual Facility Users Survey Responses

### Fill your Cart or Fill your Tank

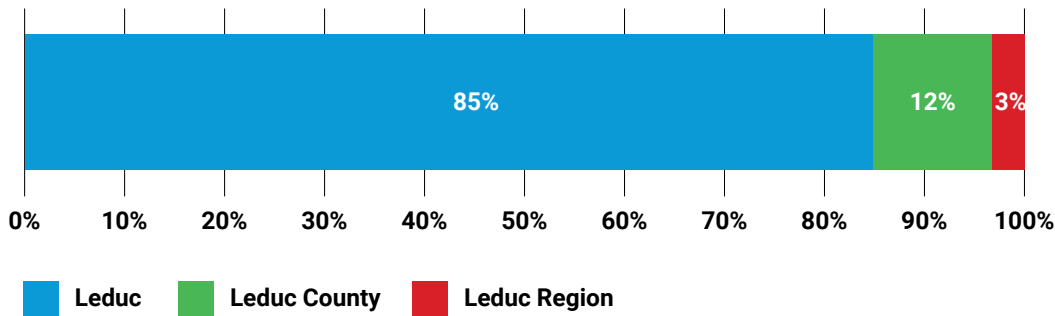


Complete this survey to be entered to win a \$250 gift card for Leduc Co-op Food Store or Gas Station.

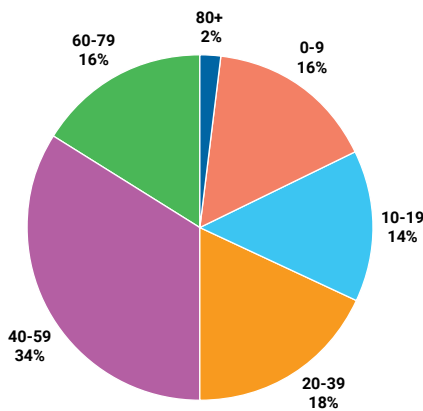
Recreation and culture opportunities are essential to our health, wellbeing and sense of belonging and are a key part of our community identity. The City of Leduc recognizes the value placed on these opportunities and understand that interests change, new activities and priorities emerge, and so the City is looking to confirm future facility priorities.

As someone that regularly uses our facilities your input is important! You are invited to complete this 20-minute considering the perspective of your entire household as only one response per household is requested.

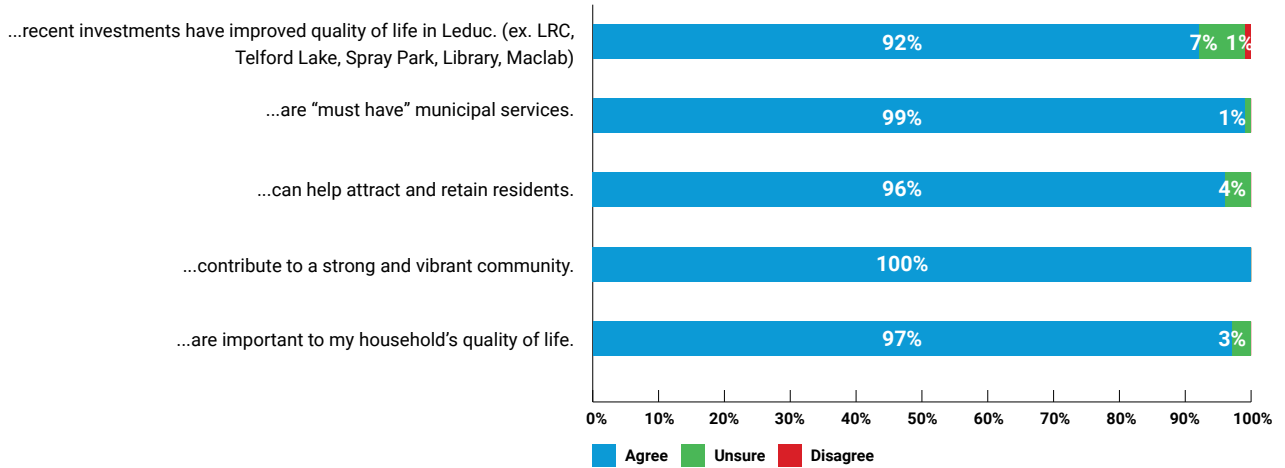
### I live in:



Please describe your household by noting the number of family members in each of the following groups:

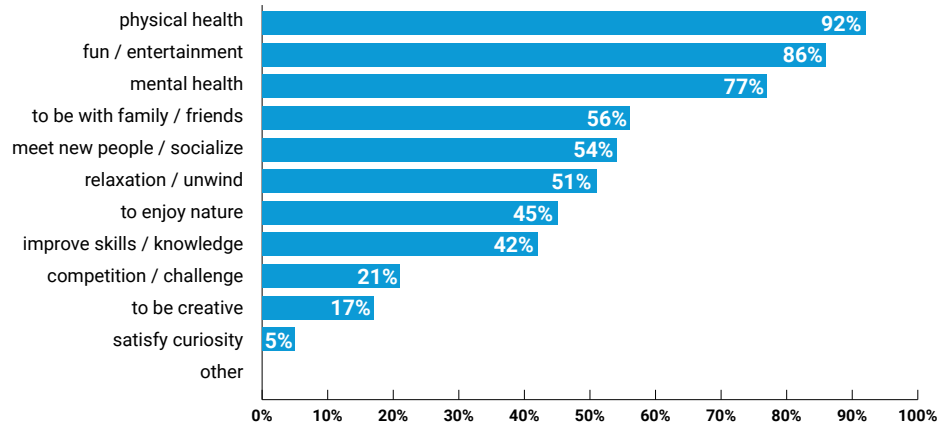


**To what extent do you agree with the following statements?**

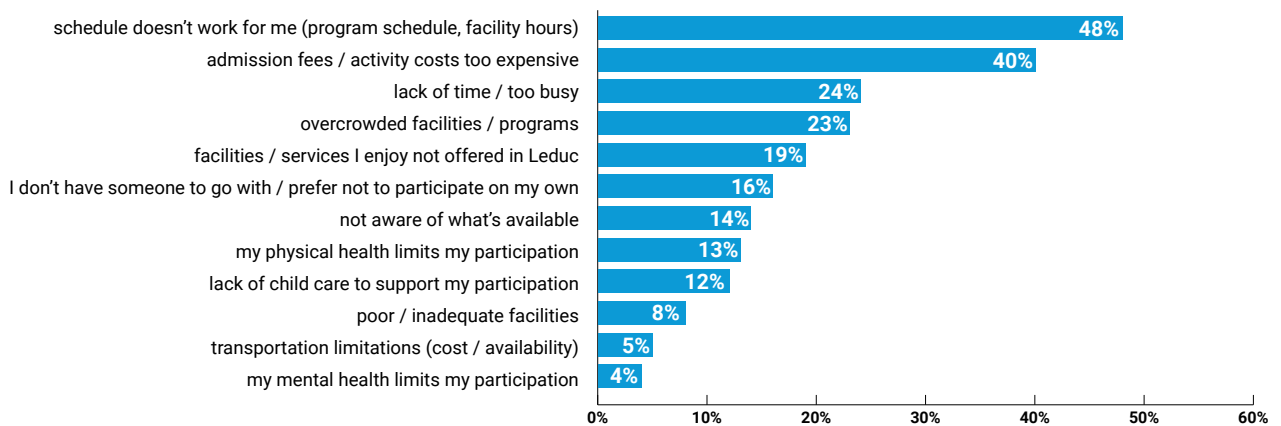


**Recreation and culture facilities and spaces ...**

**What are the main reasons you and members of your household participate in recreation and culture opportunities?**



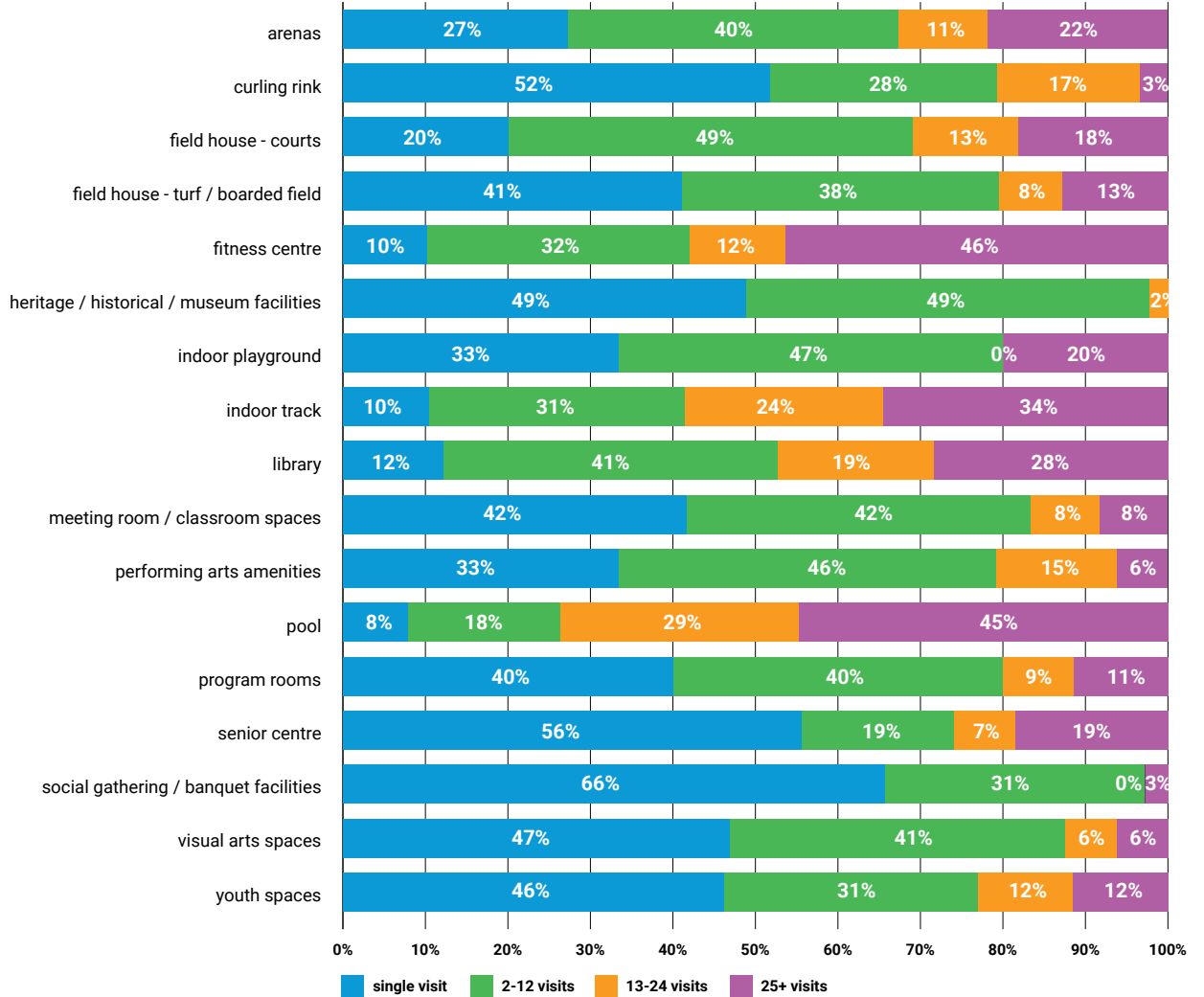
**What, if anything, prevents you or members of your household from participating in recreation and culture opportunities?**



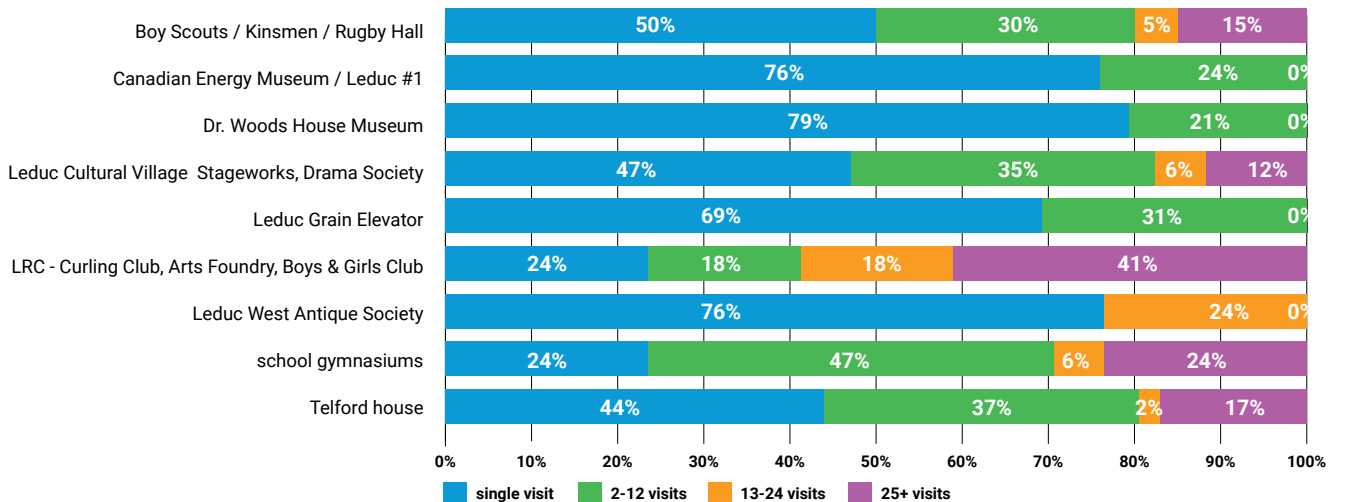
"Other" responses included:

- Concerns for theft of personal property at facilities
- Programs offered aren't of interest to younger adults

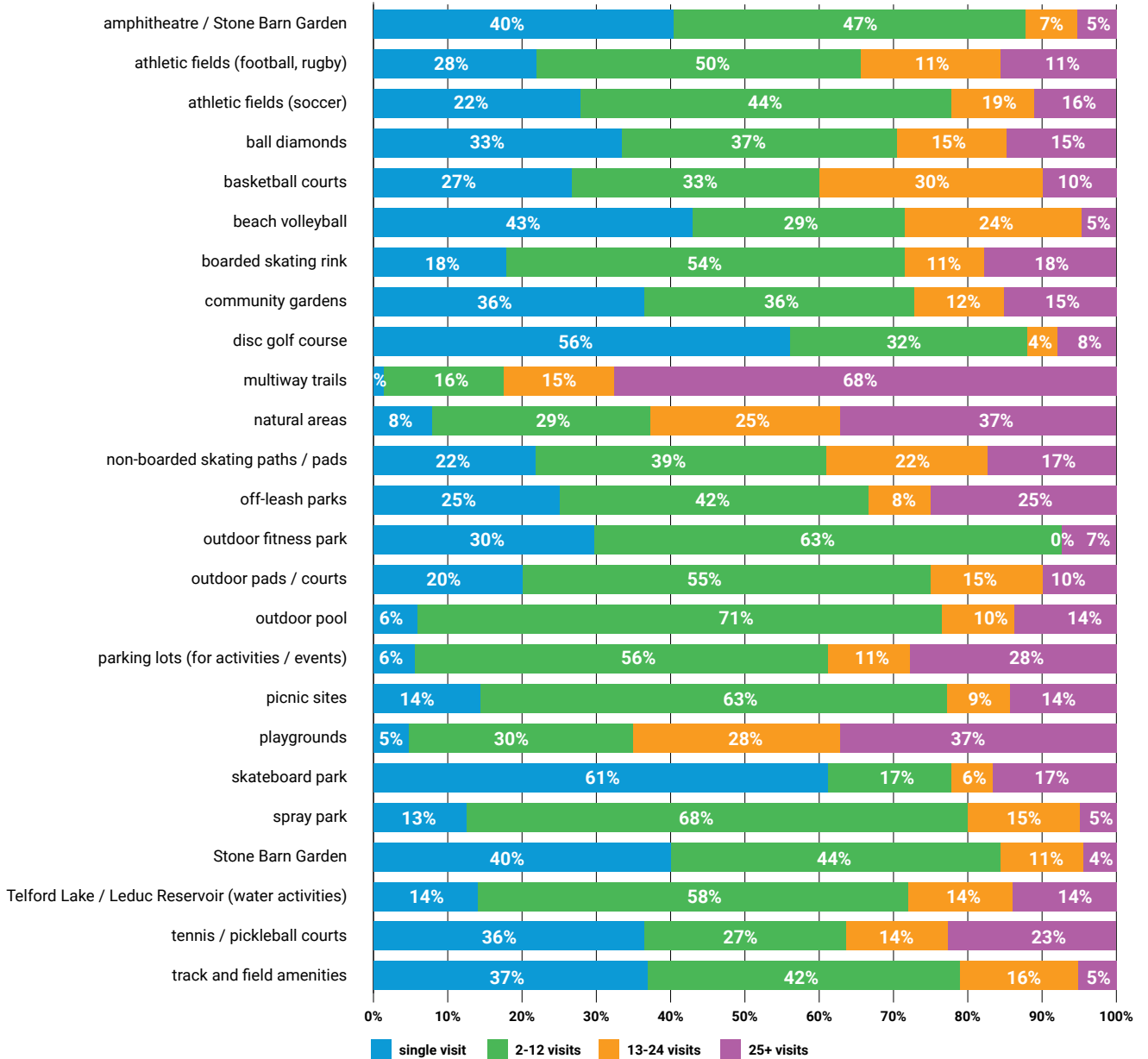
**For each of the following indoor City operated facilities, please indicate how frequently members of your household use / visit each in an average year.**



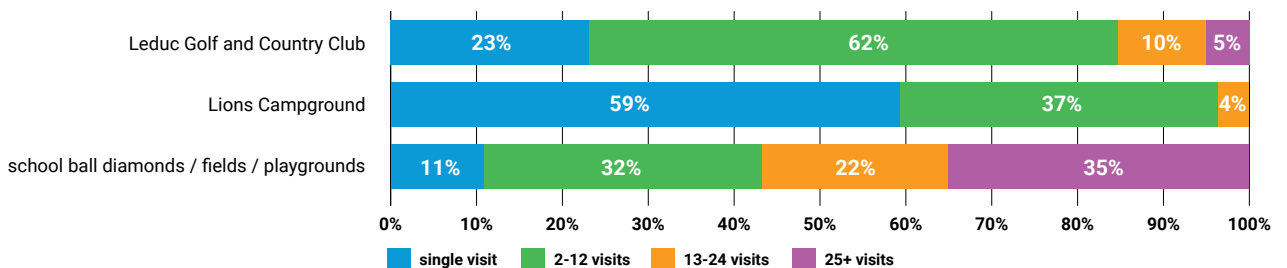
**For each of the following indoor City supported / partner operated facilities, please indicate how frequently members of your household use / visit each in an average year.**



**For each of the following outdoor City operated facilities, please indicate how frequently members of your household use / visit each in an average year.**

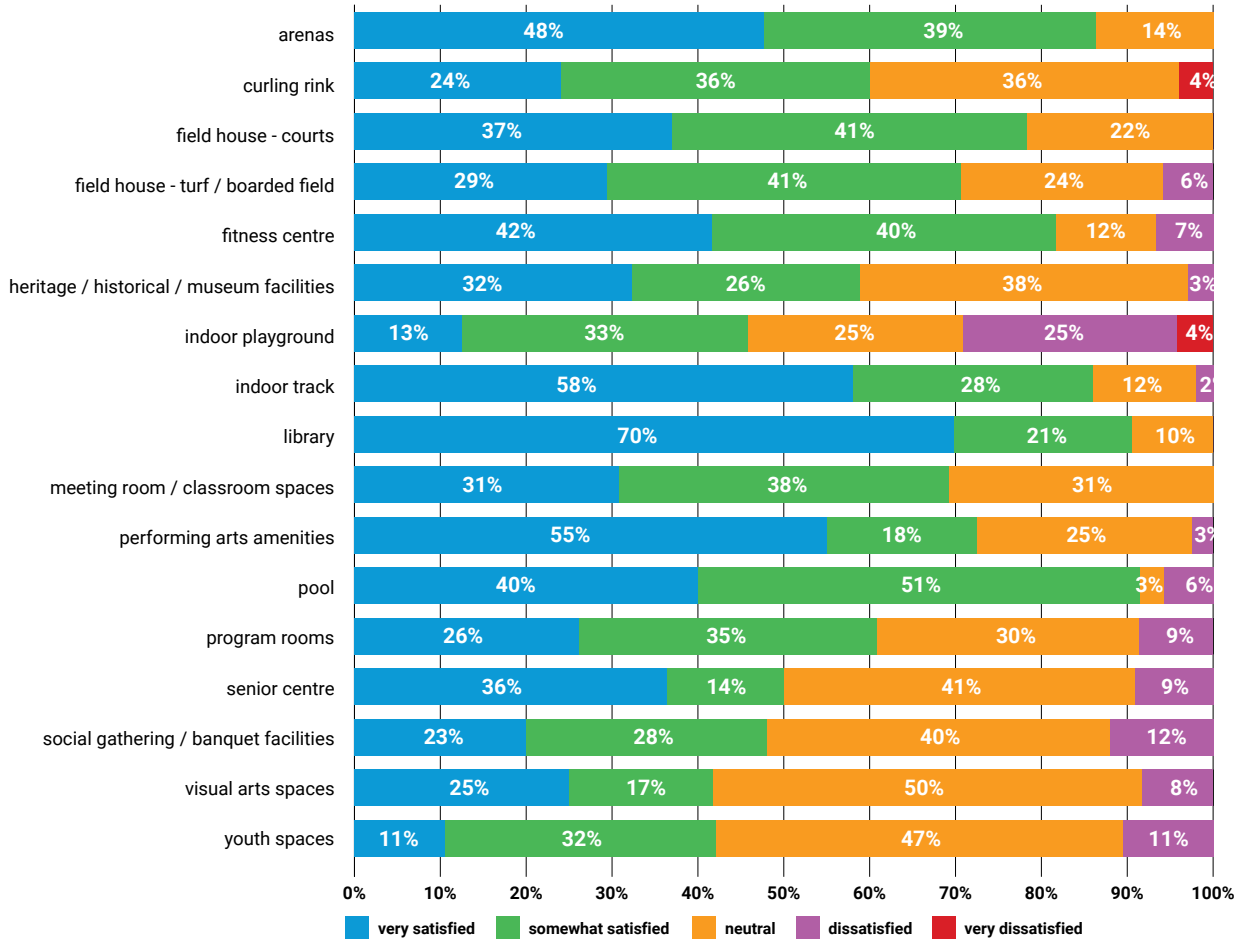


**For each of the following outdoor City supported / partner operated facilities, please indicate how frequently members of your household use / visit each in an average year.**



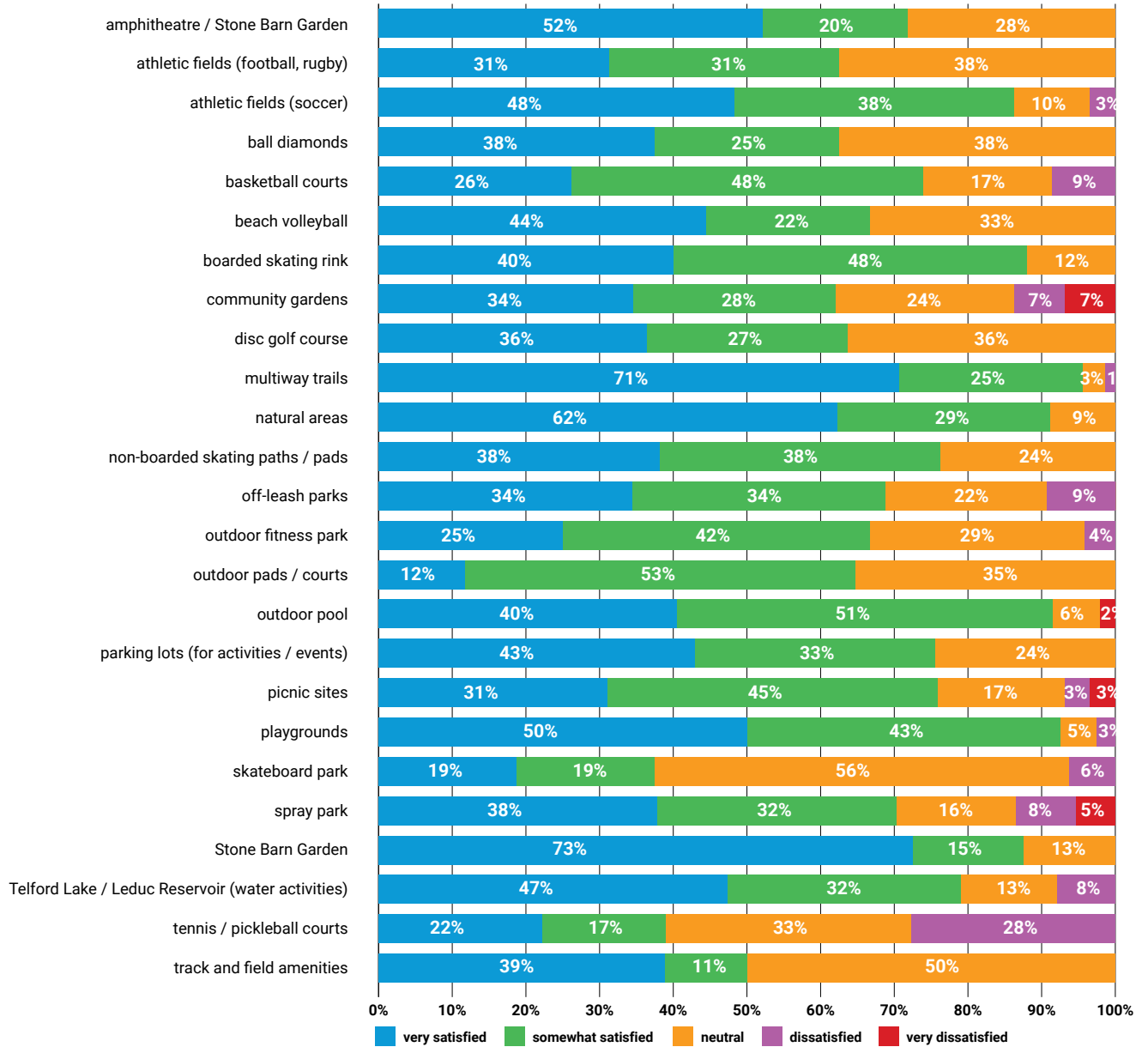
Please rate your level of satisfaction with each of the indoor amenities you use.

Satisfaction includes quality and quantity of amenities and services offered in them.



Please rate your level of satisfaction with each of the outdoor amenities you use.

Satisfaction includes quality and quantity of amenities and services offered in them.



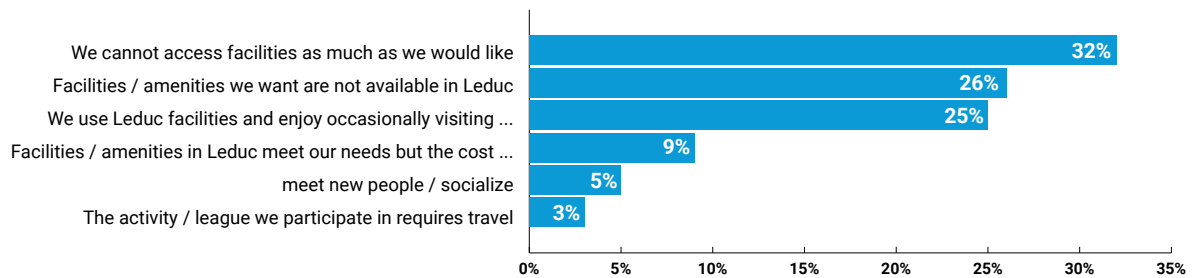


**Please rate the extent that you agree with this statement**

**“The current facilities and spaces in Leduc meet the needs of our family.”**

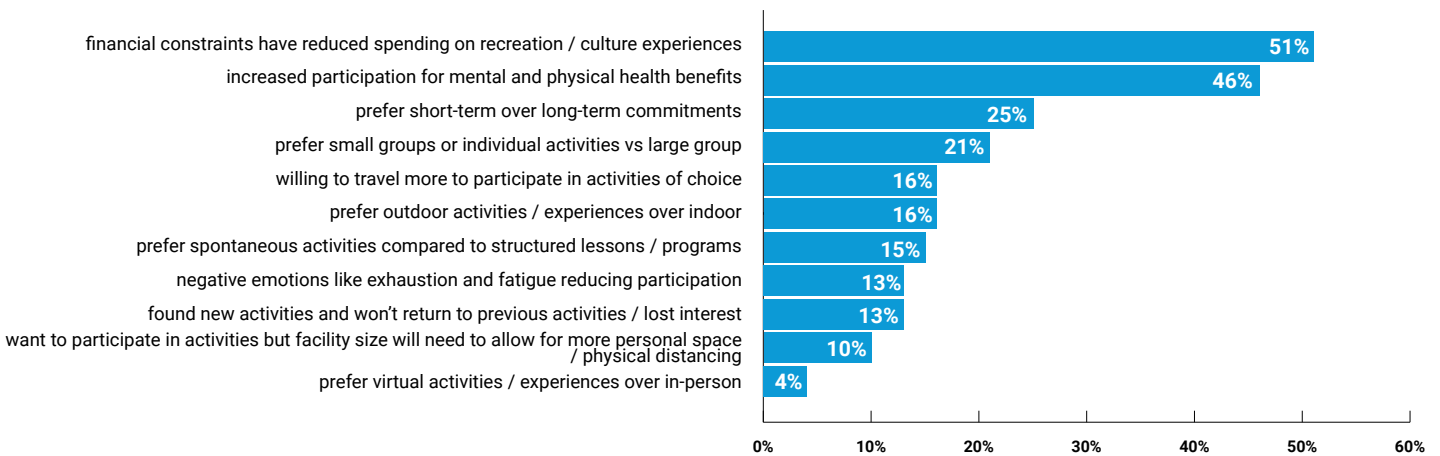


**If members of your household travel to access recreation and culture facilities outside of Leduc, what is the primary reason you participate in activities in other locations?**



“Other” responses included reasons already noted.

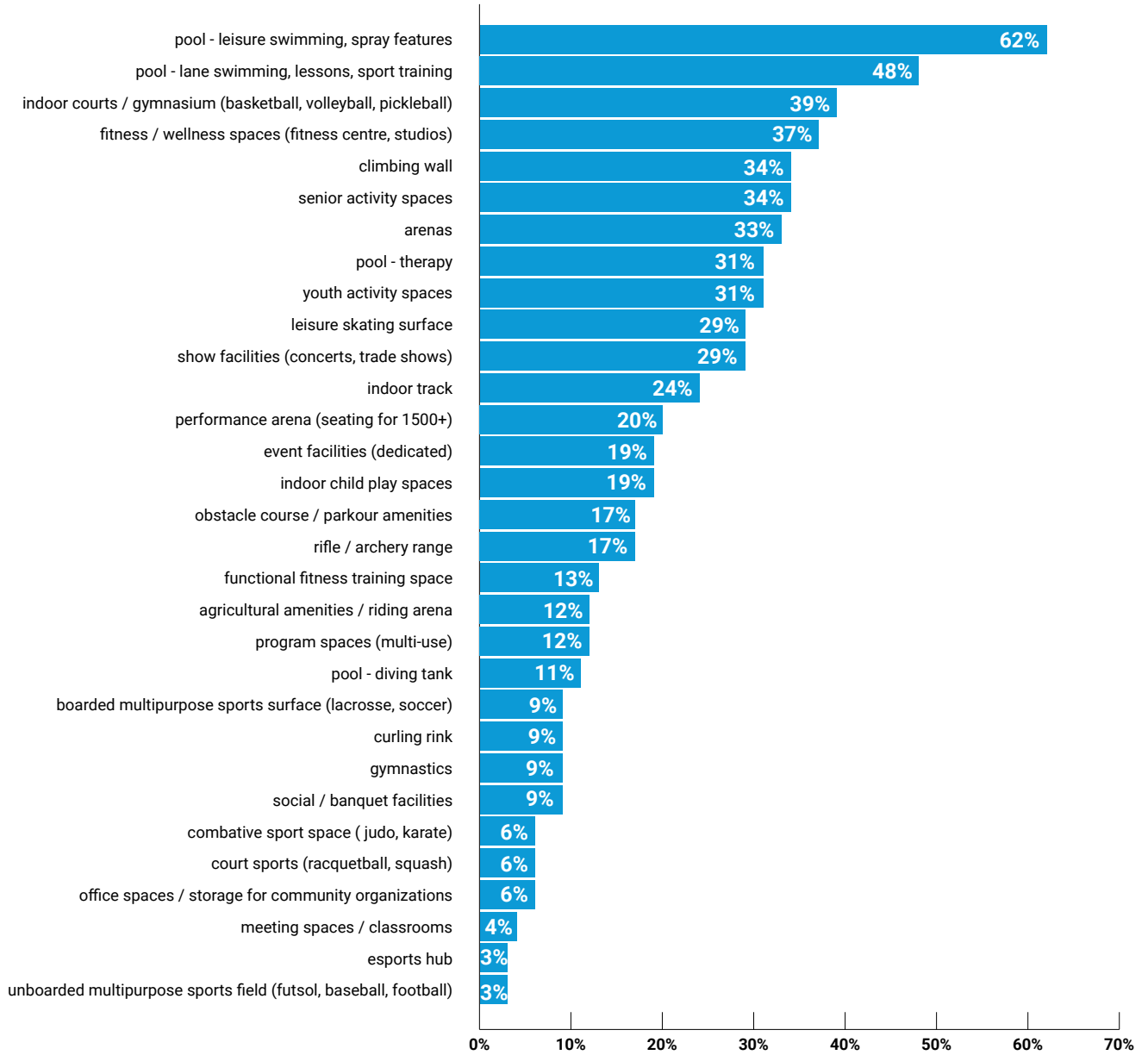
**Since 2020, the pandemic has reshaped how people engage in recreation and culture activities. Based on your experiences, what influences on participation are most likely to continue?**



“Other” responses included:

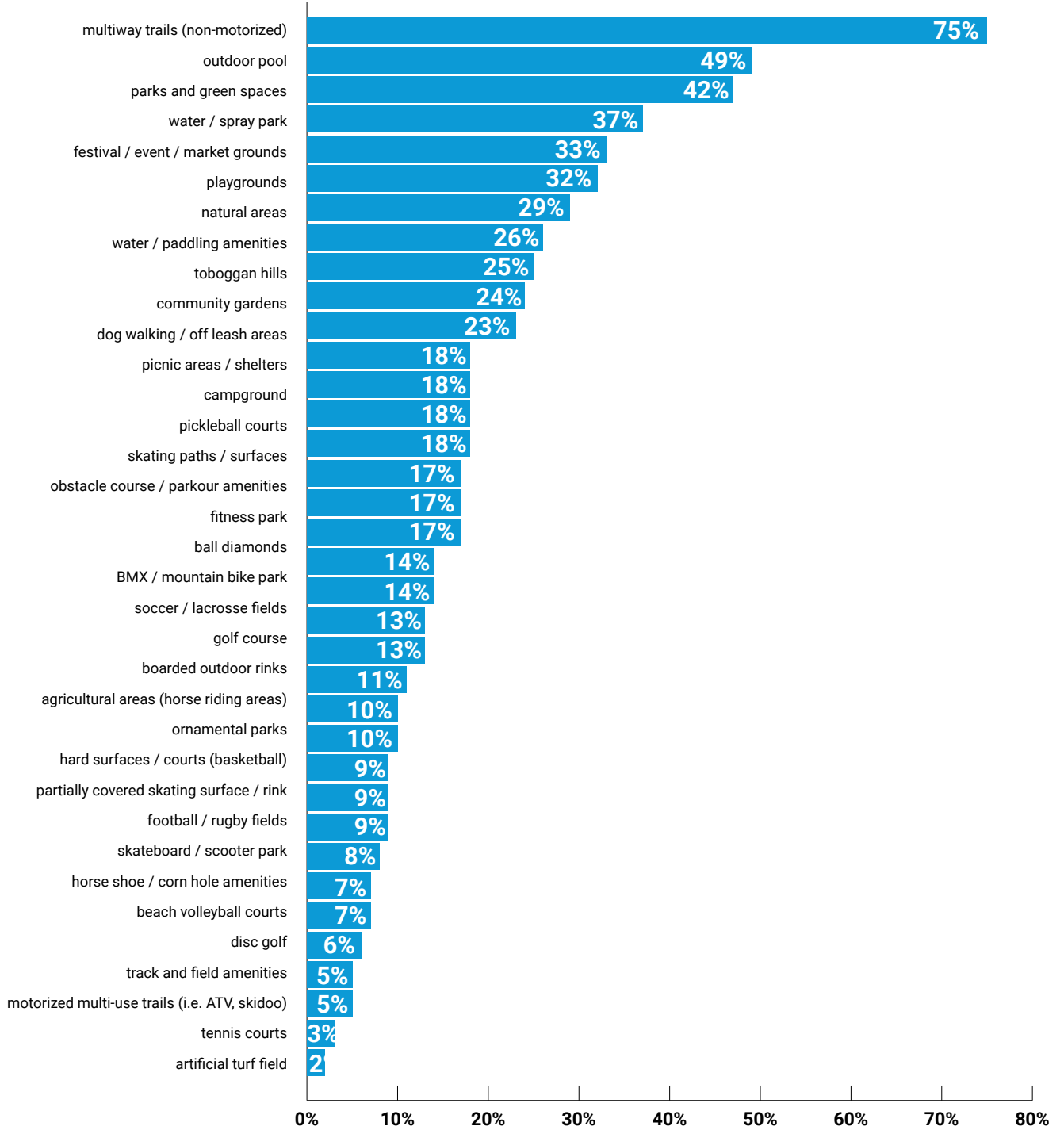
- Concerns that aquafit class frequency cut due to staff shortages – should be restored.
- Continuous short-term classes over long-term commitments.
- Increased information sharing on programs available should continue.
- Desired activities not convenient for working people. Stop prioritizing stay at home moms and retirees over everyone else.

**From the following lists of indoor facility and amenity types please select the sport and recreation facilities that should be a priority for the City.**

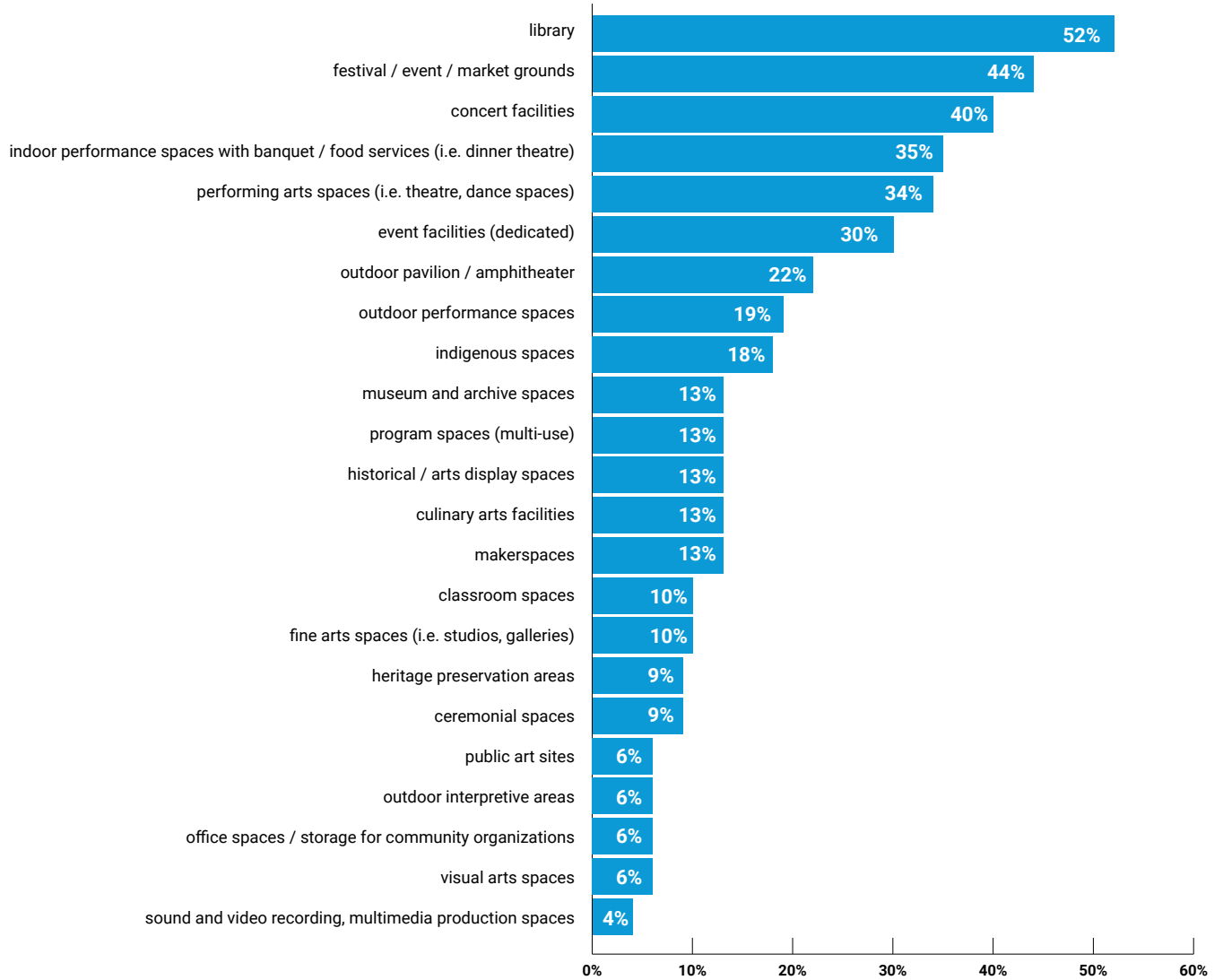


APPENDIX  
INDIVIDUAL FACILITY USERS SURVEY RESPONSES

**From the following lists of outdoor facility and amenity types please select the sport and recreation facilities that should be a priority for the City.**



**From the following lists of indoor and outdoor facility and amenity types please select the arts, culture and heritage facilities that should be a priority for the City.**



**Considering the facilities members of your household have used in other communities, are there any trends, unique design features of best practices that you would like to see at current or future facilities in Leduc?**

#### Desired Facilities, Amenity Design Features

- Properly lined, fenced, oriented, and dedicated pickleball facilities – both indoors and outdoors.
- Climbing wall.
- Outdoor water park.
- Rec and library services in the same building.
- Botanical gardens.
- Inclusive spaces, activities and environments.
- Lazy river at new pool with more lane swimming options.
- Bigger fitness centre with more equipment and sauna.
- Healthier food options in recreation facilities.
- Arts Foundry needs a bigger space.
- Maximize natural light in facilities.

#### Participation Trends

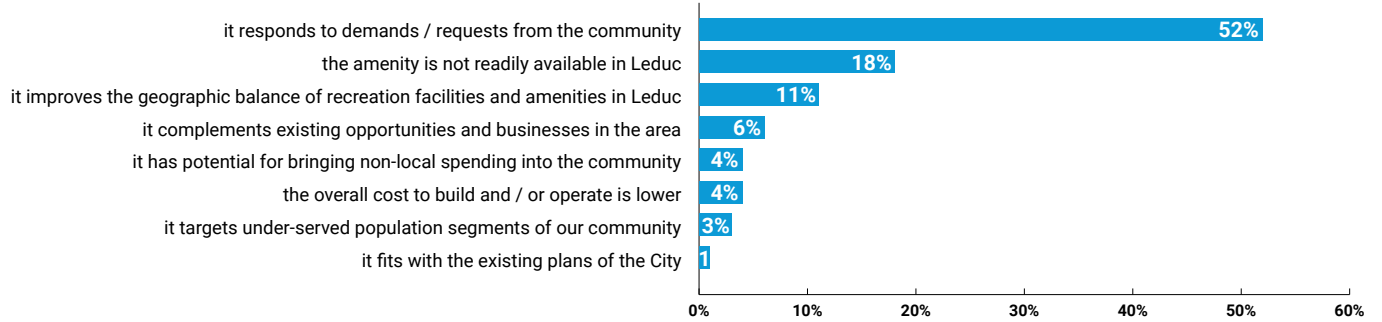
- More facilities located on the west side of the City.
- Consider the needs of active groups of people that are not a part of an organized group. Recognize their need for space to participate in their activity and don't just focus on the needs of organized groups like hockey and baseball.
- More advertising of program opportunities is needed.
- More drop-in / try a sport days instead of all or nothing of long-term program registrations.

#### Program Trends

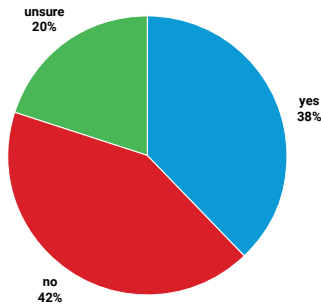
- Adult basketball leagues – male, female and mixed.
- Have more programs of shorter duration of popular activities to deal with programs filling up so fast.
- When demand for programs is overcapacity, consider restricting access / prioritizing Leduc residents. Not just membership as not all can have one due to financial restraints.
- Cheaper memberships.
- More variety in when popular programs are offered. Several requests for evening and weekend adult programs.
- Events that are family friendly but not focused only on interests of young children.
- More activities offered for youth beyond traditional team sport offerings.
- Instructors aware of participant limitations (physical, emotional, mental barriers). Friendly and welcoming staff.
- Sport and social club in Leduc that encourages participation and creates social opportunities for adults in their 20s and 30s.
- Reinstating drop-in babysitting services.

The following list includes possible criteria that could be used to prioritize multiple facility projects. What do you feel is the most important criteria.

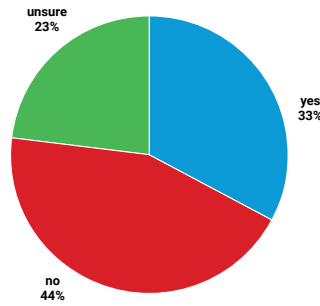
A facility project should be a higher priority if ...



City of Leduc recreation and culture facilities are paid for by a combination of tax support (including property taxes) and fees paid for by the user. Would your household be willing to pay increased property taxes to support enhancements to recreation and culture opportunities?



Would your household be willing to pay increased user fees to support enhancements to recreation and culture opportunities?



**Please use this space to provide any additional comments on current or future needs for recreation and culture facilities in Leduc not already touched on in this survey.**

#### Facility activity and schedule feedback

- Summer senior aquafit moved to decent time ... why couldn't outdoor pool aquafit teachers move inside?
- Cross country skiing gear rental and lessons at golf course.
- More access to swimming lessons.
- More variety of classes offered and scheduled more often.
- Child care services needed back at the LRC.
- More swimming lessons needed. Access should prioritize residents and not just membership. Many families direct spending to registered programs and not facility membership for their kids. The system for who gets priority access should be revisited, especially now when over capacity and / or in the future when demand decreases.
- Stop focusing on just kids and seniors. Living in Leduc without kids and being between 18 – 45 yrs is impossible. There is nothing for us to do here. Would rather spend money in Leduc in activities that are of interest rather than having to go to Edmonton.

#### Facility location, design and operations

- How will future facilities be staffed if cutting back programs at existing facilities due to lack of staff?
- Changerooms need ceiling fans or some sort of air exchange.
- The importance of having recreation and youth activities on the west side of town. Currently most activities offered in central (outdoor pool, skatepark) and east sides (LRC, Lede). Youth that live in Woodbend, Blackstone, Suntree, Westhaven, Bridgeport, Deer Valley have to cross highways, busy roads and deal with barriers of cold weather and lack of transportation to access activities offered by the City.
- Designated outdoor pickleball courts.
- The LRC is a great place to keep our teens active. Thank you for 8s and 9s opportunity.
- Why is the LRC pool always freezing?
- More emphasis on cultural activities and facilities.
- More soccer facilities needed.
- Disappointed to see that the cost to use the golf course did not change with the City took it over.
- Community gardens are overrun with weeds.
- Multiway connection between Southfork and rest of Leduc is desperately needed. Currently users have to use a dark / icy back alley to access Leduc.

#### Activity promotions

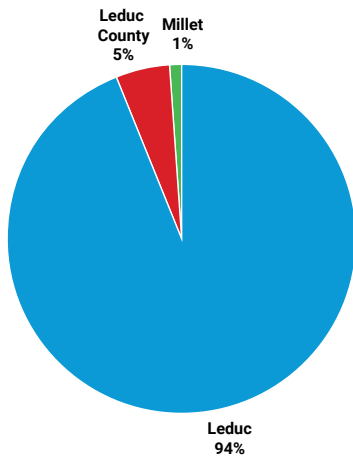
- Please remember that not everyone uses the internet. Ensure information is made available in other ways.
- I'm proud of the amenities in Leduc and we do well with sports promotion. Greater emphasis on arts and culture opportunities is needed.

## Youth Survey Responses

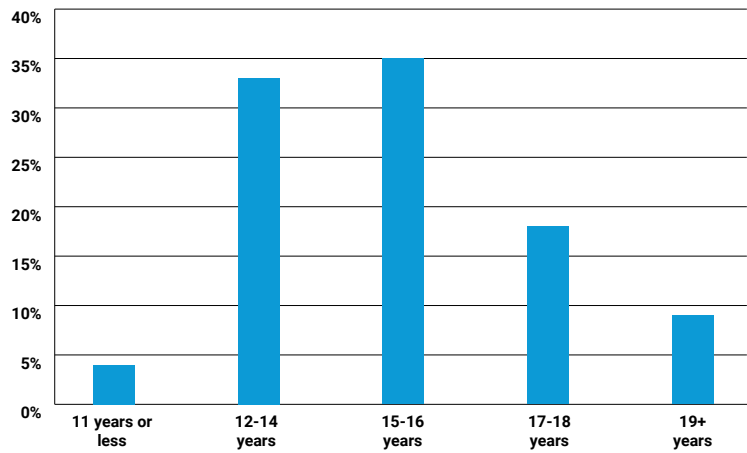


We want to hear from you on future recreation and culture facilities in our community. As someone that uses our facilities your input is important. This survey will take 10 minutes to complete and you can enter the draw for prizes at the end.

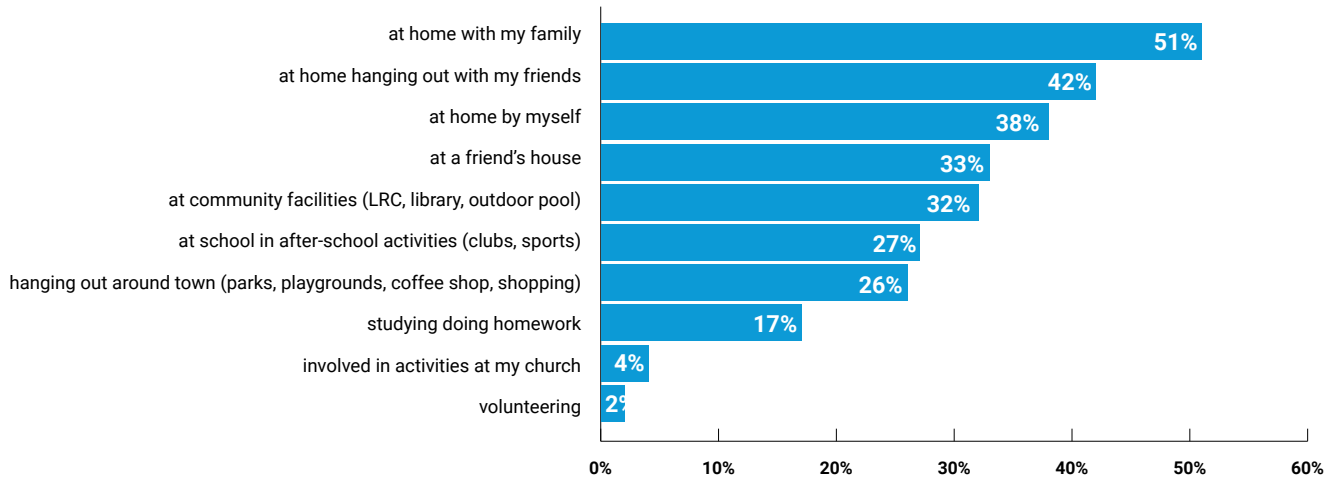
### I live in:



### I am:

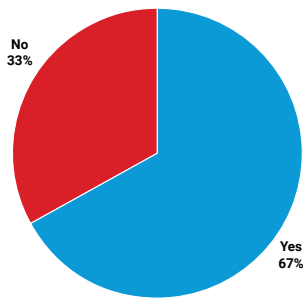


### Where do you spend most of your free time?

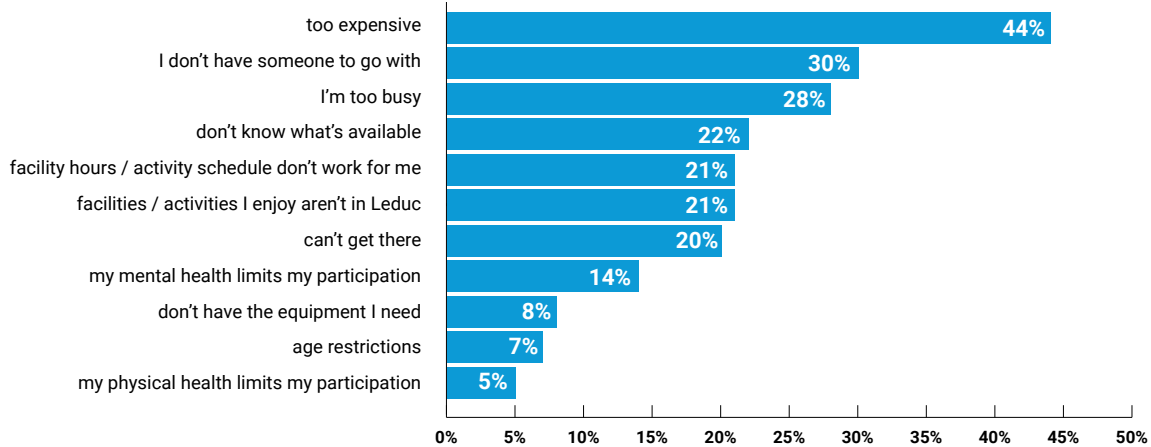




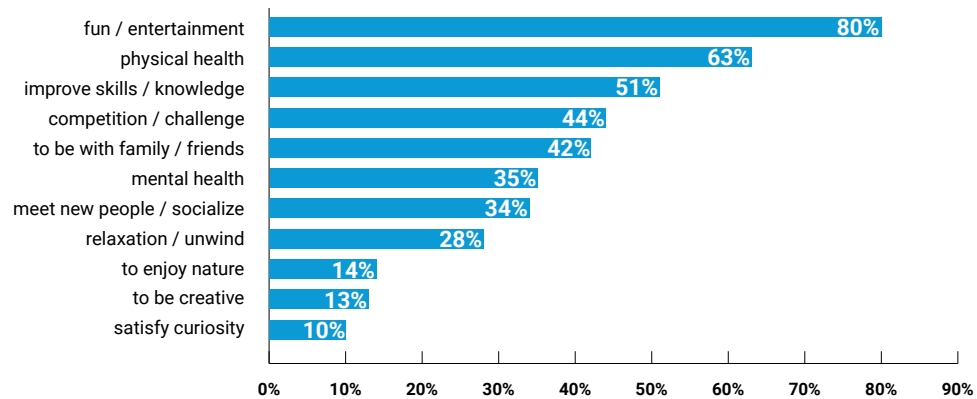
**Do you participate in recreation, sport and arts activities often?**



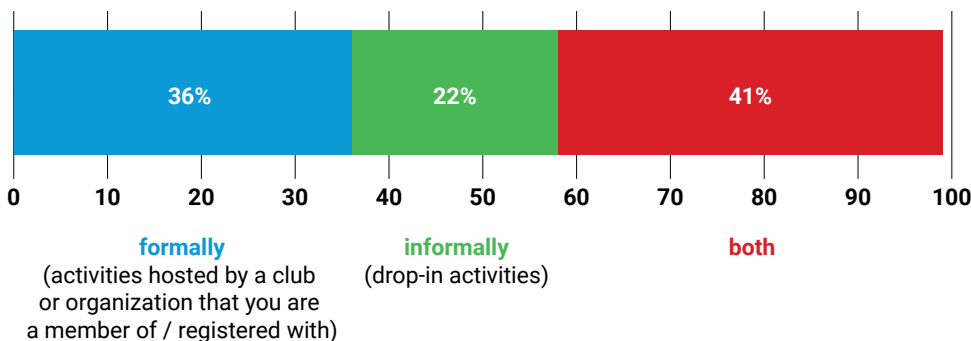
**What prevents you from participating in these activities as often as you'd like?**



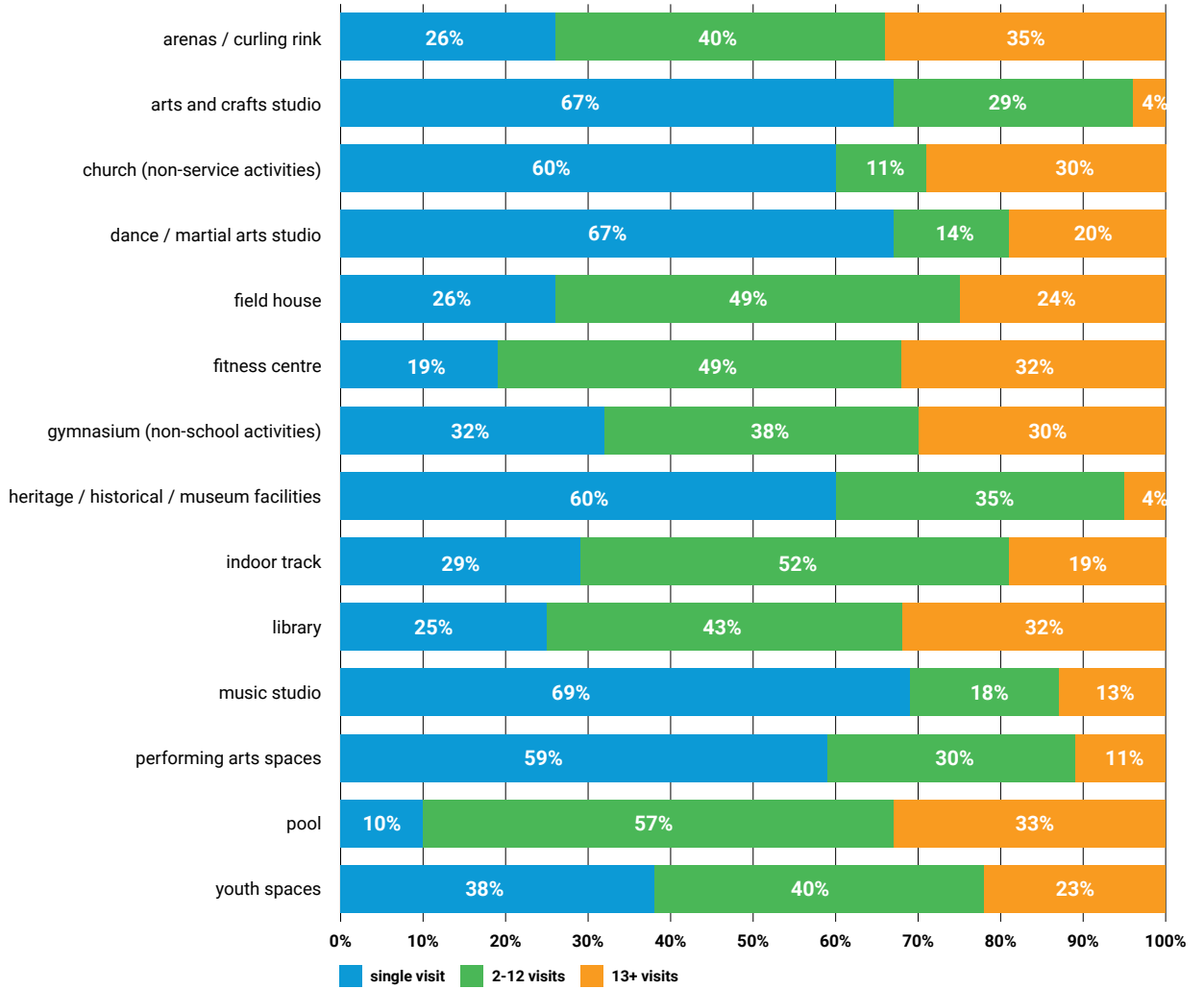
**What are the main reasons you participate in these activities?**



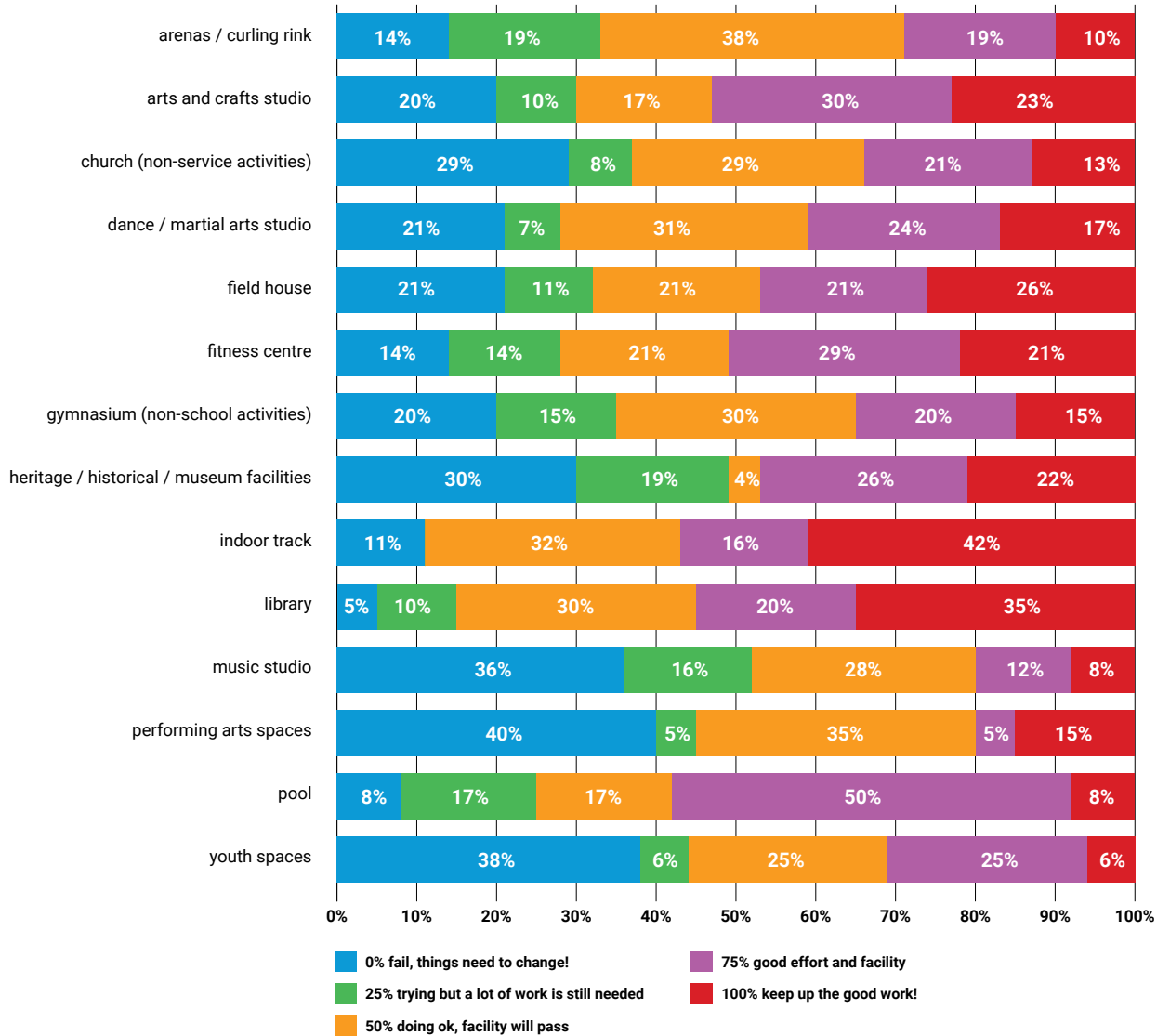
**Thinking about the activities you participate in, how are they organized?**



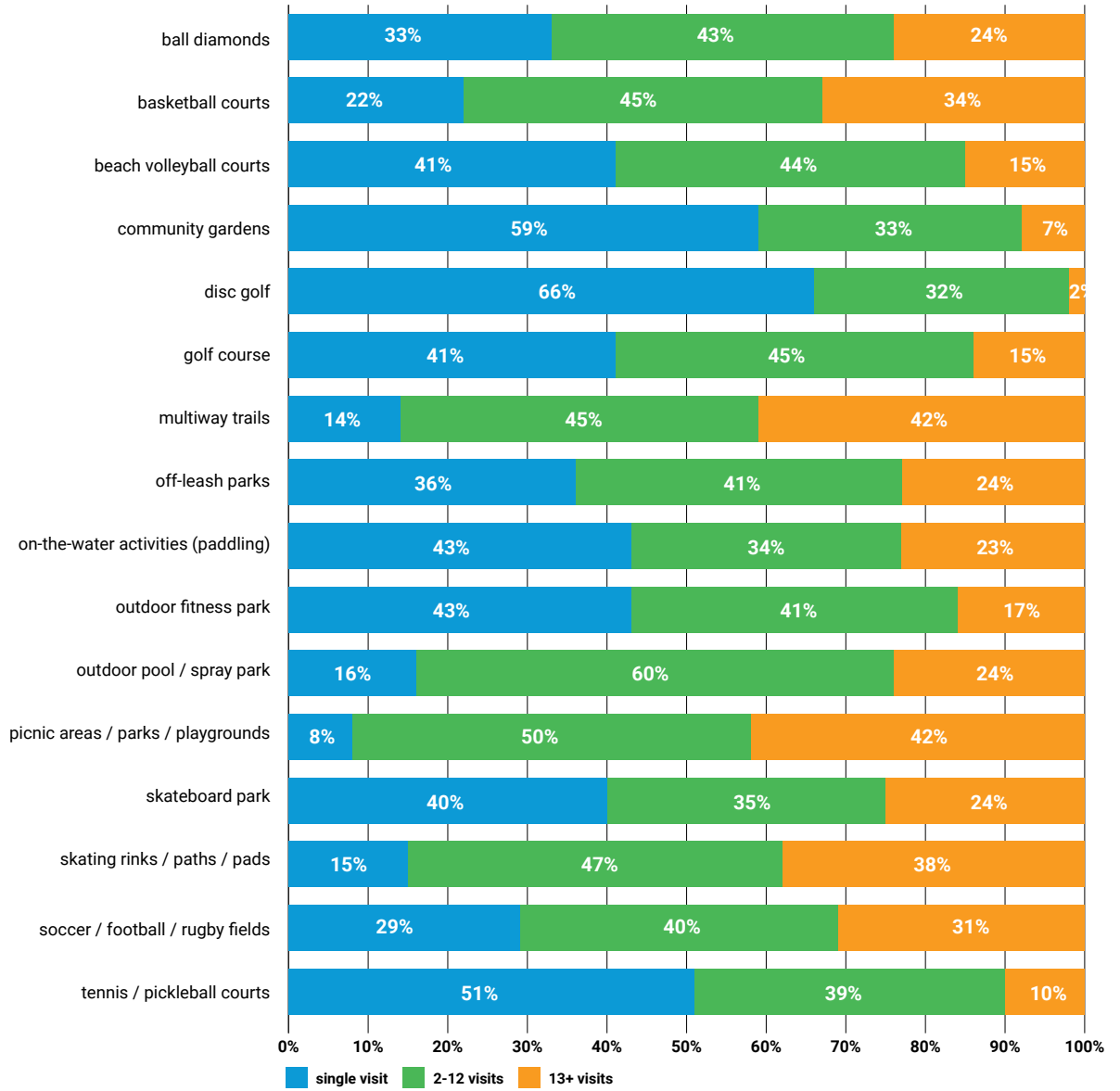
**What indoor facilities do you regularly use? How often do you visit in a year?**



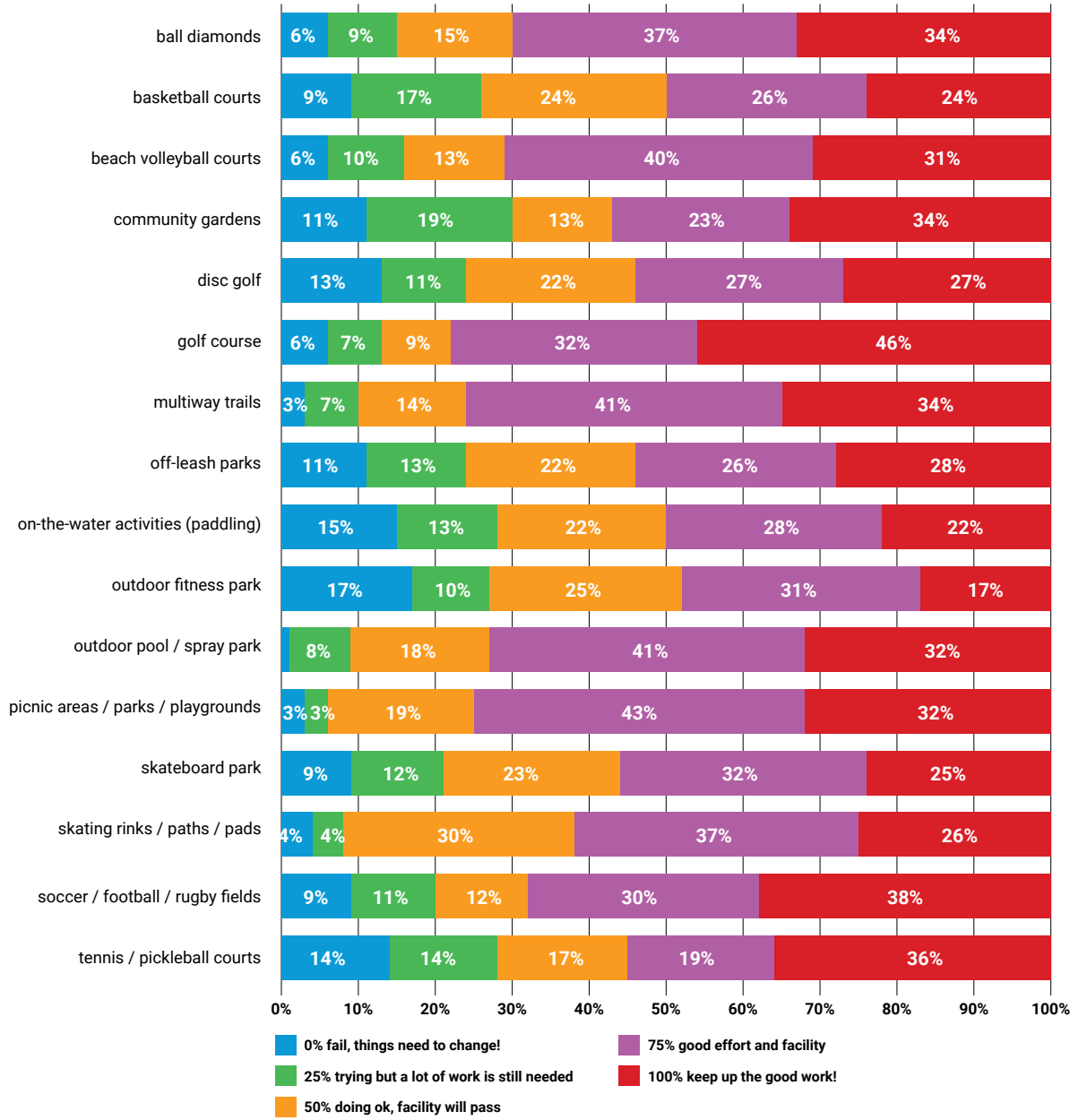
Give a grade for each of the indoor amenities you use.



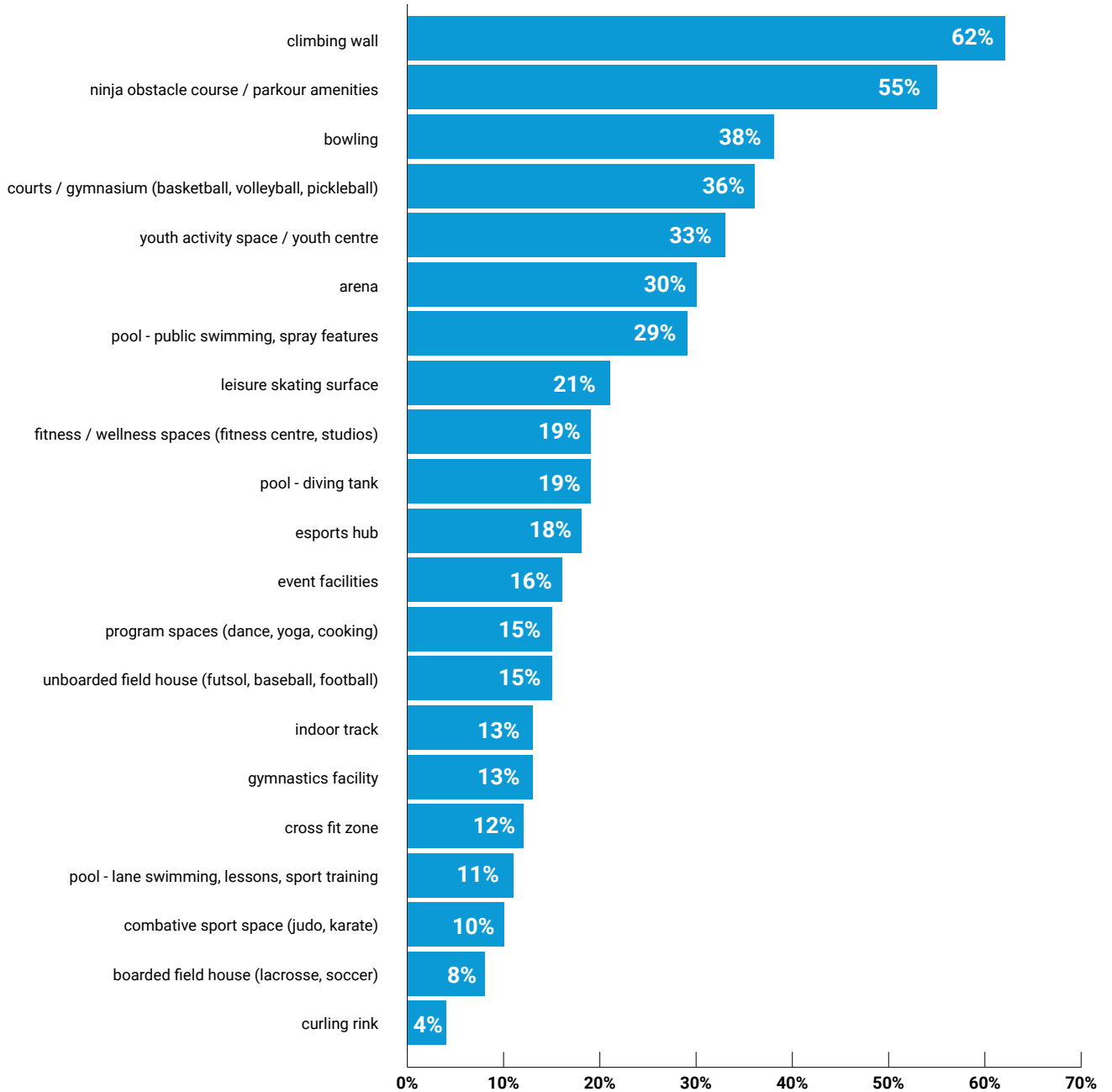
**What outdoor facilities do you regularly use? How often do you visit in a year?**



Give a grade for each of the outdoor amenities you use.



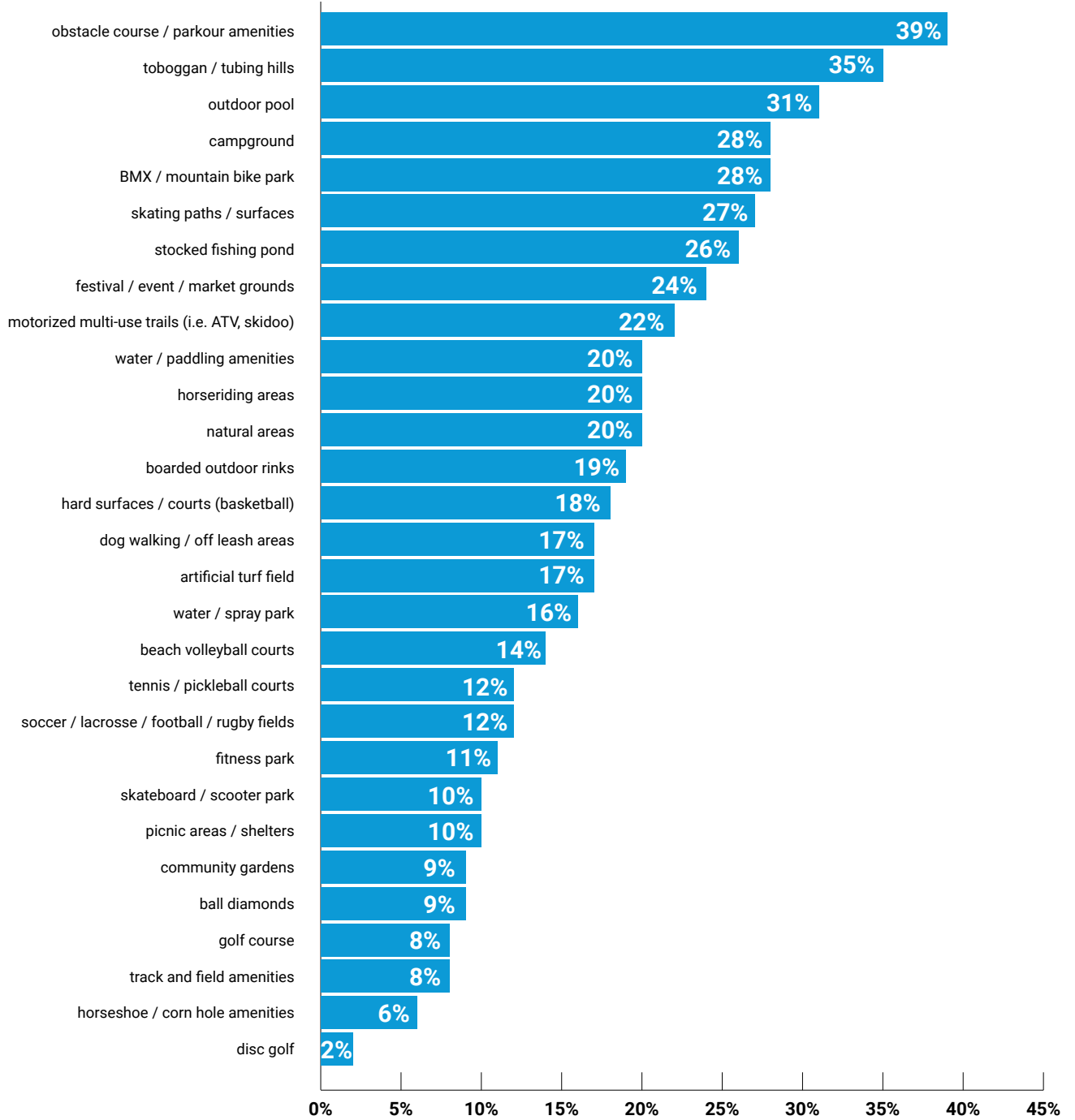
**If you were in charge of deciding the next 5 INDOOR recreation facilities to be built in Leduc, what would you choose?**



“Other” responses included:

- Art clubs
- Roller blade rink
- Trampoline park

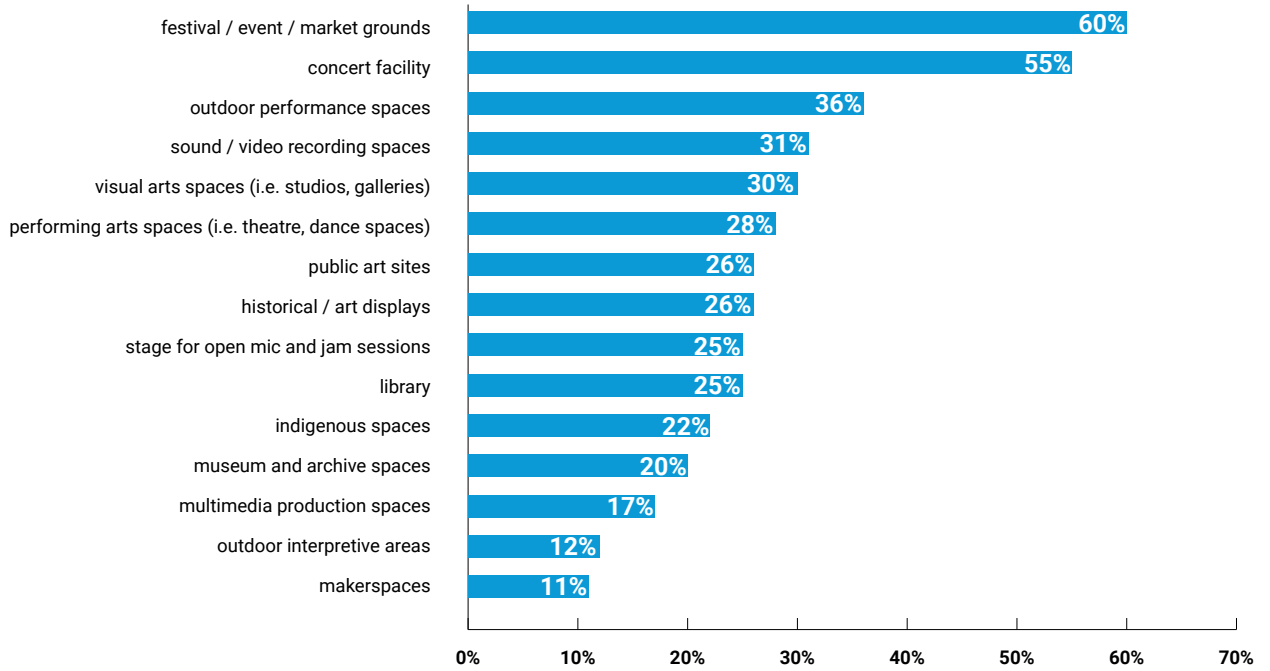
**If you were in charge of deciding the next 5 OUTDOOR recreation facilities to be built in Leduc, what would you choose?**



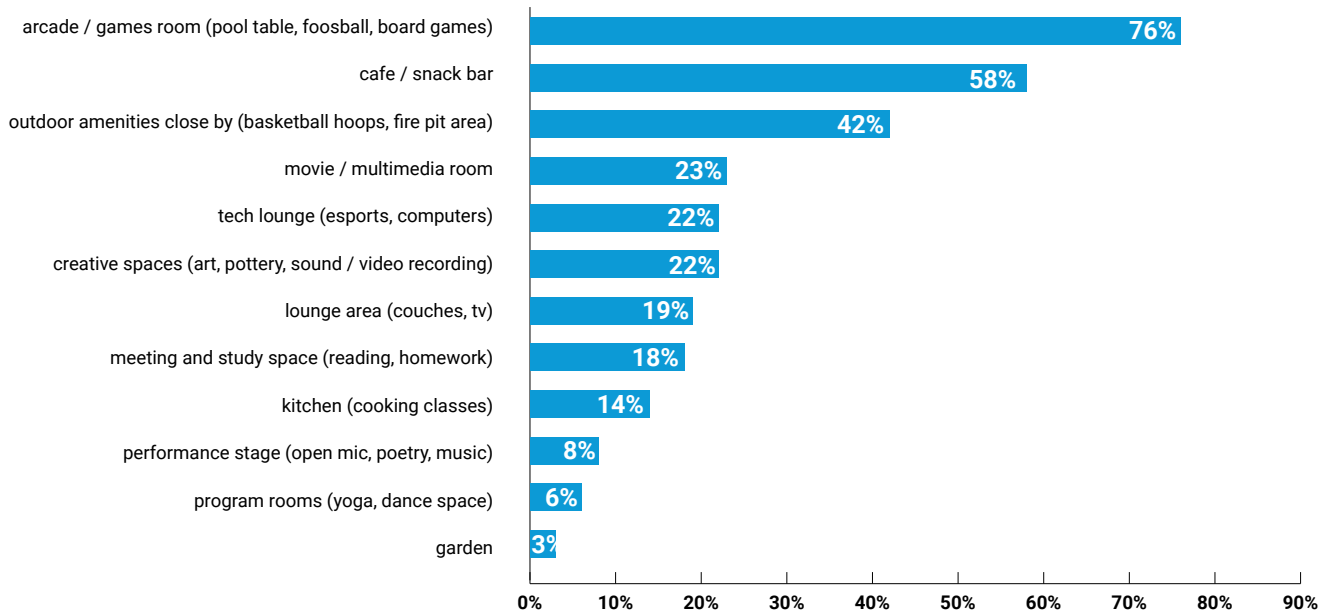
“Other” responses included:

- Badminton courts
- Airsoft / paintball field
- Go carts, mini golf
- Water tubing

**If you were in charge of deciding the next 5 ARTS and CULTURE facilities to be built in Leduc, what would you choose?**



**When designing a space with youth activities in mind what TOP 3 things would you like and use the most?**





## What else can the City of Leduc do to create better indoor and outdoor public spaces for young people?

### Desired Facilities, Amenity Design Features

- Roller blade rink with DJ
- Climbing wall
- Make sure surround areas are safe
- Trampoline park so you don't have to drive to Edmonton
- Recording spaces
- Computer lounges
- An area for when people are feeling overwhelmed where they can come and chill when there are big events and festivals
- More places to hang out with friends
- Make the dog park bigger
- Fix damaged structures faster
- Adult-free or youth-only area
- An arcade with arcade games, bowling, lazer tag, mini golf – accessible for anyone to meet new people or expand their interests
- Café and snack bars
- Games and pool tables
- Need more places to play volleyball, basketball and lacrosse. So many youth are driving to Edmonton for club sport teams / athlete training. We have so many amazing athletes in Leduc but can only run one team per age group because there is not enough gym space. If you want to play at the highest level you have no choice but to leave, it's sad.
- Make amenities more colorful would make people want to come more often
- Indoor covered dirt arena, host rodeo events, shows and clinics
- Build a dome for field use all year

### Program Trends

- More year-round access to regular fitness activities (affordable)
- Put on more youth events
- More variety in arts and culture activities
- Dance night
- Charge less and actually have more than the LRC as we don't want to do the same thing everyday

### Increase Participation

- More variety in sport options to play
- Cheaper or free LRC memberships to high school students. Make things free. Summer student pricing all year long
- Better transportation to facilities
- Have age range open to younger people. Do you have to be 18+ for some activities?
- Fix lights around town so you can see when coming home from an activity

- Lights on the walking paths, you can't use them in the winter because it's too dark after 5pm
- I don't want to pay for a locker when I'm already paying to attend these activities
- Share what is going on more and on more platforms
- More events towards older teens. Most events are targeted at younger teens but it seems like that age is already more likely to engage than people 15 – 18. It would be helpful to have some more events targeted to a slightly older demographic.
- Include more events for preteens (10-11) instead of just events for teens
- Better advertisement offers to teens
- More patrols of skateboard park to cut down on drug activity
- Put stuff for youth to do on the west side of Leduc as everything is too far away

#### Other

- Do these surveys more regularly
- Staff be more friendly to teens. Yes, some are not nice but that is because we are not treated nicely. Be stricter with youth that need it but not to all, all the time.
- More work opportunity for youth be more involved and get paid
- Some outdoor spaces could use a repave and a little more work, such as new turf on football field and new concrete for the basketball courts at kinsmen.
- Better maintenance and care for outdoor fields. Fix the sides of the high school practice field.



## Facility User Group Survey Responses

The City of Leduc recognizes that recreation and culture opportunities are essential to our health, wellbeing and sense of belonging and are a key part of our community identity. Because interests may change, new activities and priorities emerge, the City has now begun a comprehensive planning undertaking to identify future recreation facility needs to inform budget planning.

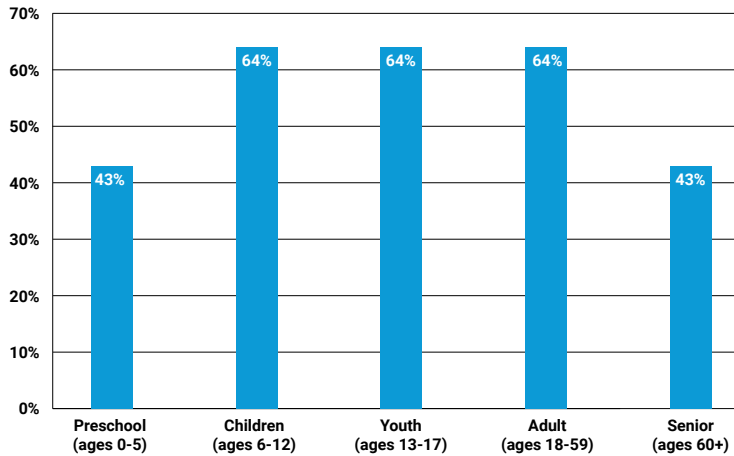
A critical component of this project is to engage facility partners and community stakeholders to better understand your evolving programming and future facility needs.

Input from your organization is important! Your organization is invited to share information by completing this survey by October 16. This survey will take 20 minutes to complete. Please answer this survey considering the perspective of your entire organization and only one response per group is requested.

### 14 responses from the following organizations:

- Leduc Community Basketball
- Black Gold Community Band
- Telford House Seniors Centre
- Leduc Arts Foundry
- Minor Softball
- Linx
- LCLA
- Leduc Lacrosse
- Figure Skating
- Leduc Boat Club (2)
- Mixed Fastball
- Leduc Minor Hockey
- Black Gold Rodeo

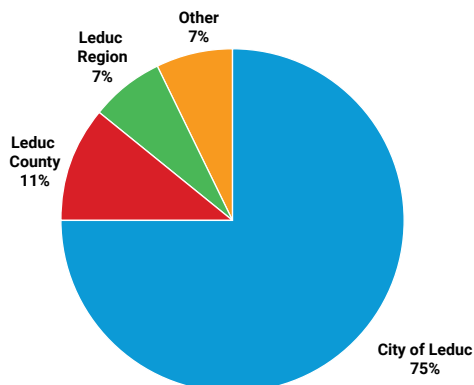
### Which age group(s) best describes your organization's participant base?



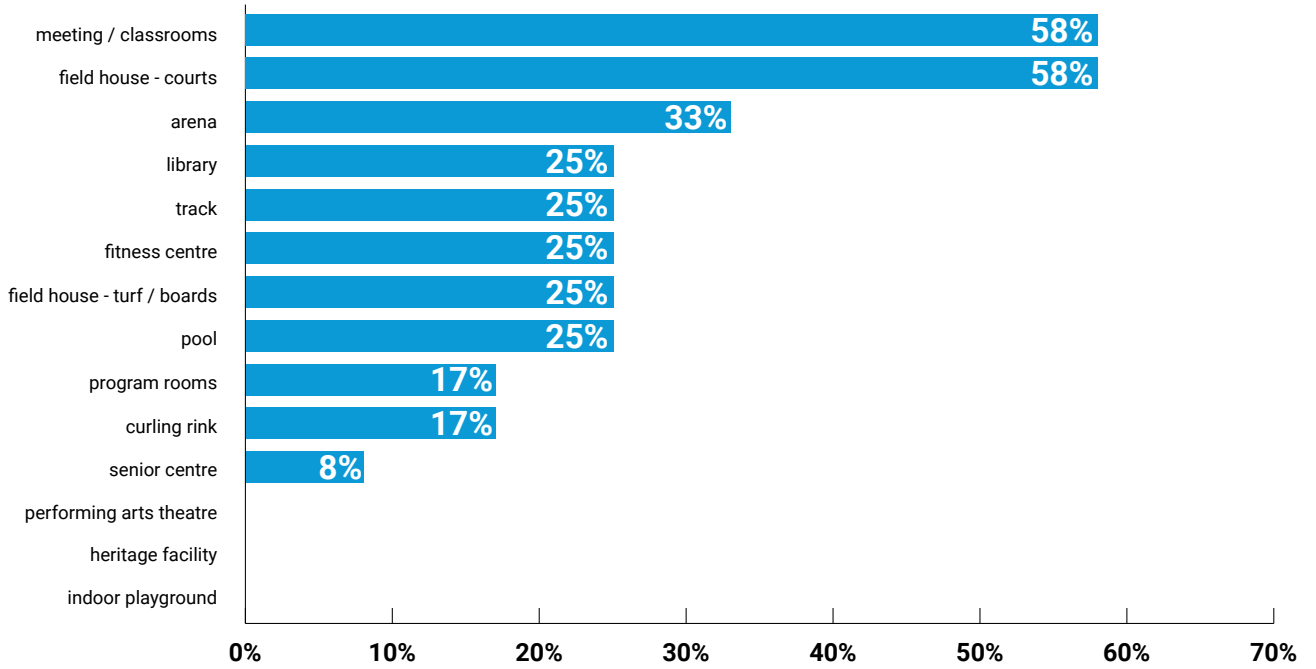
### Over the next 5 years, what are your expectations for your participant / membership numbers?

100% growth

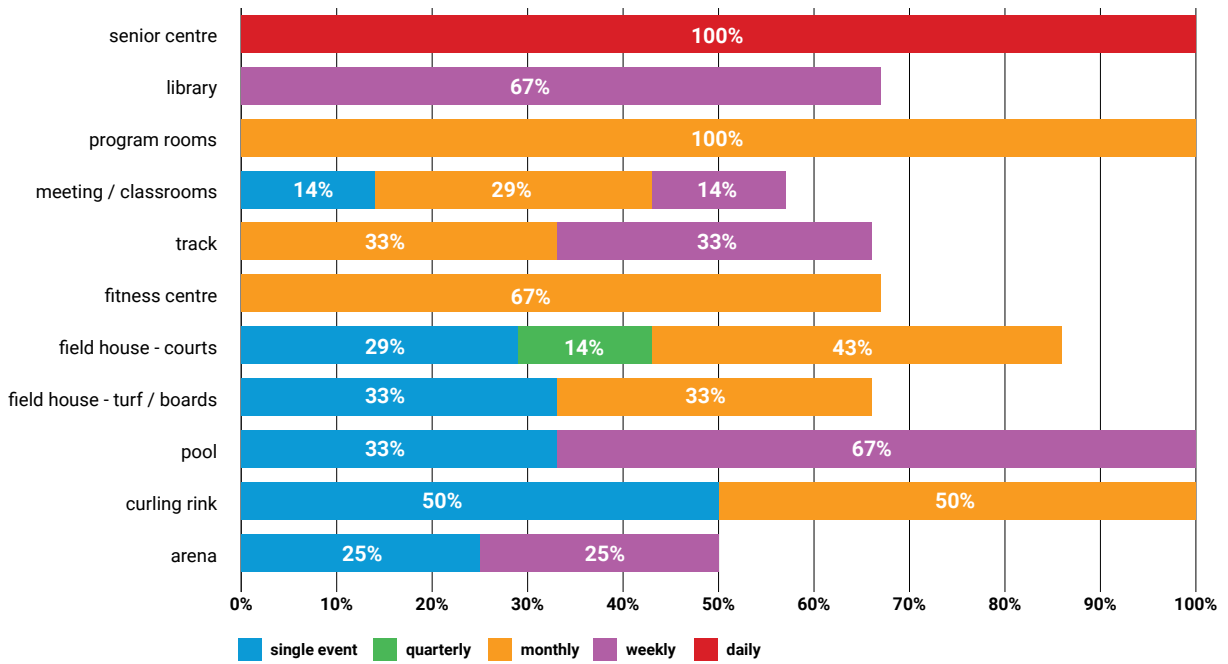
### Please estimate the residency of your organization's participants / members.



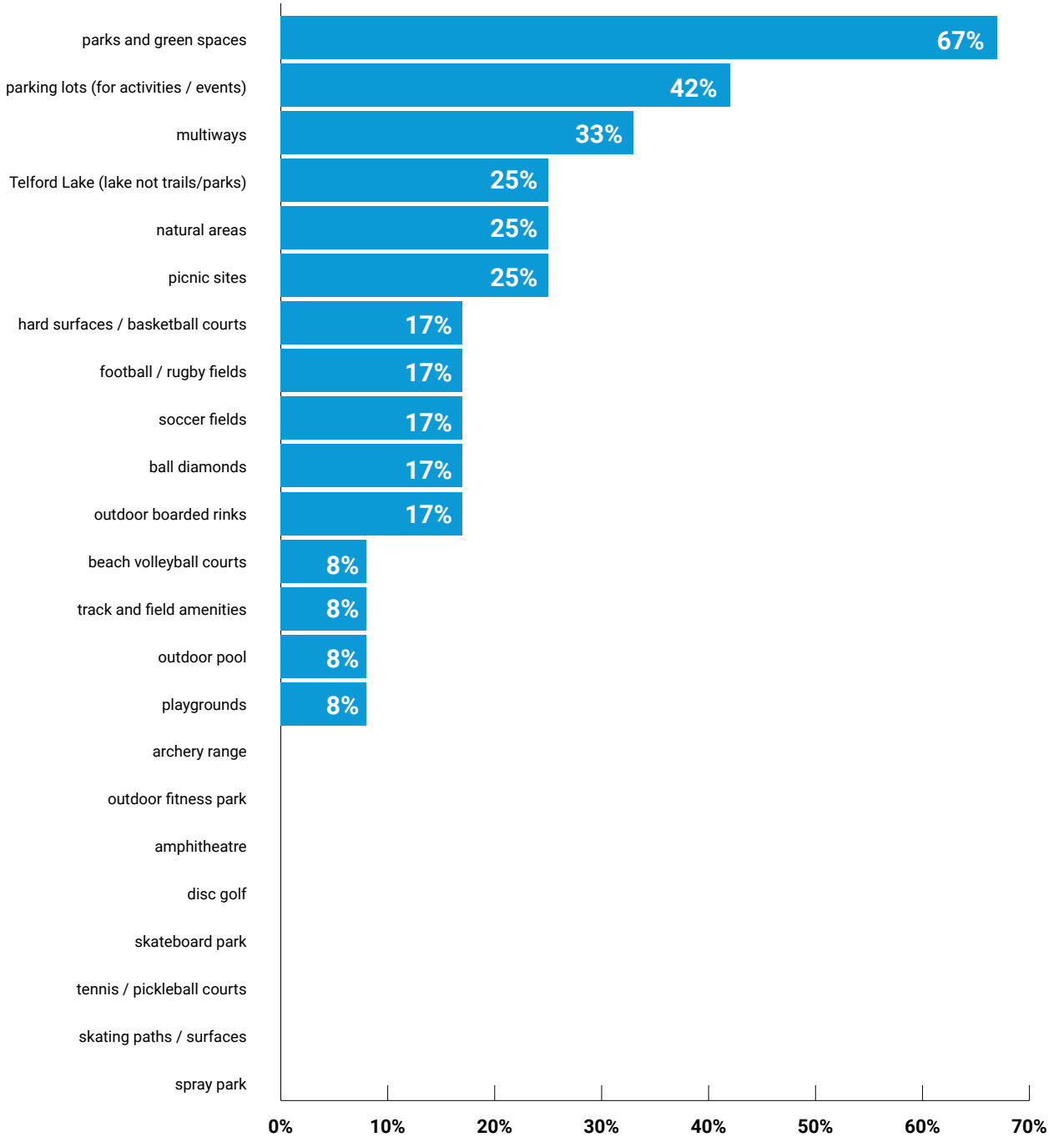
There are a variety of facilities and spaces in Leduc that are used by community organizations to deliver their programs, services, events, and meetings. Please identify the 5 indoor spaces your group uses most often in an average activity year.



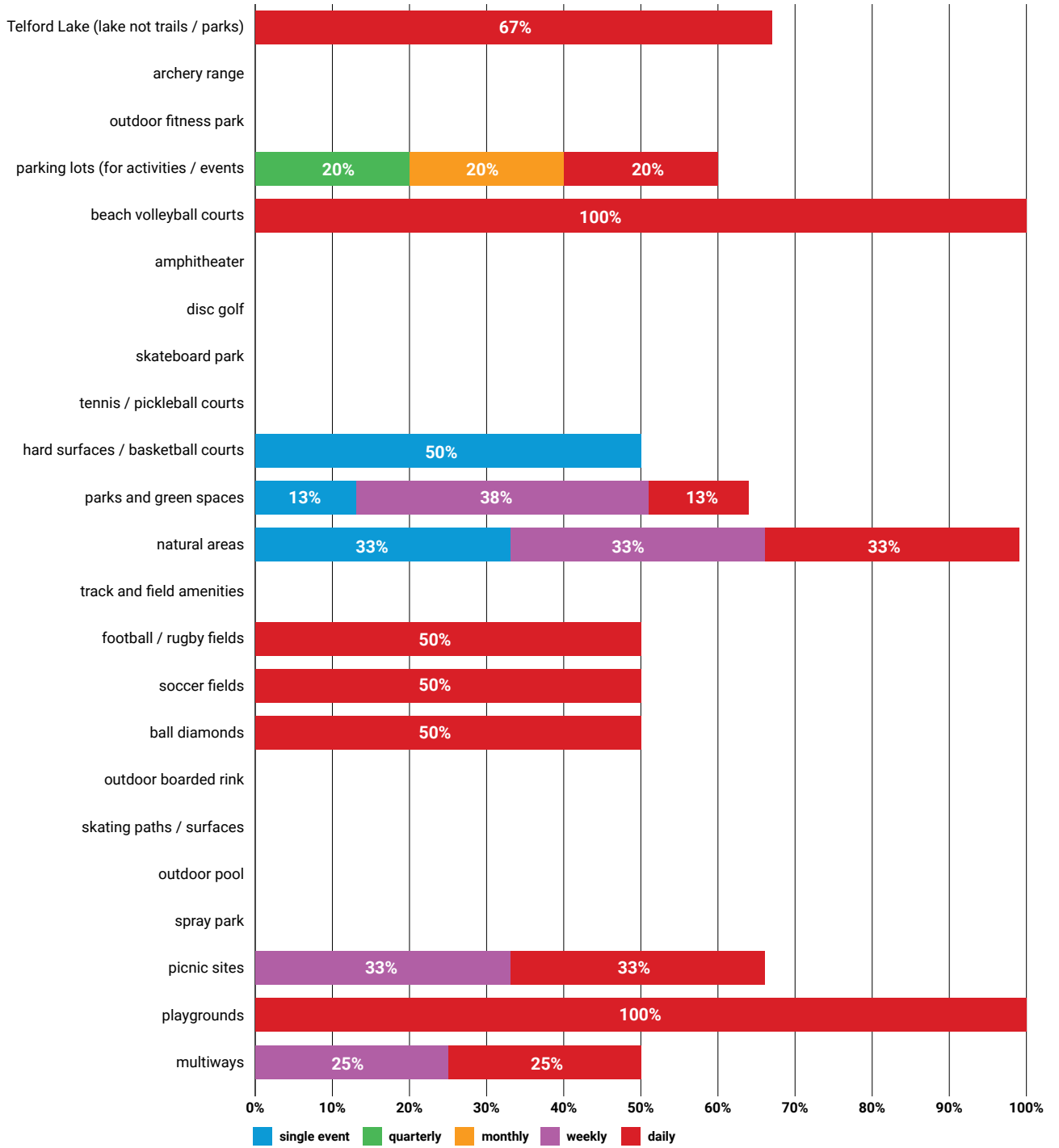
For the 5 indoor spaces selected, please share how often your group uses the space.



Please identify the 5 outdoor spaces your group uses most often in an average year?

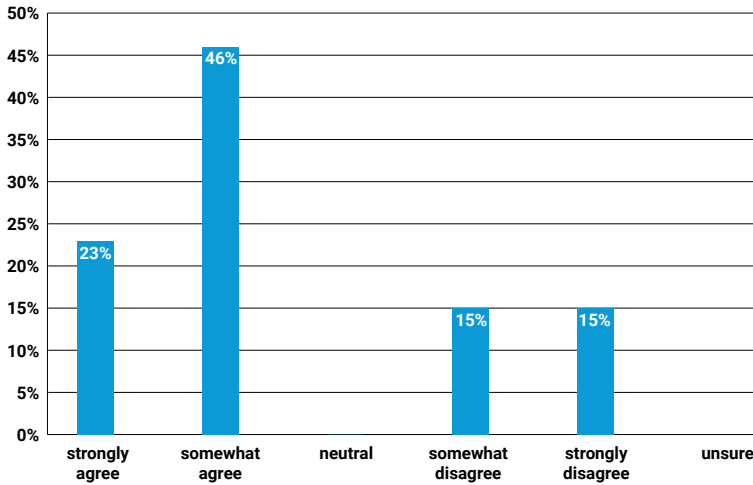


**For the 5 outdoor spaces selected, please share how often your group uses the space.**



Please rate the extent that you agree with this statement.

“The current facilities and spaces in Leduc meet the needs of our organization.”



Please describe any enhancements that would improve your organization’s experiences in the existing facilities and amenities you use.

**Desired Facilities, Amenity Design**

- We need an indoor space where we can train and use our equipment appropriately. Being unable to use real balls and bats in the current indoor spaces means that we must pay private facilities to be able to train properly.
- Addition of an agricultural building in behind the LRC to facilitate year-round agricultural activities such as rodeo, ranch rodeo, barrel racing, extreme cowboy competitions, equipment shows etc.
- We would like to see a large replay screen added to the Aspen Arena and possibly a small mezzanine constructed on the South end of the Aspen arena above the current seating to accommodate a special seating area.
- In the curling rink’s north-east corner create a pass through the custodian space to the hallway between the curling arena and the servery.
- An additional door in the Kosmos kitchen going to the green space directly East of the wall.
- Community arts and culture spaces.

**Access, Operations**

- Access to Lede is limited to host more events as well as our ability to access these diamonds during the week.
- More ice availability is needed.
- More access ability on shorter notice.
- Telford House Parking is inadequate for the large number of activities held for seniors. Additionally, you have people parking to use the trail system at Telford Lake. It’s nice that the City has enhanced the trails all the way around Telford Lake, but it has negatively impacted parking for seniors. Seniors with mobility challenges need to be able to park at Telford House, they are physically unable to park several blocks away and walk. A solution needs to be found for this site like an additional parking lot at south end of entrance.
- Potentially the ability to hold fundraisers at a cost manageable by a non-profit.
- Some fitness classes specific to adults with developmental disabilities.

- More indoor basketball nets, the current LRC courts only have 2 baskets per court, which is not ideal for practices.

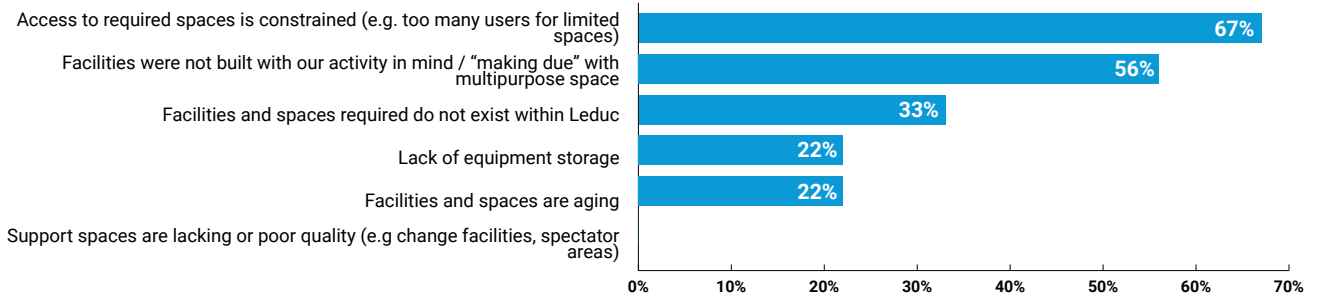
#### Maintenance, Other

- Dredging Telford Lake to control weeds would be beneficial.
- The LCHS band room meets our needs
- Telford Lake and the surrounding facilities (i.e. Lede Park and multiways) are a great opportunity for residents to get active and enjoy the outdoors, as well as the lake itself. The two major complaints that we hear most about with Telford Lake are; difficult access to the lake itself based upon the newly built gate, as well as water quality due to the amount of weeds in the lake. Because the city has been so great in its funding of parks and recreation around the lake such as the completion of the board walk and multiway around the lake, it makes little sense to close a main access point for people with a gate. Also by keeping up with the weed level with a the cutter that the city owns as well as contracting some of it out, this can allow for more events. More frequent harvesting also allows for more enjoyment for the citizens of Leduc and surrounding areas.





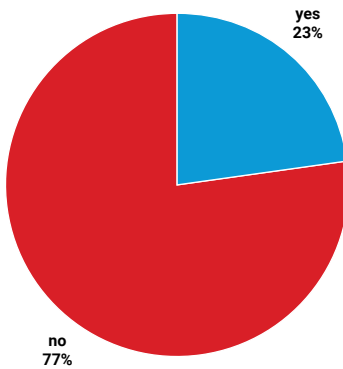
**At this time, please select the top two challenges currently being experienced by your organization in its use of existing City facilities and activity spaces.**



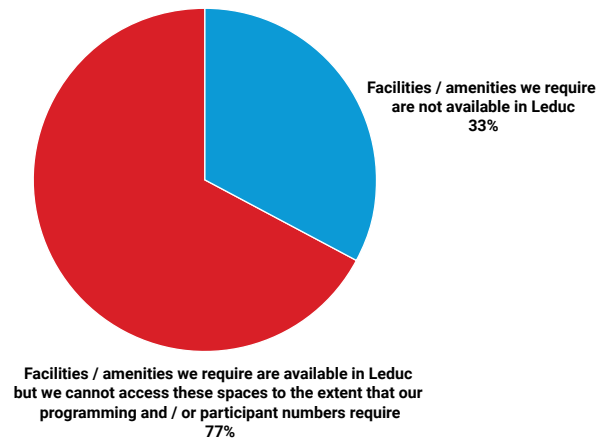
"Other" responses included:

- Telford Lake boat launch maintenance
- Lack of adequate parking for programs and events
- Noisy LRC court rentals are so noisy its hard to instruct players

**Does your organization currently book access to recreation and culture facilities outside of Leduc to deliver your programming / services?**



**Please select the primary reason for why you conduct activities in other locations:**



**Please describe possible changes in each of these areas that will impact how you will deliver your programs/services and will be a major influence on your future facility needs.**

**Participants / Membership: Changes to who is participating in your programs/services (demographic, social, geographic)**

- We are moving into competitive programming, not just recreational, so we have an increase in our membership. Our post covid recovery has shown we are dramatically increasing in growth
- Changing community demographics will influence the events we organize. Possibly change the activities we put on around the rodeo to attract different people. We are entertainment to the urban audience, the sport of rodeo is viewed differently by a rural audience
- Through advocacy and education, the Leduc community becoming more interesting in arts and cultural activities offered by our organization.
- No changes, we serve seniors
- We are working with more and more children with developmental disabilities. This may have us accessing more services in the community with them.

**Participation Rates and Patterns: Changes to the number of participants and/or how often they are participating (utilization)**

- We have more teams that want more access during the season but also the off time of the season
- We are working hard to attract new member to the association. As far as participants attending events, we have a lot of repeat participants that return every year and we are attracting new people to the events we present.
- Growth is significant and increasing. Space limitations are ever increasing and limiting the amount of offerings we can provide.
- LMHA is at maximum capacity for the number of teams that we can host. This directly affects our ability to expand female and coed teams within LMHA.
- We are looking to increase youth participation in after school programs.
- Rates would increase greatly if proper access was granted by gate removal. A fair portion of our organizations business involved foot traffic and overall access to the facilities. With proper lake care previous customers are more likely to return
- We are always prepared to grow, our growth is dependent on Provincial government funding.

**Program / Service Delivery: Changes to how you organize and deliver programs/services based on influences like risk management, fair play and inclusion initiatives, long-term athlete development, accessibility, climate/green initiatives, travel and transportation constraints, volunteer vs paid staff instruction, etc.**

- We are really focused on community involvement and leadership within our organization, it's changing the dynamics in a really positive way
- Our cost continue to go up. Grants and sponsorships help to keep participant costs down, we want to remain affordable for the events we charge and still provide as many free opportunities as.
- Risk management point of view, insurance is becoming a barrier at times, costs have increased so much and the number of underwriters covering rodeo associations has decreases limiting competition.
- We are finding it harder to get volunteers since COVID, it maybe just a temporary issues as many of our volunteers have been older and may have concerns coming back or they have been off for 2 years and found other activities. Some of the other sport team that usually volunteer did not provide as many people as possible and we will have to work with them to ensure the commitments they made to us are kept. We have switched in some areas to paid contractors to reduce our liability and to improve the level of service provided, which of course comes at a cost but so far we will the benefit is greater.

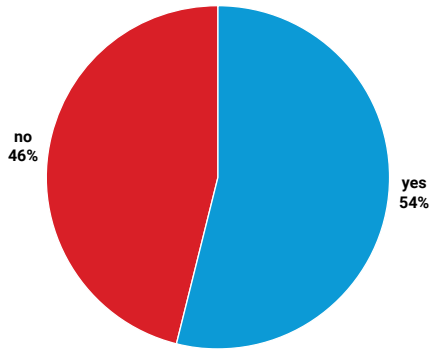
- We have been very supportive of inclusion activities and will continue to do so moving forward. We are also very supportive of hosting events providing competitions for local competitors in the sport of Rodeo.
- With over 6,000 hours of volunteer contribution last year, we are requiring more paid staff.
- Access to more ice would give us the ability to further promote “Try Hockey”, “First Shift”, “Pond Hockey”, “Coach/Referee Development”, “Checking Clinics”, and “Sledge Hockey” initiatives.
- We have had to make major changes to our School Groups for Safe Sport and Sphere’s school requirements for outing by increasing the minimum number of instructors per group.
- No changes planned on how we deliver programs, it is driven by membership.
- With proper care of the lake, our children’s program participants would feel a great deal more comfortable in their ability. As well the variety of safety courses that we currently must take at another location could be offered on site, which would cut down on transportation and staffing constraint. Overall access to the lake enables a faster emergency response time by Leduc EMS.

#### Other

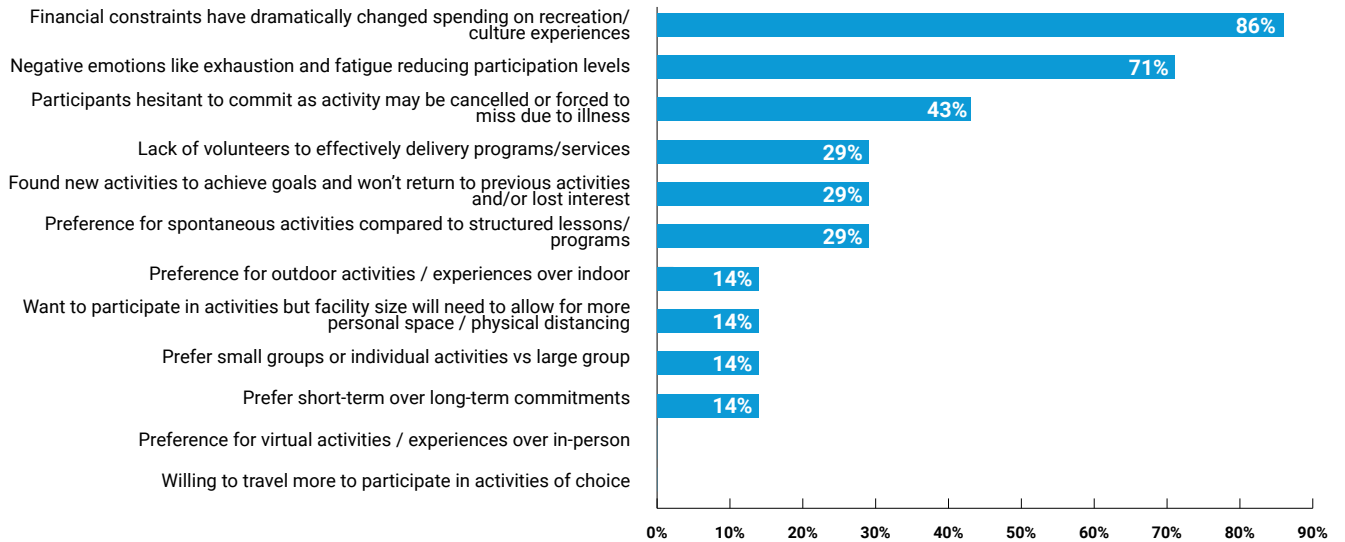
- Costs will influence future facility needs. If we have additional facility space, as mentioned the addition of an Agriculture facility (i.e. clear span dirt floor facility) behind the LRC, we will be able to increase the number of events we host especially those aimed at local competitors
- Access to more ice will allow us to go beyond offering the bare minimum services to our players, coaches, and referees. It will allow us to expand our number of teams and increase development initiatives.



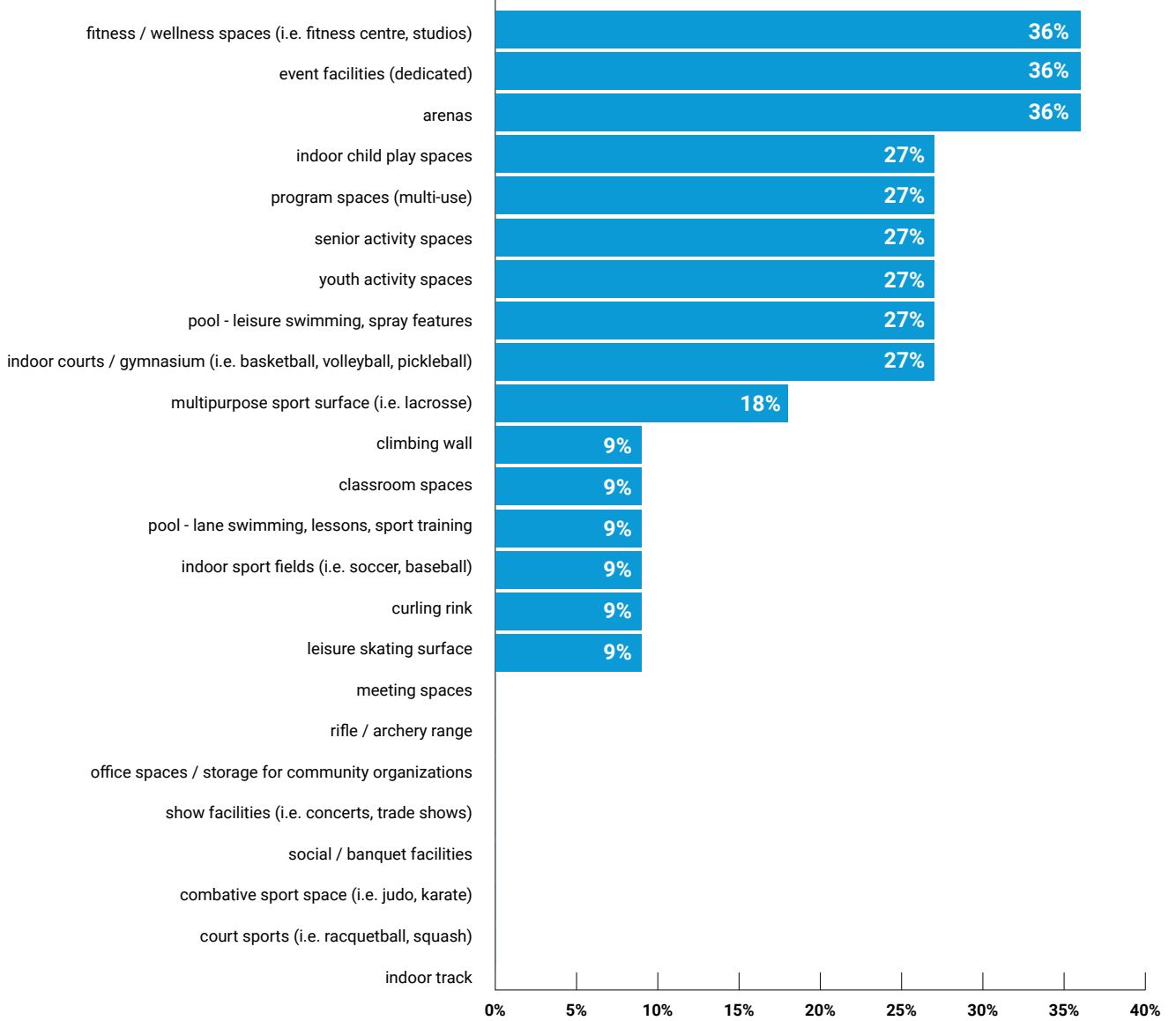
Since 2020, the pandemic has reshaped how people engage in recreation and culture activities. Do you believe that there will be long term changes to participant preferences / needs due to the pandemic?



Based on what you're hearing from participants, what changes to participant needs are most likely to continue that decision makers should take into consideration? Select up to 3 long-term influences on future participation / service delivery due to the pandemic.

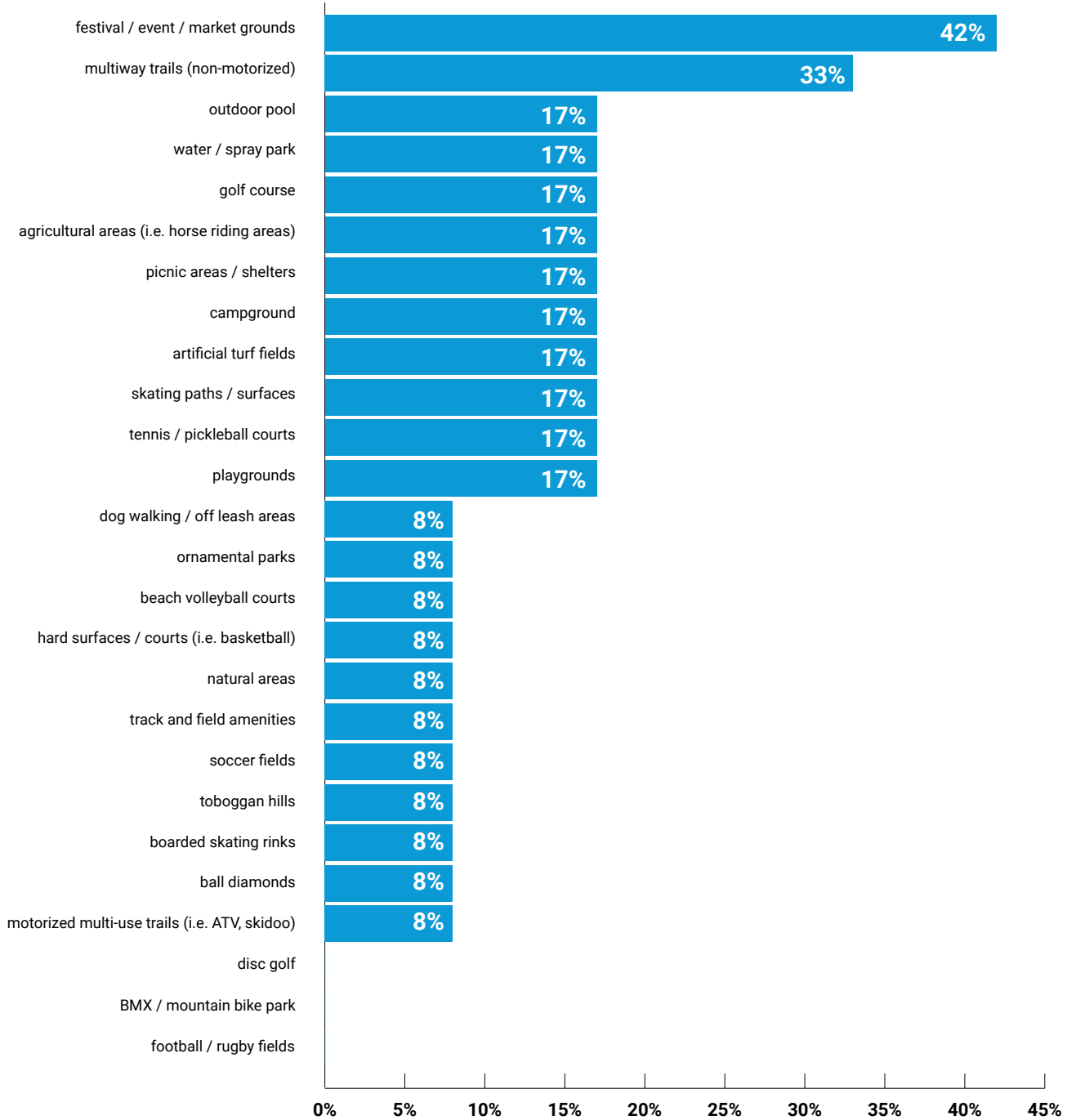


**From the following lists of indoor facility and amenity types, please select up to 5 SPORT AND RECREATION facilities that should be a priority for the City.**



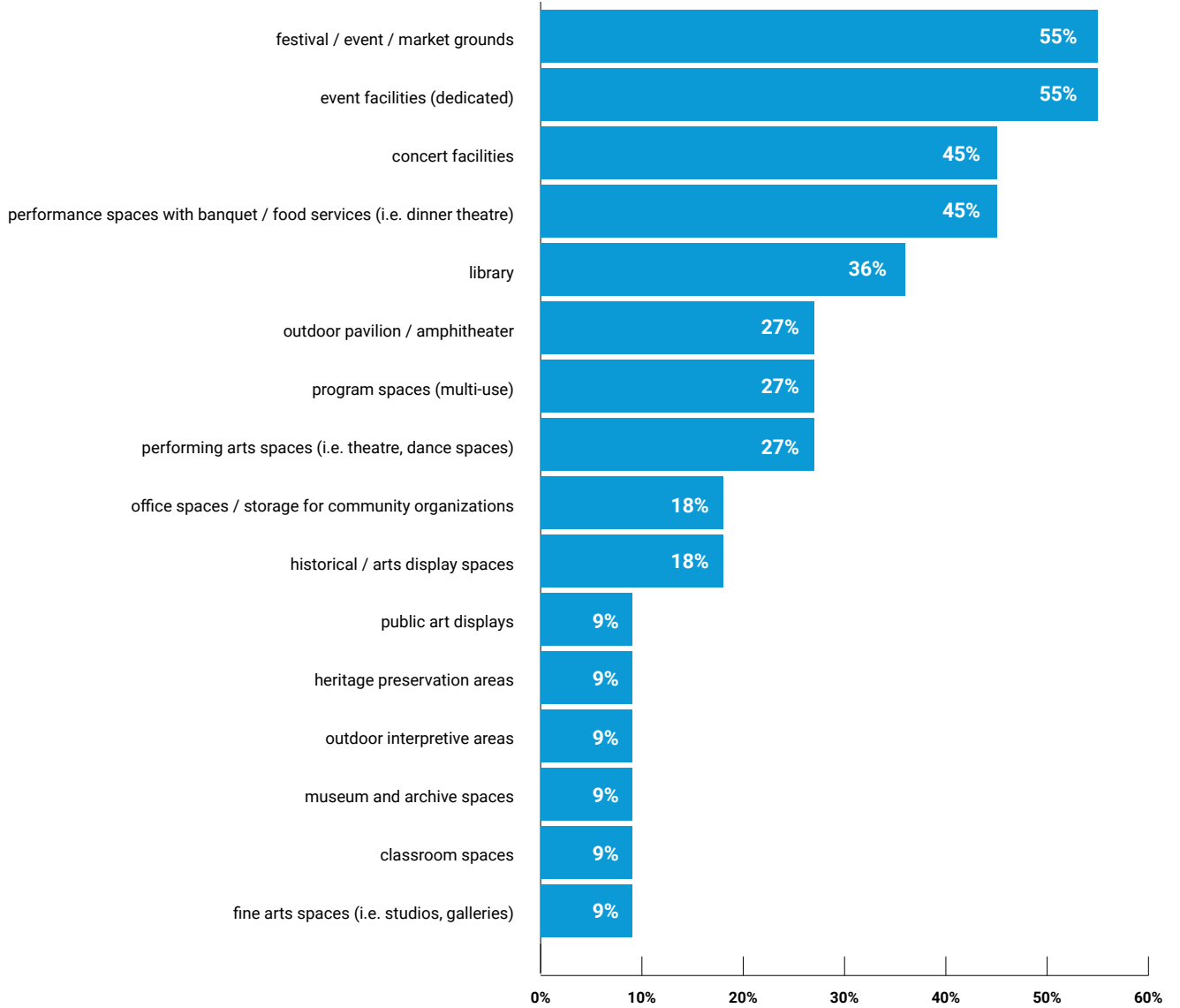
“Other” responses included agricultural building and arts and culture facility

**From the list of outdoor facility and amenity types, please select up to 5 SPORT AND RECREATION facilities that should be a priority for the City.**



“Other” responses included winter sport areas (cross country skiing, snowshoeing).

**From the following lists of indoor and outdoor facility and amenity types, please select up to 5 ARTS, CULTURE AND HERITAGE facilities that should be a priority for the City.**



“Other” responses included band room with equipment access

**Considering the facilities members of your organization have used in other communities, are there any trends, unique design features or best practices that you would like to see at current or future facilities in Leduc?**

**Desired Facilities, Amenity Design Features**

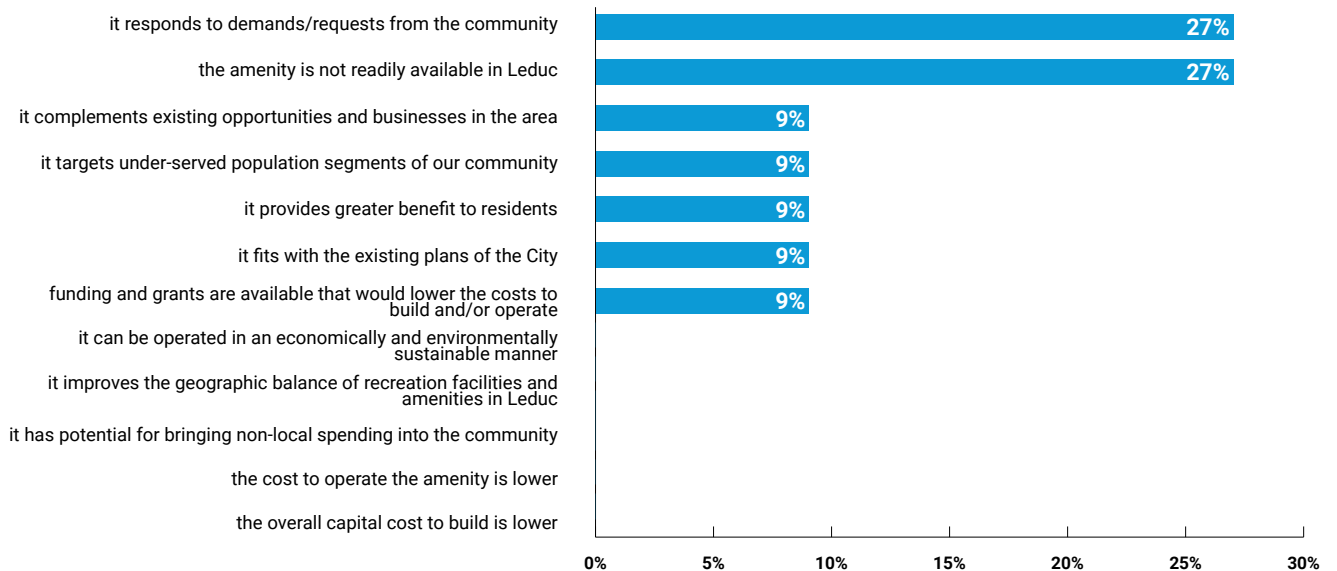
- A year-round dome like in red deer would be a game changer for all baseball, softball, football, lacrosse, ruby, soccer and so many more turf sports.
- More hosting locations
- Municipal campground at Lede
- For our purpose a dirt floor clear span facility. Need to design for multi use, in the Ag building we have seen concrete pad along one side with seating, meeting space, washrooms etc. Additional of solar panels on the roof for added revenue therefore consideration to building orientation, water capture and reuse if possible for watering green space or washing, space for wheelchair access and family use, potential for natural lighting to min need for artificial, alternative heating.
- Not really. The facilities we have are exceptional. We just need more of them.
- A place for small children to play while parents are watching ice sports in a twin arena.
- It would be great to have equipment storage at the rec center vs. off-site.

**Participation Trends**

- Expertise in the arts and cultural sector to allow for proper facility needs offerings.

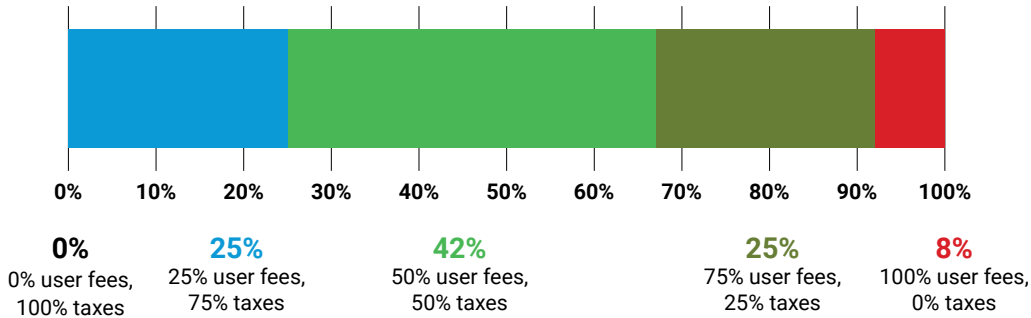
**The following list includes possible criteria that could be used to prioritize multiple facility projects. Answering on behalf of your organization, please select the primary criteria that you think should be the most important to consider when setting project priorities.**

**A facility project should be a higher priority if ...**

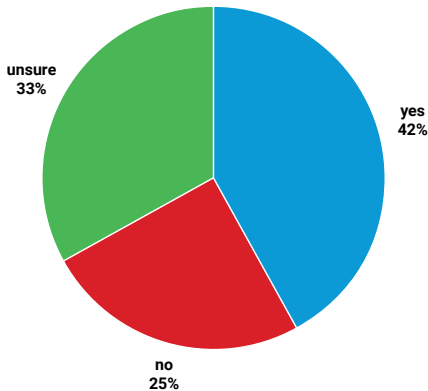




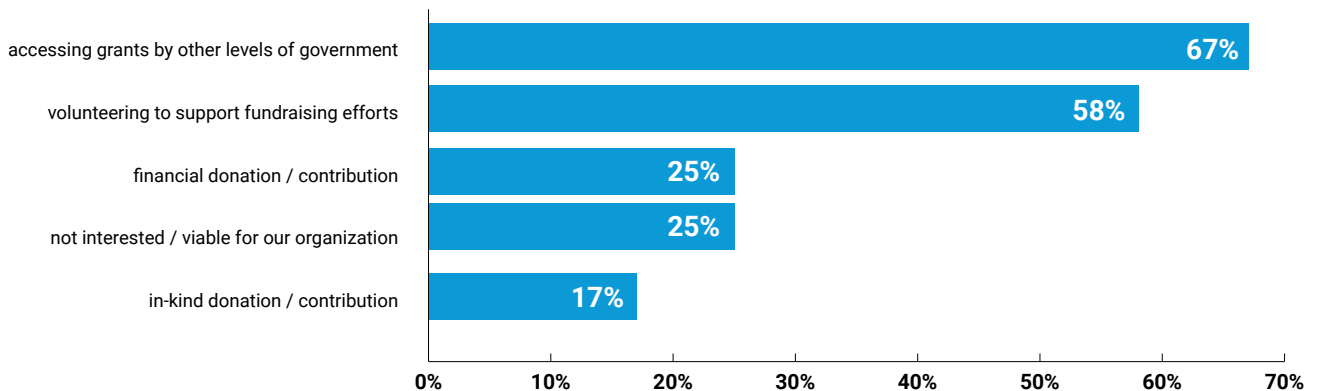
City of Leduc recreation and culture facilities are paid for by a combination of tax support (including property taxes) and fees paid by the user. What ratio of user fees to tax support do you feel is an appropriate target for the City to try and recover for recreation and culture facilities?



Would your organization be interested in accessing lease spaces in recreation / culture facilities in the future?



In what ways would your organization be willing to partner with the City on potential future facility projects or initiatives?



**Please use this space to provide any additional comments on current or future needs for recreation facilities in Leduc not already touched on in this survey.**

- We would love to see storage at every rec facility for user groups.
- When building new facilities, we should be considering hosting capabilities, so concession space, or rooms for meetings, or viewing space. They should be built to support events.
- The Rodeo association is very interested in partnering with the City on a new facility and would like to discuss potential ideas with the City, Leduc County and other user groups to scope out the potential opportunity.
- The location of Telford House is ideal for seniors. Extending the building to the east to increase space would better serve members in the future.
- Overall Leduc is a great community and its outdoor and indoor recreational facilities are top tier compared to a lot of many other cities and towns. I believe it is important that the city tries to return to offering and maintaining these sites for the large amount of people that use them instead of taking them away for the few individuals who find them displeasing.

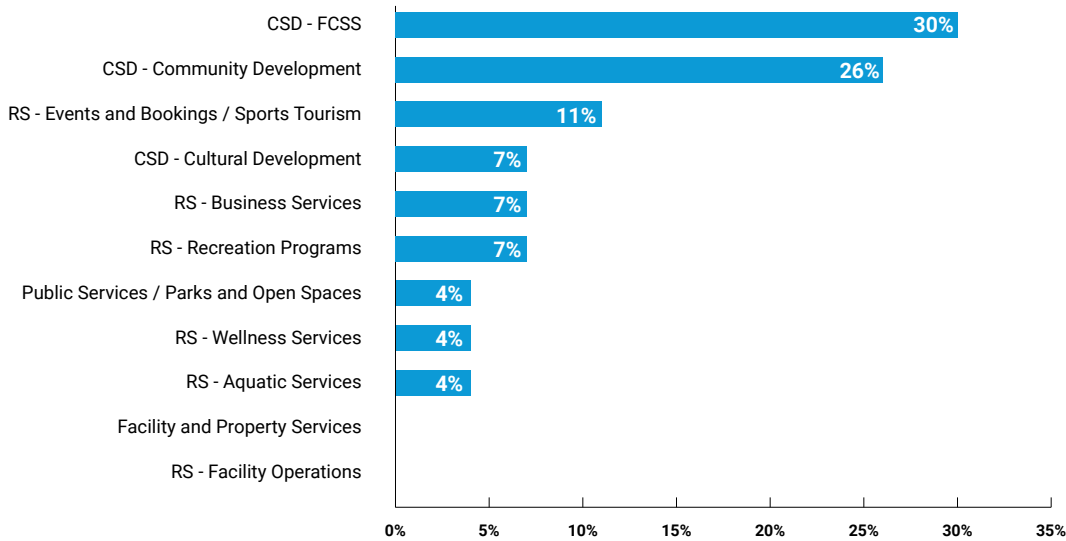


## Facility Staff Survey Responses

It is important to get input from the City staff that operate our facilities and plan the programs, services and events our community enjoys when considering future facility development priorities.

You are invited to share information by completing this survey by October 16. This survey will take 15 minutes to complete. Please answer this survey considering the activities and services you are responsible for organizing and facilities you operate.

### Please select the service area that you work in



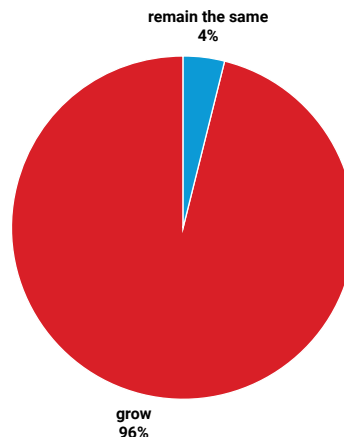
“Other” responses included:

- Community and Protective Services
- Family Resource Network
- Administration
- Maclab Centre

### In your estimation, how many distinct individual participants/members participate in your programs, events and services?

Participant numbers ranged from 200 – 35,000.

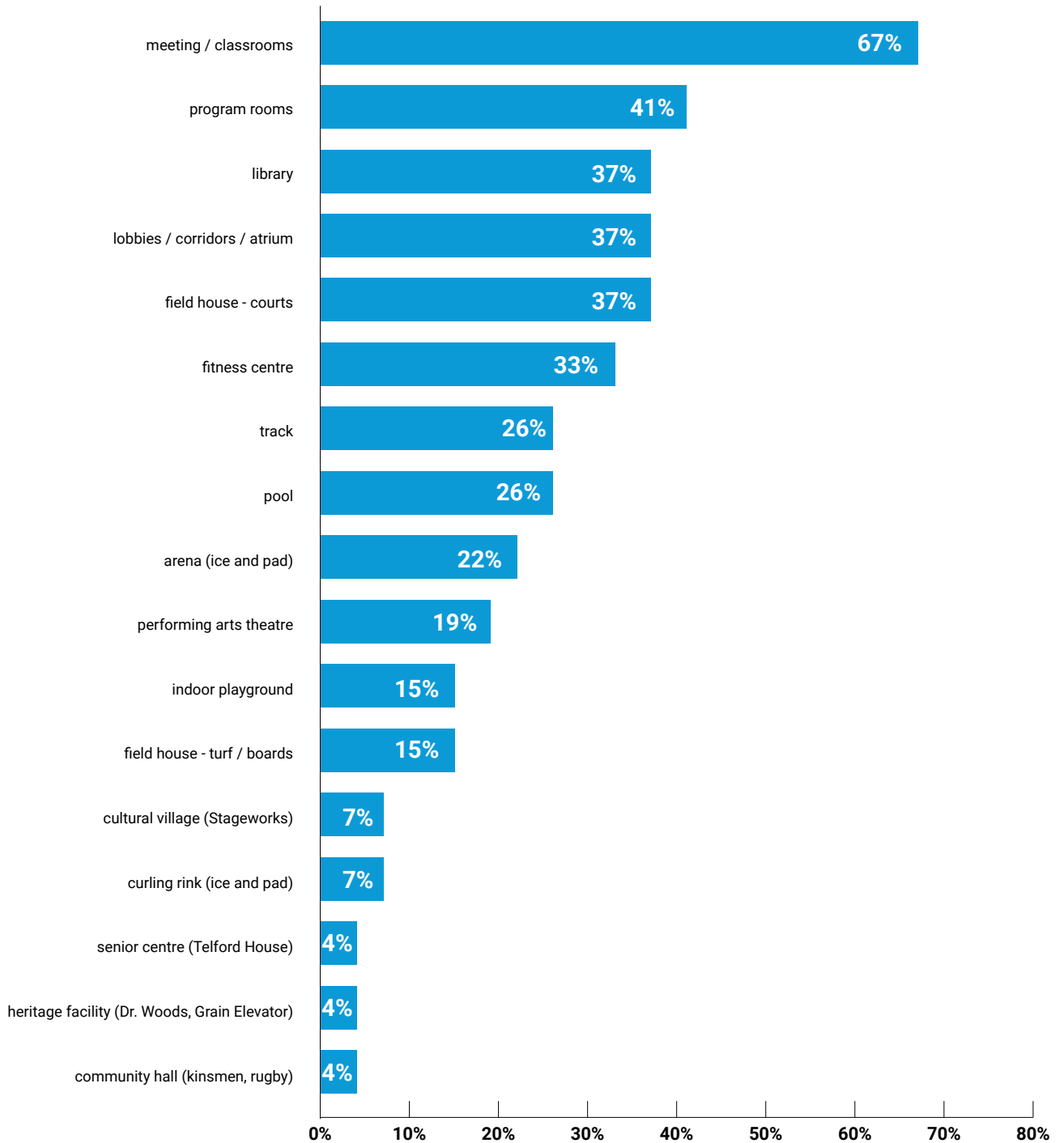
### Over the next 5 years, what are your expectations for your participant / membership numbers?



### If you selected “remain the same” or “decline” please describe the factors contributing to this answer.

- participant factors
- facility factors (access, size, suitability of space)
- organizational factors (staffing, promos, \$)

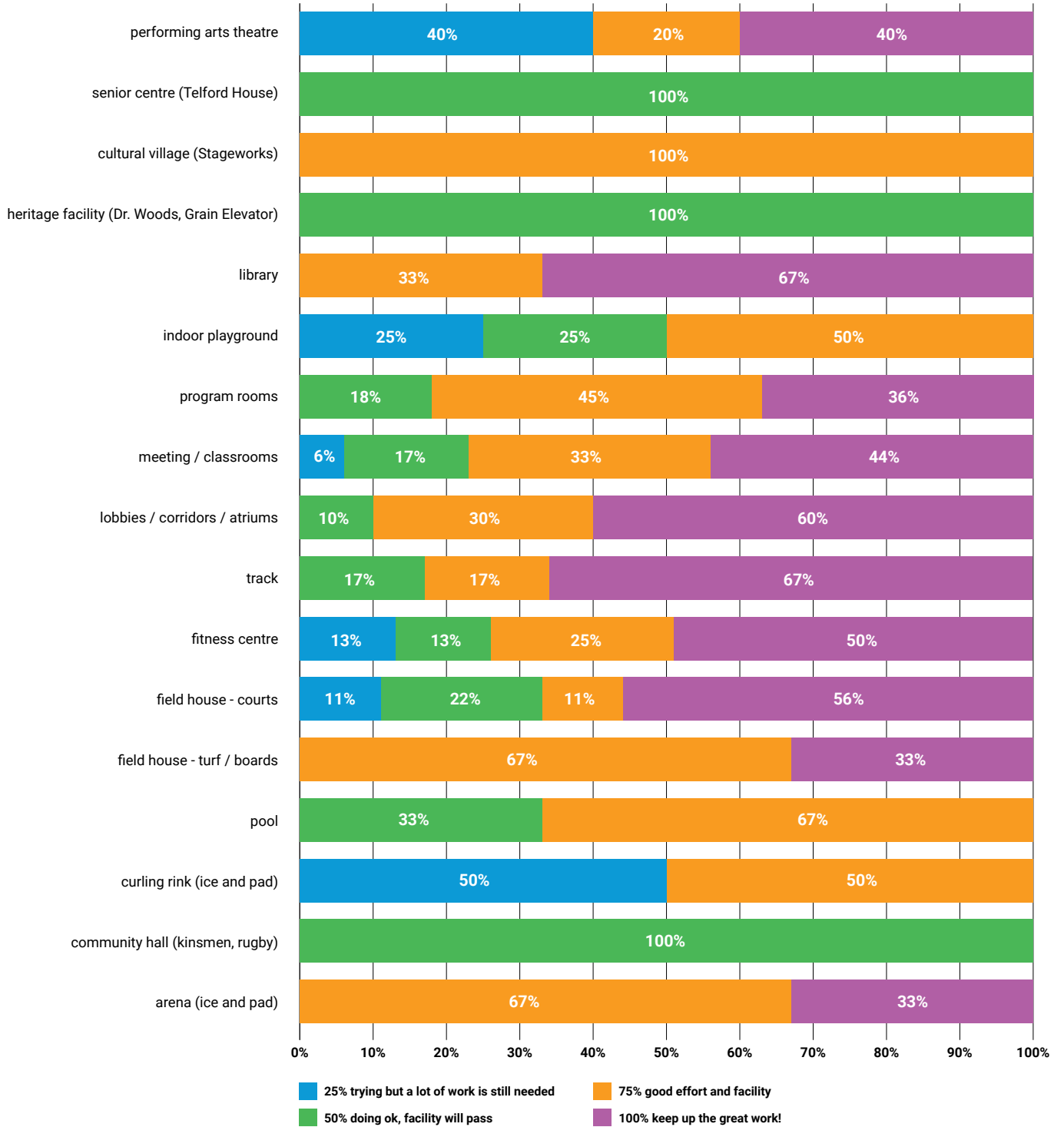
Please identify up to 5 indoor spaces that you use most often in an average activity year.



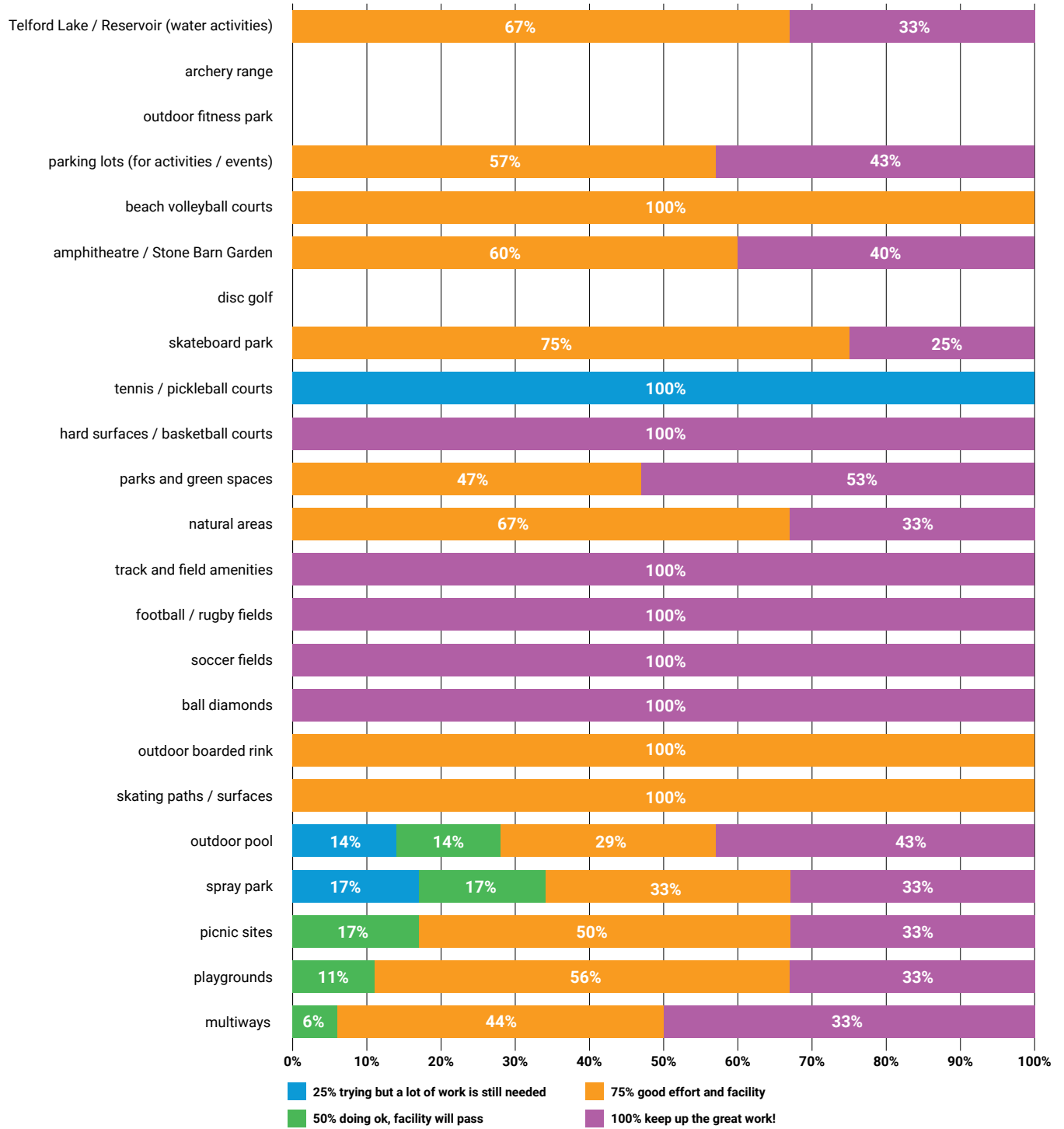
"Other" responses included Scout Hall.

APPENDIX  
FACILITY STAFF SURVEY RESPONSES

Give a grade for each of the indoor spaces you use most often.

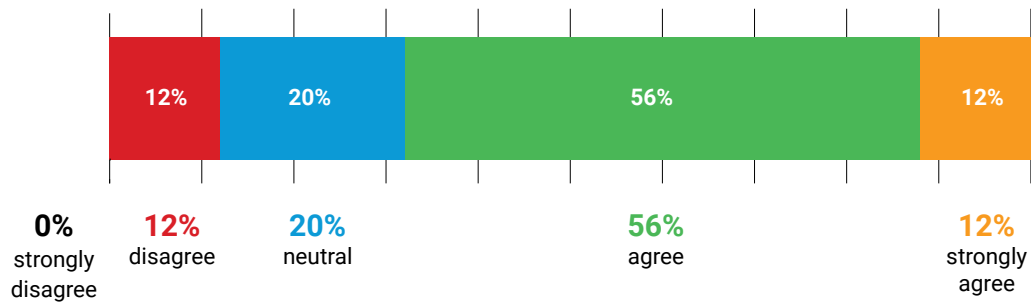


Give a grade for each of the outdoor spaces you use most often.



Please rate the extent that you agree with this statement.

“Generally, Leduc’s current facilities and spaces meet the needs of my area to deliver the programs and services our community wants and needs.”



Please describe any enhancements that would improve your experiences in the existing facilities you use. Identify the specific amenity and improvements that you would benefit from.

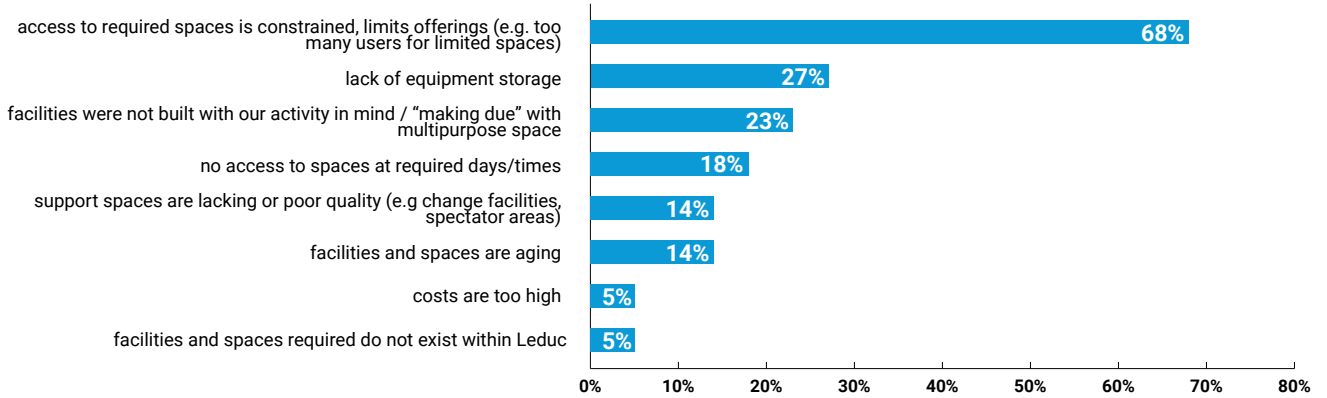
#### Desired Facilities, Amenity Design Features

- Power access points, hosting events this would cut down the cost on renting generators
- Spaces to host exhibits or informational displays youth lounge or space for hangouts
- Civic Centre- more meeting rooms as there is never enough
- Pickle ball courts
- Bigger weight lifting area for serious dedicated heavy lifters.
- Meeting spaces and classrooms are often booked up for when we would like to utilize them for programming.
- Most rooms I utilize include a projector, which I need to host workshops. I benefit from a projector, instructions on how to use the equipment, tables, and chairs. It’s a bonus if there’s also a sink in the room.
- Shaded areas
- Beach volley, basketball courts, Telford Lake multi ways, community garden all could use improvements - accessible washrooms, security/safety plans, sustainability.
- Lack of storage
- Lack of exhibition space
- Increased spectator seating and event storage areas
- Teaching TV/video equipment in Kosmos kitchen
- More storage areas in arenas (not having to share space with user groups)
- Having more access for growing programs to program rooms, fieldhouses and day camp locations.
- More access to the field house and ice surfaces. Often too busy with user groups, especially during peak seasons, that we are not able to offer as many drop in activities.

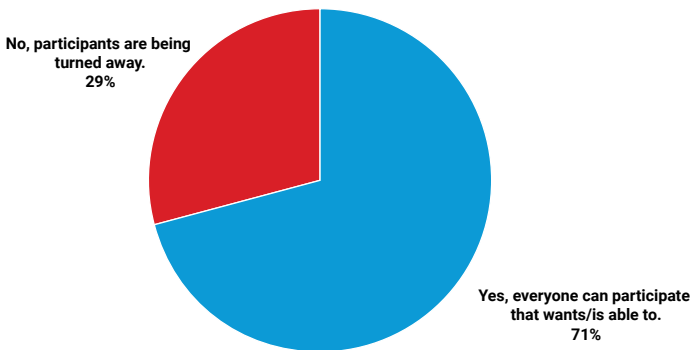
#### Participation, Access and Program Trends

- Increased consideration for active transportation as opposed to recreation for the multiway trails.
- Increased promotion and awareness

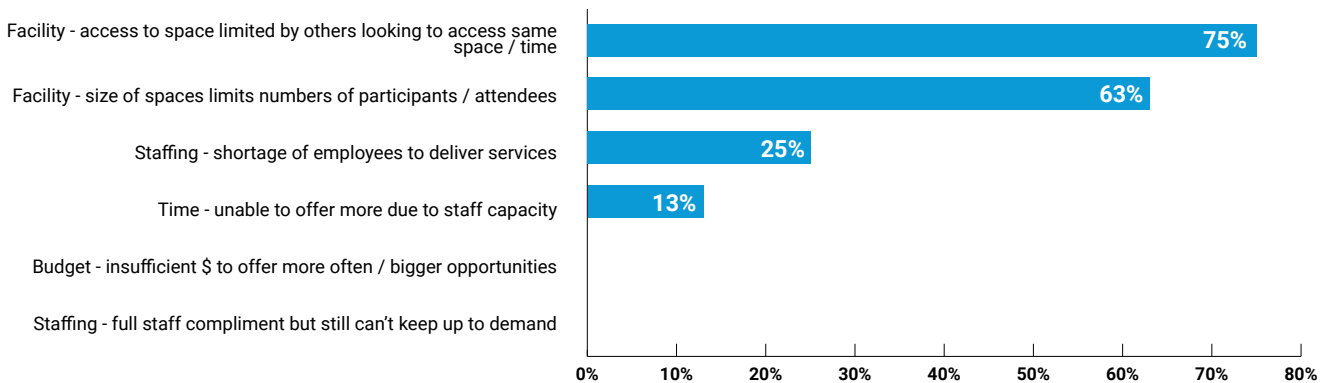
**At this time, please select the top two challenges currently being experienced by your area when using existing City facilities and activity spaces.**



**Currently, are you able to accommodate everyone wanting to participate in your programs/events/services?**



**What are the main reasons that you are having to cap attendance, build waitlists, or not offer activities?**





**Please describe possible changes in each of these areas that will impact how you will deliver your programs/services and will be a major influence on your future facility needs.**

**Participants / Membership: Changes to who is participating in your programs/services (demographic, social, geographic)**

- Promote the inclusiveness of our events
- The demographic I serve is families with children ages 6-18. Many are low-income families.
- More immigrants and refugees are accessing the program.
- Increased clients going through homelessness and poverty
- Increased female sport events (depending on age group sometimes need nursing rooms),
- Increased diversity and inclusion - para sport, visible minorities, gender inclusive,
- More national and international reach
- I anticipate the number of families accessing assistance programs and services to grow with the current economic climate.

**Participation Rates and Patterns: Changes to the number of participants and/or how often they are participating (utilization)**

- Different membership types some want only track, some want only pool, some want only wellness centre.
- Increased programming resulting in increased participation and demand - I foresee more family and adult participation in cultural events
- Awareness/marketing/interest
- More people wanting to use venues at the same time creates booking issues. Especially when minor sports blanket books an area, then doesn't use it.
- New facilities = draws attention = catching the eye of families that may not know we have programs.
- If we had more surfaces, we could offer more consistent programming in the year as we wouldn't have to worry about user groups as much. If programs are offered consistently throughout the year, there is better retention and usage from participants who add it to their schedule season after season.

**Program / Service Delivery: Changes to how you organize and deliver programs/services based on influences like risk management, fair play and inclusion initiatives, long-term athlete development, accessibility, climate/green initiatives, travel and transportation constraints, volunteer vs paid staff instruction, etc.**

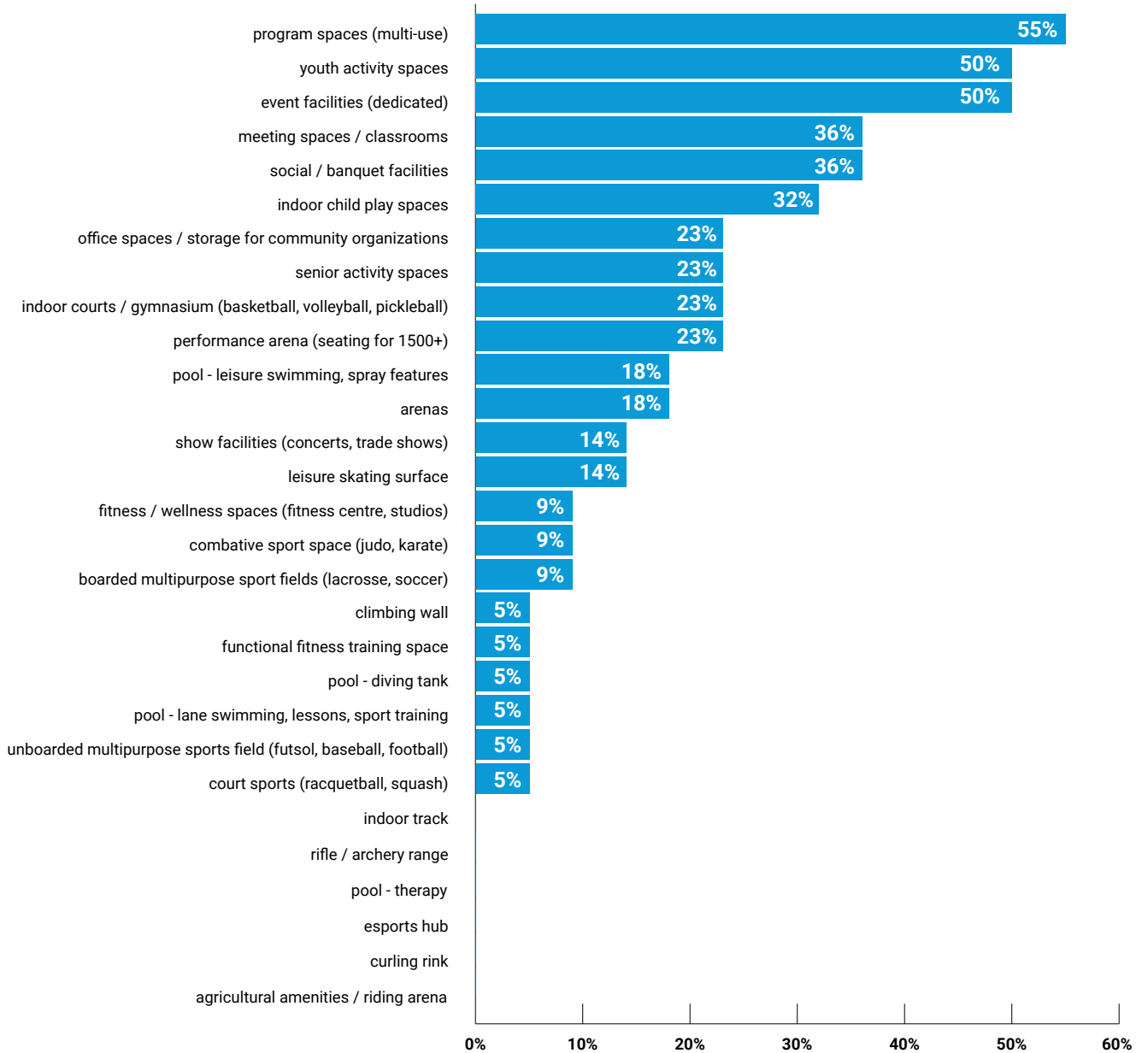
- How we advertise programs and facilities to the users. Then adjusting some of the mindsets on when the facilities can be used.
- With designated program spaces we could offer more programming for all ages. Cutting down setup and takedown as well as wear and tear on our equipment = more opportunity for a variety of programs including contracted and special equipment. EG: parented programming, offering homeschool programming
- If we get more surfaces, we can offer more opportunities that are more targeted to older audiences such as adult stick + puck, pickleball.
- Park space development will be focusing on increased inclusion and accessibility initiatives.
- Better promotion of free and accessible events to the residents of Leduc
- Transportation constraints may impact access for some participants
- Update policies, fees and charges. Review with the local groups and see what they need to support the different organizations. Rather than building based on one or two individuals' recommendations.

- Many programs now have the option to access a program online, or a service via phone. Many families experience transportation and childcare barriers for in person programming and services.
- I believe Equity, Diversion and Inclusivity will be important for many of our business partners
- Our programs are more accessible to residents without restrictions regarding number or years of residency in Leduc. We see this going up between refugees and more seniors accessing services ie RAP, CCC, volunteer tax etc
- Focusing more on economic, sport, social, image and environmental impacts and opportunities for hosting
- Risk management - now includes air quality and public health risk assessments
- Inclusion/accessibility - have always included parasport, now looking towards more of a gender balance in event hosting and equal pay, increased variety of ages, more visible minority events etc.
- Increased support for events to incorporate green initiatives
- Updated facilities that allow us to operate without constant workarounds or modifications = better programs. EG: child size bathrooms attached to program rooms
- If we have more areas to run drop in activities, we can start to promote activities for underutilized groups such as seniors, young families, and girls/women and offer activities specific to them to have a better change at being comfortable during their specified drop in times.



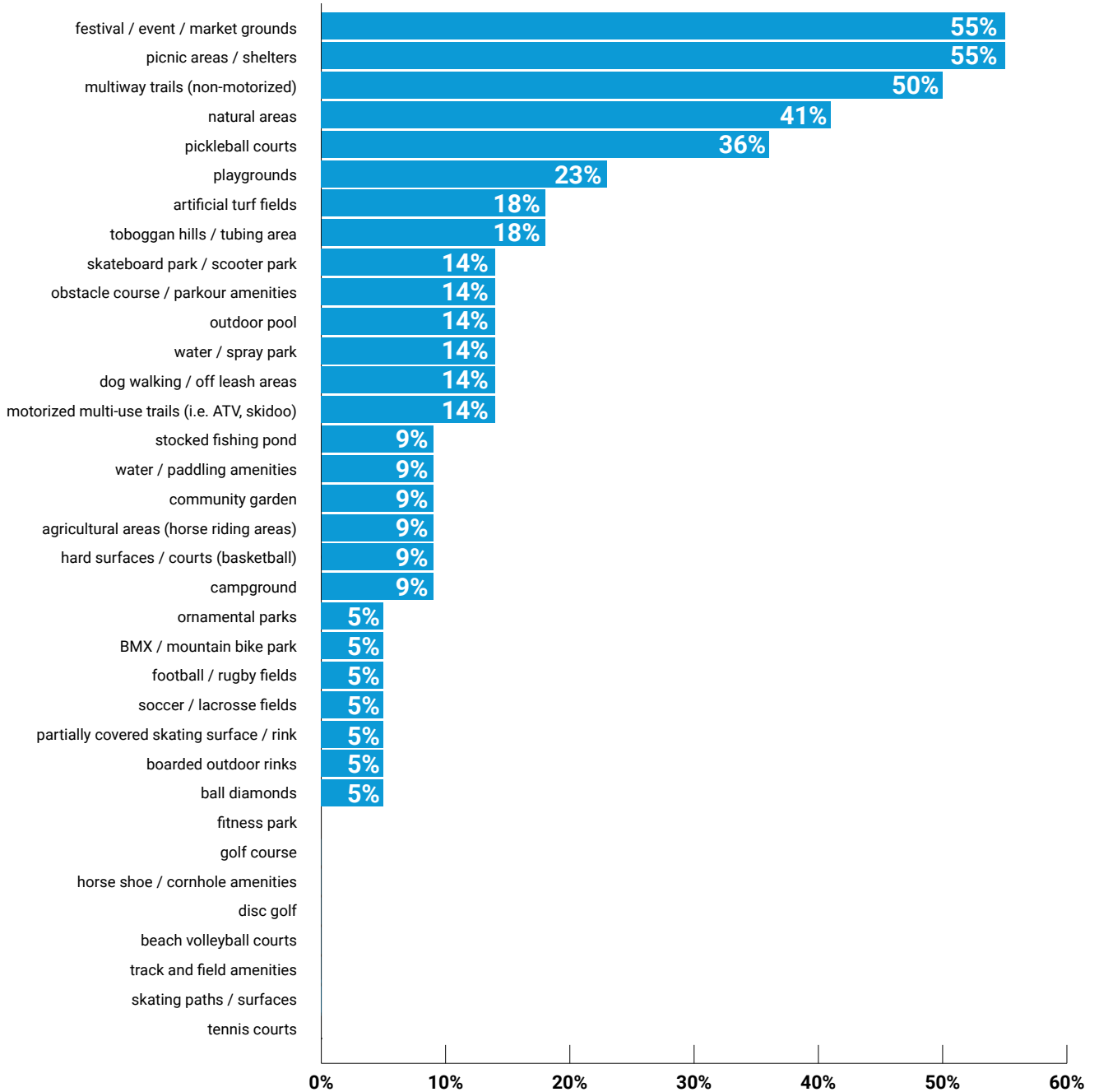
APPENDIX  
FACILITY STAFF SURVEY RESPONSES

**From the following lists of indoor facility and amenity types, please select up to 5 SPORT AND RECREATION facilities that should be a priority for the City in order to support your area’s continued success in offering the programs/services/events wanted by our community.**



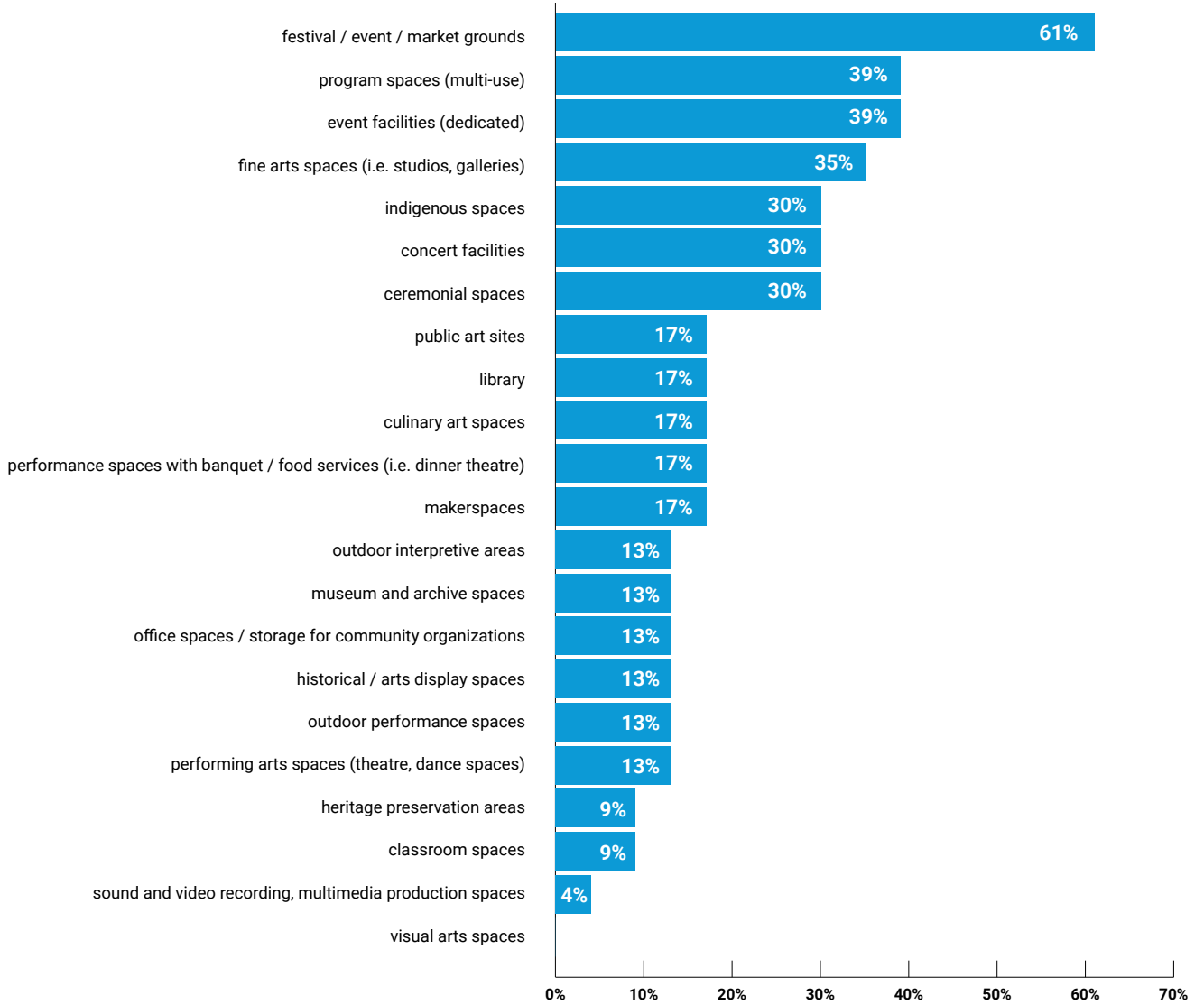
APPENDIX  
FACILITY STAFF SURVEY RESPONSES

**From the list of outdoor facility and amenity types, please select up to 5 SPORT AND RECREATION facilities that should be a priority for the City in order to support your area's continued success in offering the programs/services/events wanted by our community.**



APPENDIX  
FACILITY STAFF SURVEY RESPONSES

From the following lists of indoor and outdoor facility and amenity types, please select up to 5 ARTS, CULTURE AND HERITAGE facilities that should be a priority for the City in order to support your area's continued success in offering the programs/services/events wanted by our community.



**Please use this space to provide any additional comments on current or future needs for recreation and culture facilities in Leduc not already touched on in this survey.**

- Free play youth lounge
- An Arts Centre should be a priority, and Community Hall so families can rent for weddings and family dances
- Many of our clients enjoy the ability to use the LRC as a place to sit, rest, and hang out during the day for free. We also use these spaces to meet clients in public, on occasion. It would be beneficial to incorporate spaces like this in a new facility.
- Many of the clients we serve also experience transportation barriers - although it's not a specific facility issue, perhaps this can be considered.
- Benches between parks and roads at playgrounds. Lots of mamas attend with 2+ children and might be breastfeeding and cannot follow their 5-year-old around. Other caregivers might need to take a break on a bench while children play, however feel they cannot if the benches are on the wrong side of the park. Benches between playgrounds and roads will reduce risk to children heading to the road or being approached by strangers.
- It would be nice to have a place for non-sporting events (festival of trees, trade shows, markets, banquets etc.) to go. This would free up sport spaces to be used for sport groups, tournaments and events.
- Child size bathrooms near indoor playgrounds and in each bathroom. Steps for children to wash their hands. Youth facility to hangout in, be a hub of activity.
- Ice is a necessity as we are not able to offer as many leisure opportunities during peak hockey and ringette season. We have a lot of young families or adults and seniors who would enjoy more time of the ice in the evenings and weekends but we are unable to accommodate them as hockey and ringette take up lots of time.
- More program spaces would be nice so we could get more user groups and private bookings in and out.
- More dedicated large event space such as a banquet hall as it is tough to cancel bookings or leisure on the fieldhouses due to events and can leave a lot of people out of an opportunity to play sports or hang out with friends if an event takes up all the courts on a weekend.

# Acknowledgements

Many thanks to our community's passionate volunteers, residents, and City staff that shared their time, vision, feedback, and expertise throughout this project.

It is through your efforts that our community will continue to be a place where people want to live, work, and play and the City of Leduc has a strong planning foundation for the development of future recreation facilities.

~ Jackie Kamlah Director, Recreation Services

