

**REGULAR COUNCIL MEETING AGENDA  
MONDAY, FEBRUARY 26, 2018 AT 7:00 P.M.  
COUNCIL CHAMBERS, LEDUC CIVIC CENTRE  
1 ALEXANDRA PARK, LEDUC, ALBERTA  
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**I. ADOPTION OF AGENDA**

**II. ITEMS FOR DISCUSSION AND RELATED BUSINESS**

- A. Select Items for Debate
- B. Vote on Items not Selected for Debate

**III. ADOPTION OF PREVIOUS MINUTES**

- A. Approval of Minutes of the Regular Council Meeting held Monday, February 12, 2018

**IV. RECOGNITION ITEMS**

There are no Recognition Items for the Agenda.

**V. PUBLIC COMMENTARY**

**VI. PUBLIC HEARING**

There is no Public Hearing for the Agenda.

**VII. PRESENTATIONS**

- D. Tona
- A. Office of Traffic Safety, Alberta Transportation

**VIII. BUSINESS**

- M. Roma /  
S. Slawuta,  
RC Strategies &  
PERC
- A. Recreation & Culture Facility Needs Assessment

**IX. BYLAWS**

There were no Bylaws for the Agenda.

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**X. PUBLIC COMMENTARY**

**XI. IN-CAMERA ITEMS**

There are no In-Camera Items for the Agenda.

**XII. RISE AND REPORT FROM IN-CAMERA ITEMS**

**XIII. UPDATES FROM BOARDS & COMMITTEES**

A. Council Member Updates from Boards & Committees

(i) Leduc Environmental Advisory Board Letters – Light Pollution

B. Council Member Updates from Commissions, Authorities, Other

**XIV. INFORMATION REPORTS**

A. Mayor's Report

**XV. ADJOURNMENT**

I.

# **ADOPTION OF AGENDA**

This is your opportunity to make an addition, deletion or  
revision to the Agenda

11.

**ITEMS FOR DISCUSSION AND  
RELATED BUSINESS**

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- Present: Mayor B. Young, Councillors B. Beckett, B. Hamilton, L. Hansen, T. Lazowski and L. Tillack
- Also Present: P. Benedetto, City Manager, and S. Davis, City Clerk
- Absent: Councillor G. Finstad

Mayor B. Young called the meeting to order at 7 pm.

**I. ADOPTION OF AGENDA**

**MOVED** by Councillor B. Beckett that the Agenda be adopted as presented.

Motion Carried Unanimously

**II. ITEMS FOR DISCUSSION AND RELATED BUSINESS**

**A. Selected Items for Debate**

The following items were selected for debate:

**VIII. BUSINESS**

- A. Emergency Management Exercise – Dark Cloud
- B. Partial Activation of Emergency Coordination Centre – Electrical Storm, May 24, 2016
- C. Emergency Management Recommendations – Action Items

**IX. BYLAWS**

- A. Bylaw No. 966-2017 – Council Remuneration Committee Bylaw (1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup> Readings)

**XI. IN-CAMERA ITEMS**

- A. Approval of IAFF Bargaining Mandate

**B. Vote on Items not Selected for Debate**

Votes recorded under item headings.

**III. ADOPTION OF PREVIOUS MINUTES**

**A. Approval of Minutes of the Special Joint City of Leduc/Leduc County Council Meeting held Tuesday, January 9, 2018**

**MOVED** by Councillor B. Hamilton that the minutes of the Special Joint City of Leduc/Leduc County Council Meeting held Tuesday, January 9, 2018, be approved as presented.

Motion Carried Unanimously

**B. Approval of Minutes of the Regular Council Meeting held Monday, January 22, 2018**

**MOVED** by Councillor B. Hamilton that the minutes of the Regular Council Meeting held Monday, January 22, 2018, be approved as presented.

Motion Carried Unanimously

**IV. RECOGNITION ITEMS**

There were no recognition items.

**V. PUBLIC COMMENTARY**

J. Bryson, a resident of Bridgeport, requested that Council consider having the paths in Barkley Park, the off-leash dog park, cleared of snow.

Administration will contact J. Bryson with a response and email Council.

G. Shepley, a resident of Leduc, spoke to the need to have Leduc Transit run buses during the week days and also on the weekends, particularly for seniors, those with special needs, those on fixed incomes and youth.

Mayor B. Young advised that the current transit service is under review.

**VI. PUBLIC HEARING**

There were no public hearings.

**VII. PRESENTATIONS**

There were no presentations.

**VIII. BUSINESS**

**A. Emergency Management Exercise – Dark Cloud**

Fire Chief G. Clancy and D/Fire Chief G. Kelly, made a PowerPoint presentation (Attached) and answered Council's questions.

**B. Partial Activation of Emergency Coordination Centre – Electrical Storm, May 24, 2016**

Fire Chief G. Clancy and D/Fire Chief G. Kelly, made a PowerPoint presentation (continued from VIII.A.) and answered Council's questions.

**C. Emergency Management Recommendations – Action Items**

Fire Chief G. Clancy and D/Fire Chief G. Kelly, made a PowerPoint presentation (continued from VIII.A.) and answered Council's questions

**IX. BYLAWS**

**A. Bylaw No. 966-2017- Council Remuneration Committee Bylaw (1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup> Readings)**

B. Loewen, City Solicitor, made a presentation and answered Council's questions.

**MOVED** by Councillor B. Beckett that Council give Bylaw No. 966-2017 First Reading.

Motion Carried Unanimously

**MOVED** by Councillor T. Lazowski that Council give Bylaw No. 966-2017 Second Reading.

Motion Carried Unanimously

**MOVED** by Councillor L. Hansen that Council unanimously agrees to consider Bylaw No. 966-2017 for Third Reading.

Motion Carried Unanimously

**MOVED** by Councillor B. Hamilton that Council give Bylaw No. 966-2017 Third Reading.

Motion Carried Unanimously

**MOVED** by Councillor B. Beckett that Council appoint Councillor G. Finstad and Councillor L. Tillack to the Council Remuneration Committee.

Motion Carried Unanimously

**X. PUBLIC COMMENTARY**

B. Thompson, a resident of Leduc, requested that the Council advise private parking lot owners that they are to have the snow cleared, and removed, from their lots. With parking at a premium in parts of Leduc, the piling up of snow reduces the numbers even further.

B. Thompson also expressed concern about the number of crows living in Leduc, which has caused a drastic reduction in the song bird populations. B. Thompson considers crows to be pests and would like to have the City look into how the population of crows can be reduced.

B. Loewen, City Solicitor, will review the Land Use Bylaw relative to snow removal and Administration will look into possible solutions to the crow problem.

J. Bryson congratulated City Council for the relocation of the Legion Plane and for placement of the flags around it.

**XI. IN-CAMERA ITEMS**

**MOVED** by Councillor B. Beckett that Council move In-Camera at 8 pm to discuss:

- A. Approval of IAFF Bargaining Mandate**  
*FOIP s. 16, 24 & 25*

Motion Carried Unanimously

**MOVED** by Councillor B. Beckett that Council move In-Public at 8:02 pm.

Motion Carried Unanimously

**XII. RISE AND REPORT FROM IN-CAMERA ITEMS**

- A. Approval of IAFF Bargaining Mandate**  
*FOIP s. 16, 24 & 25*

**MOVED** by Councillor B. Beckett that Council approve the mandate as presented In-Camera at the Committee-of-the Whole meeting on January 22, 2018, for the City's bargaining team with IAFF Local 4739.

Motion Carried Unanimously

**XIII. UPDATES FROM BOARDS & COMMITTEES**

- A. Council Member Updates from Boards & Committees**

There were no updates.

- B. Council Member Updates from Commissions, Authorities, Other**

There were no updates.

**XIV. INFORMATION REPORTS**

- A. Mayor's Report**  
**B. Year End Building Permit Summary 2017**  
**C. Building Inspector's Report**  
**D. Newly Issued Business Licences**

There was no discussion.

UNCONFIRMED

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XV. ADJOURNMENT

The Council meeting adjourned at 8:04 pm.

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B. Young  
MAYOR

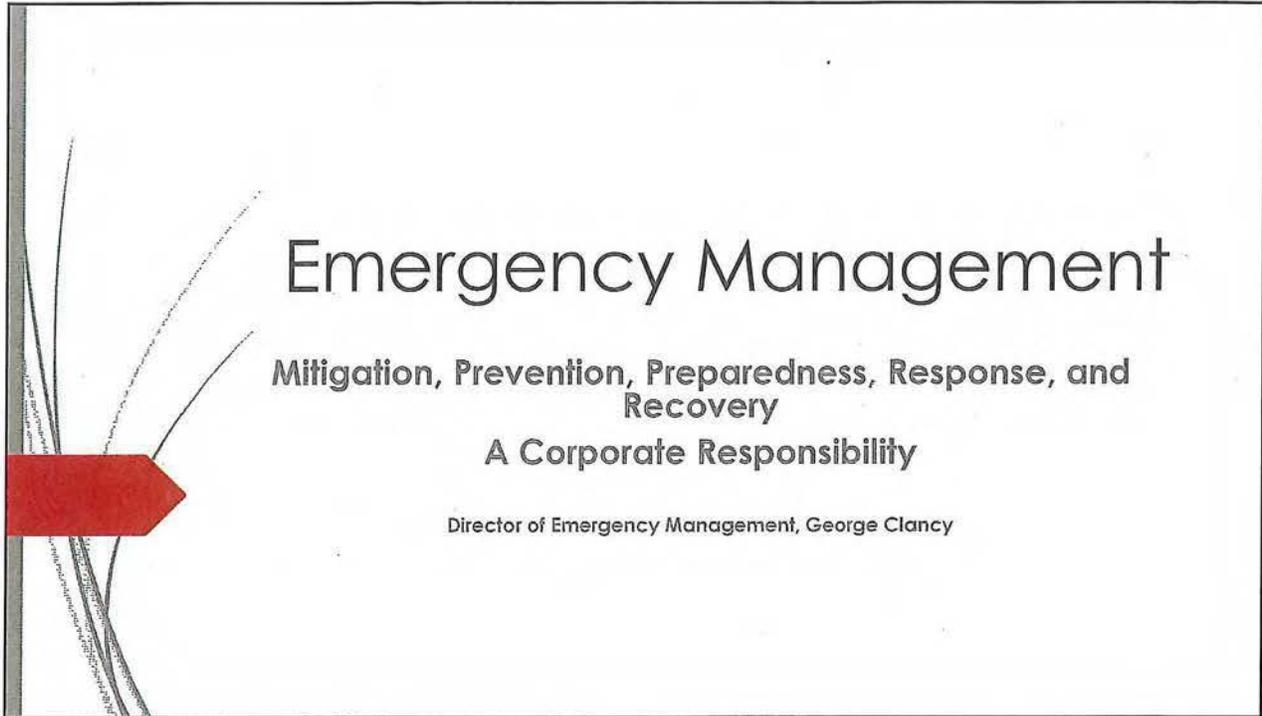
\_\_\_\_\_  
S. Davis  
CITY CLERK

# Emergency Management

Mitigation, Prevention, Preparedness, Response, and Recovery

A Corporate Responsibility

Director of Emergency Management, George Clancy



## Operation Dark Cloud

- Exercise May 11, 2017
- Engagement with our industrial stakeholders
- Testing of ECC operation depth within our organization
- Oversight by AEMA and feedback
- Recommendations for improvement



## Partial Activation- Electrical Storm May 24, 2017

- Partial activation at 17:00 following update from Fortis
- Chief Officers, Asst. DDEM, assumed all section chief positions until further information was made available
- Ongoing communication between City Manager and Fortis
- Ongoing media releases through Twitter etc.
- Identified Corporate vulnerabilities



## EOC/ECC Policy

- 1** Activation process for the EOC/ECC
- 2** Defines who is responsible
- 3** Defines levels of activation
- 4** Defines process for activation
- 5** Provides roles and responsibilities for the ECC Director and Section Chief Levels

## ECC/EOC Crisis Communication Plan

- Initial communications is pivotal in crisis or disaster
- Process for communications during a disaster
- High level
- Plan reviewed by JIBC and AEMA with strong support for document

## Donation Guidelines

- 1 Concerns identified during Fort McMurray Wild Fires
- 2 Strong plan for future disasters
- 3 Defines City's responsibility
- 4 Recommendations for outside agencies



## Work In Progress

- ECC software
- Introduction of the "Emergency Management for Business" Brochure
- Expand the Emergency Management Team
- Exercise May 30<sup>th</sup> – Operation Iron Horse



IV.

## **RECOGNITION ITEMS**

There were no Recognition Items.

# **PUBLIC COMMENTARY**

VI.

# **PUBLIC HEARING**

There is no Public Hearing for the Agenda

VII.A.

# **PRESENTATIONS**

Office of Traffic Safety,  
Alberta Transportation

Presented by:

D. Tona

**DATE:** January 29, 2018

**MEETING DATE:** February 26, 2018

**SUBMITTED BY:** Jackie Kamlah – Director, Recreation Services

**PREPARED BY:** Jackie Kamlah – Director, Recreation Services

**REPORT TITLE:** Recreation & Culture Facility Needs Assessment

**REPORT NUMBER:** 2017-CR-113

## REPORT SUMMARY

The City of Leduc's Long Term Facilities Master Plan (2013) provides a framework for decision making for future facility development and is slated to be updated this year. Out ahead of this update, the City of Leduc commissioned RC Strategies + PERC to conduct a Recreation & Culture Facility Needs Assessment to ensure that the City's long term facility planning continues to reflect our community's current and emerging recreation and cultural needs. Following extensive research, data gathering, public and stakeholder consultation the report is being provided to Council for adoption.

## RECOMMENDATION

That Council adopt the City of Leduc Recreation and Culture Facility Needs Assessment and support that the principles and priorities outlined in the report be applied to the upcoming facility master planning process and ultimately the City's investment in facilities to enhance the recreation and culture service delivery system of the community.

## BACKGROUND

### KEY ISSUE(S) / CONTEXT:

As the community and surrounding area grows and evolves, it is important for the City and its partners to have an understanding of the demands, trends and priorities for a wide array of community arts, culture, recreation and sport facilities. This Recreation & Culture Facility Needs Assessment ("the Assessment") provides guidance on priorities and planning for recreation and cultural facilities and services for the community that will be incorporated into the upcoming Long Term Facilities Master Plan update ("the Master Plan"). The Assessment recommends the assets that would be most beneficial to the community in the short and long term and in consideration of the best value for the City's investment to maximize community access and opportunities for all ages and interests.

A comprehensive inventory of indoor and outdoor sport, recreation and cultural facilities was developed that included those owned by the City through to private amenities receiving City support to provide recreation and cultural opportunities to residents. As well, summaries of facility utilization trends were included for key indoor and outdoor amenities.

A critical step in the development of the Assessment was to engage community partners, facility users and residents to include an array of perspectives to inform broader long term facility planning for the City and was developed under the guidance of City Council, the Parks, Recreation and Culture Advisory Board and city administration.

Unless otherwise noted, the results of the coded resident survey were used as this embodies a statistically valid representative sample of the community. Generally, there is a high level of satisfaction for recreation and culture facilities in our community and 96% agreed to some extent that recreation and culture facilities are important to their household's quality of life. 98% agreed that these amenities contribute to a strong and vibrant community and 98% agreed that they help attract and retain residents. Recognizing that there are capital and operating costs associated with new developments, 48% agreed that new and/or upgraded facilities and amenities should be developed in the community.

As part of the research, when comparing Leduc's recreation and culture facilities to similar sized communities the results show that we are doing better in provision levels in the areas of curling sheets, heritage facilities, outdoor skating areas, paddling and track and field facilities. The provision levels are lesser when comparing artificial turf fields, ball diamonds, playgrounds, tennis and pickleball courts.

Also included is a review of trends and leading practices that are influencing the delivery of recreation and culture services as well as emerging interests that are important when considering current and future facility needs. These factors include participation trends and activity preference indicators, infrastructure trends, service delivery trends and the economic value of sport, recreation and culture.

Based upon input received from groups, residents and the project steering committee as to how to prioritize recreation and cultural amenities and applying it to current market conditions an, Amenity Prioritization Framework was established for amenities and takes into account important facility demand indicators generated from the research and engagement activities. When assigning a score to the amenity inventory based upon the prioritization framework the report goes on to highlight the future facility development priorities the City may wish to consider, including:

- Fine arts spaces (including galleries and studios) and historical display spaces
- Multipurpose program spaces, including the need to develop a strategy for shared community spaces
- Youth centre and indoor play spaces
- Leisure swimming and library amenities
- Outdoor amphitheatres and event grounds
- Emphasis on natural areas and more trees
- Expansion of the multiway system
- Continued reinvestment into existing facilities

In order for the City to optimize its recreation and culture investment it will need to ensure residents are aware of opportunities and are motivated to participate in them. This includes reducing barriers to participation wherever possible, and that these barriers should be important considerations for future planning and service provision. Additionally, ensuring allocation and fee policies are aligned with the City's strategic intentions.

Since the City's last major investment in recreation facilities, the Leduc Recreation Centre, our community has grown significantly and with this growth has come increased pressures on existing facilities and service levels as well as new and diverse demands for future recreation and culture spaces. Using information generated through this assessment will ensure that the Master Plan reflects the recreation and culture facility needs and priorities now and well into the future.

## LEGISLATION AND/OR POLICY:

Infrastructure Investment Strategy Policy (12.02.09)

## PAST COUNCIL CONSIDERATION:

The project's Steering Committee was comprised of members of City Council and the Leduc Parks, Recreation & Culture Advisory Board. Members of Council attended the Steering Committee workshops on March 16 and June 15, 2017.

On September 19, 2017, the project team presented Committee of the Whole with an overview of the work done to date including engagement and benchmarking results with preliminary amenity priorities and recommendations.

This needs assessment will be presented to the Parks, Recreation and Culture Board meeting on February 15, 2018.

## CITY OF LEDUC PLANS:

The City has completed a number of recreation, culture and sport related planning exercises which have informed investment in these service areas and other initiatives. This assessment has linked to and built upon existing planning documents including, but not limited to, the City of Leduc Strategic Plan, Aquatics Study, Long Term Facilities Master Plan, Municipal Development Plan and many other surveys and engagement findings.

## IMPLICATIONS OF RECOMMENDATION

### ORGANIZATIONAL:

There are no organizational implications with the adoption of this assessment, however its recommendations and priorities will be factored into the impending update to the Long Term Facilities Master Plan which will direct facility development priorities for the City of Leduc.

### FINANCIAL:

Facility needs identified through the Needs Assessment process and subsequent Facilities Master Plan will be incorporated into the City's long term capital plan and related budgets.

### POLICY:

There are no policy implications.

### ALTERNATIVES:

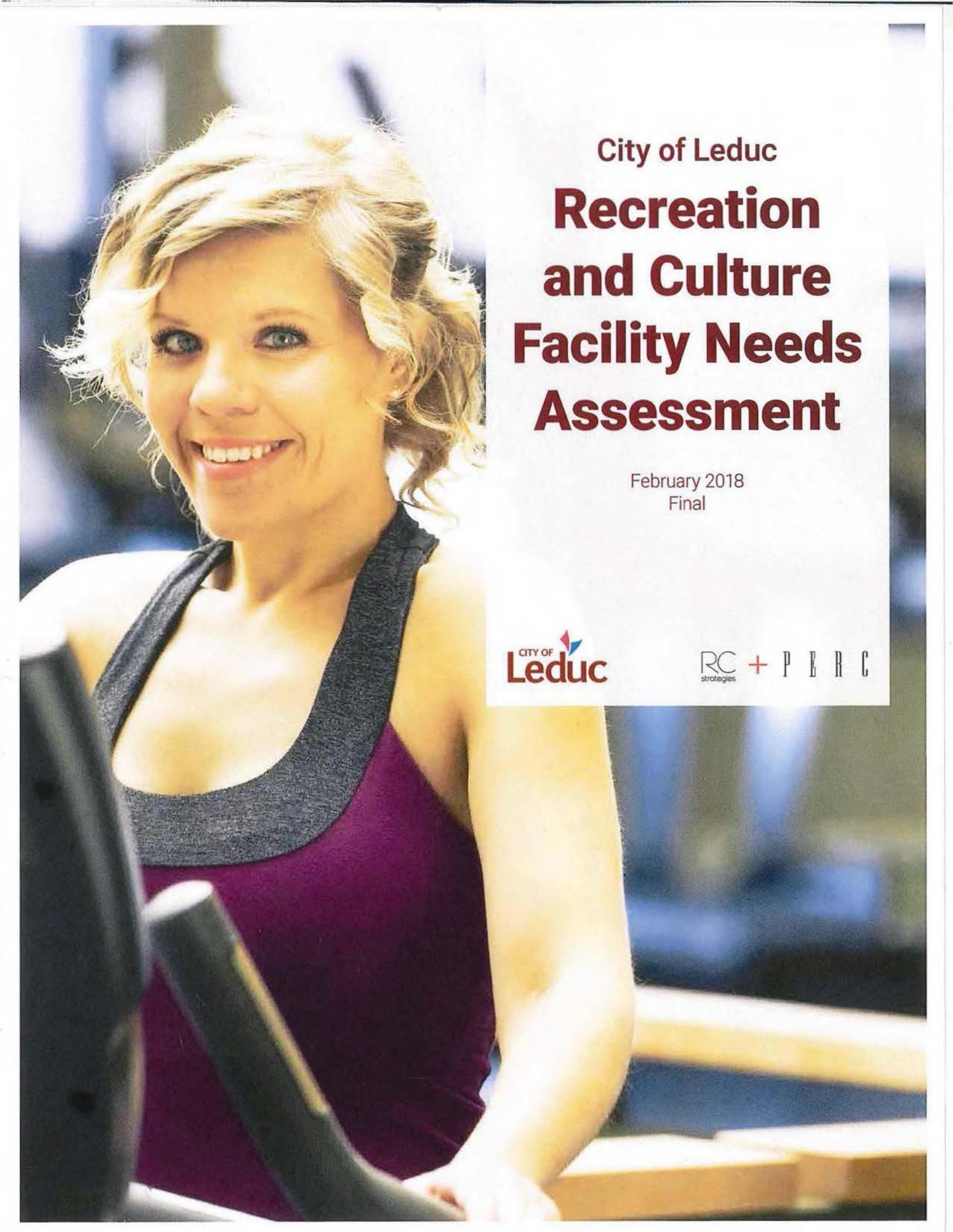
That Council direct administration to revise the Needs Assessment report and bring it back for adoption.

### ATTACHED REPORTS / DOCUMENTS:

City of Leduc Recreation and Culture Facility Needs Assessment (2018)

Others Who Have Reviewed this Report

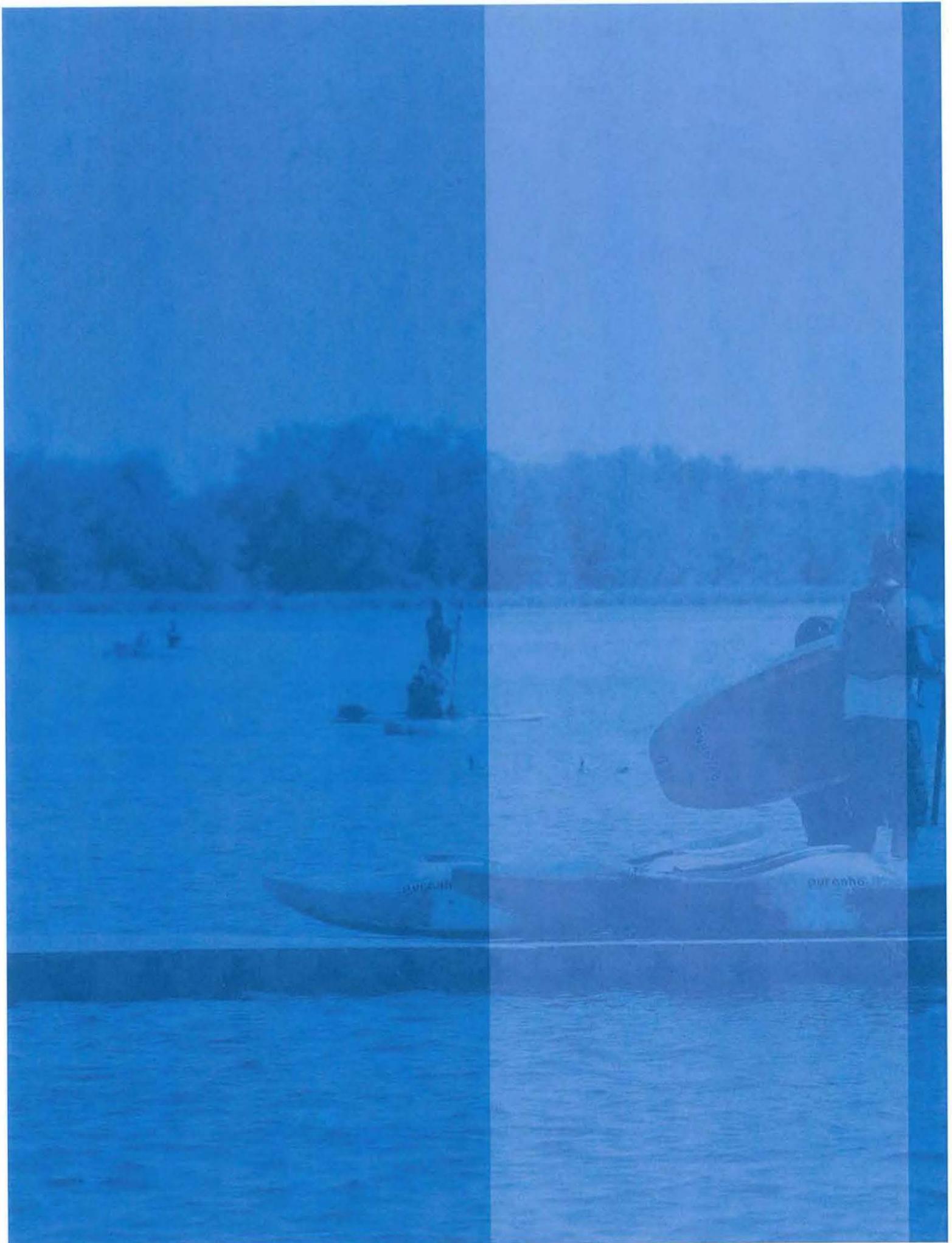
P. Benedetto, City Manager / D. Melvie, General Manager, Community & Protective Services / M. Pieters, General Manager, Infrastructure & Planning



City of Leduc  
**Recreation  
and Culture  
Facility Needs  
Assessment**

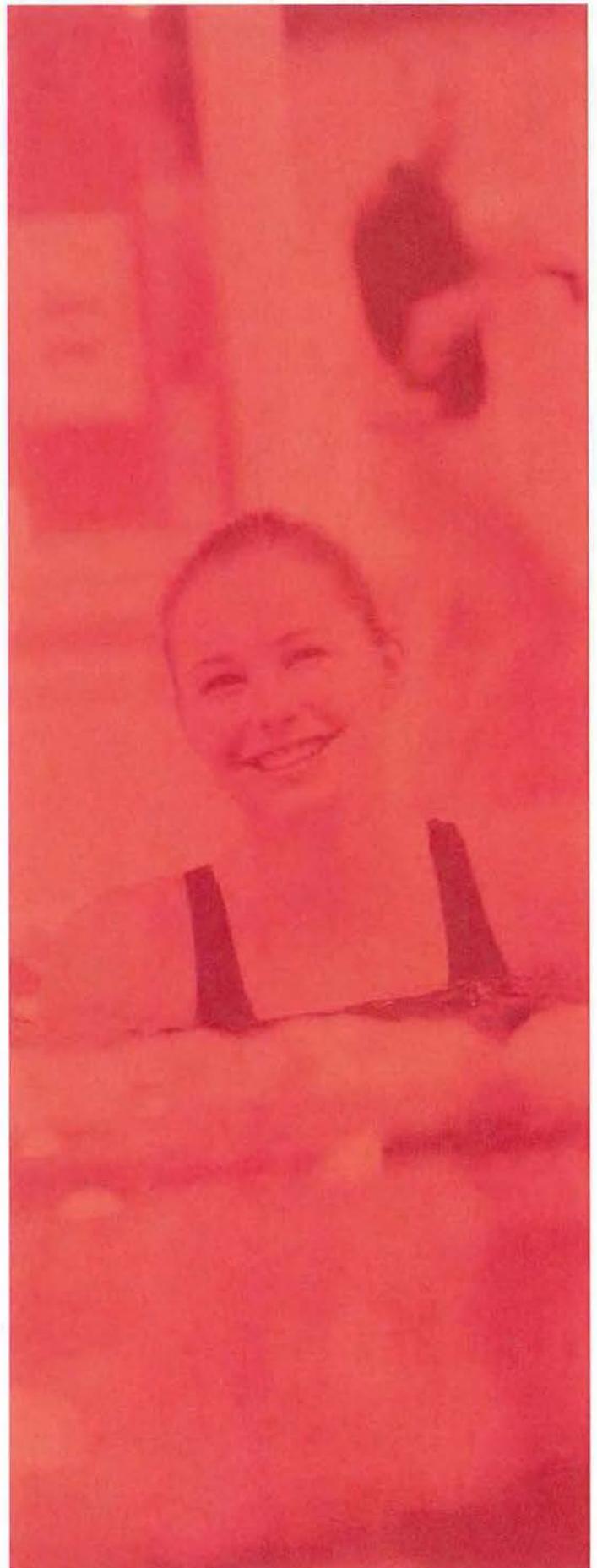
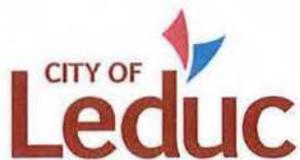
February 2018  
Final



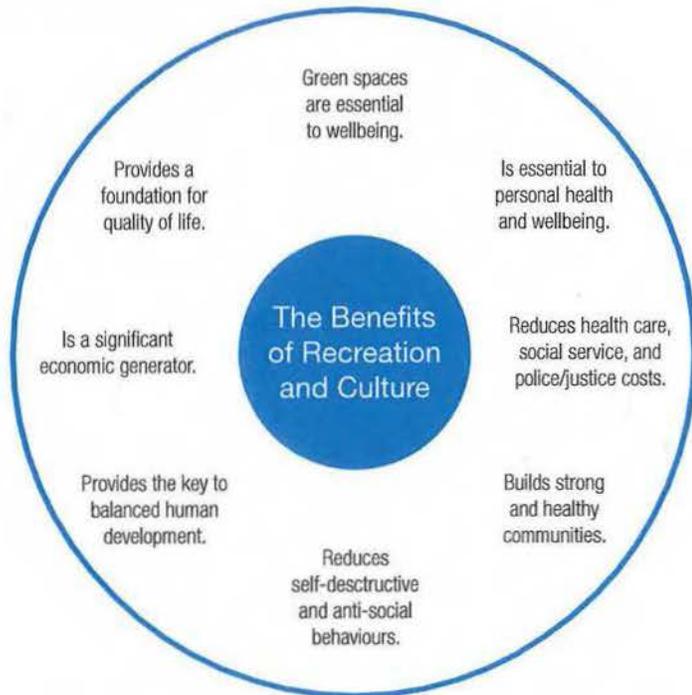


City of Leduc  
**Recreation  
and Culture  
Facility Needs  
Assessment**

February 2018  
Final



Residents and visitors in the Leduc Region have a better quality of life due to public investment in recreation and culture services and amenities. The City of Leduc has demonstrated commitment to providing these services through investment in facilities, programs, and other supports meant to enhance the recreation and culture service delivery system and generate benefit in the community and region.

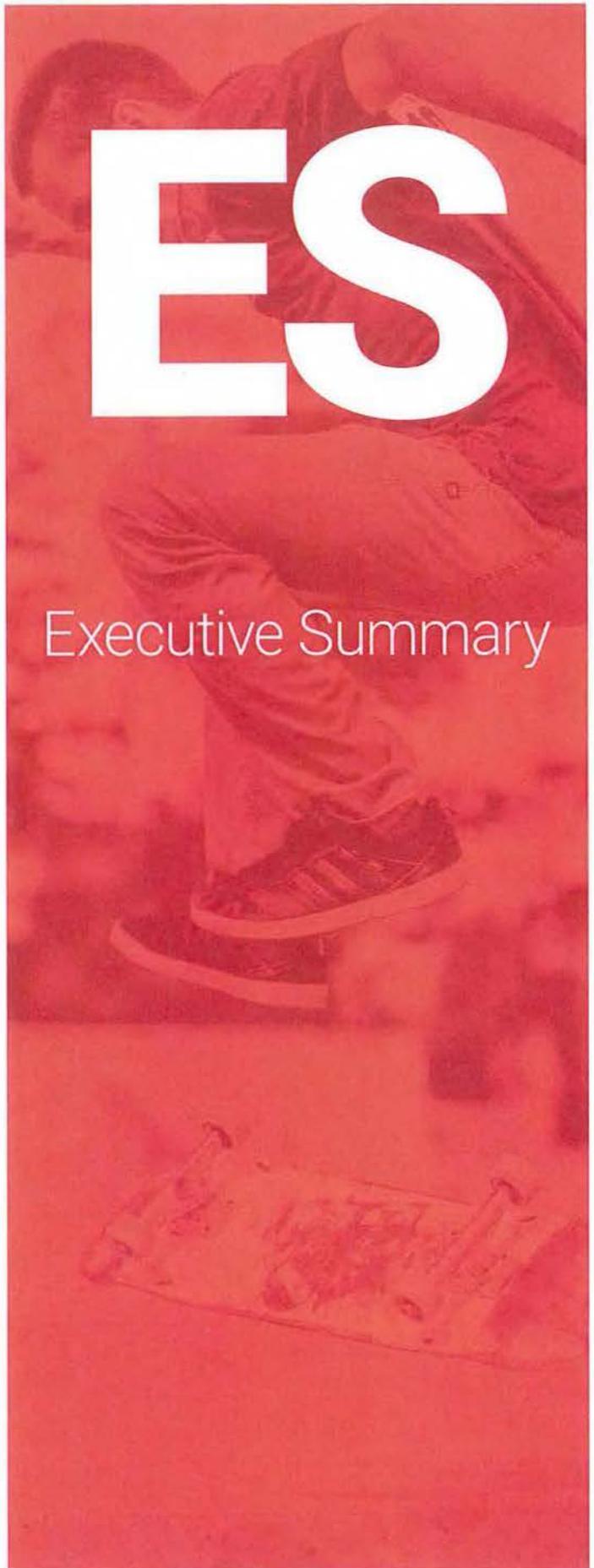


The City of Leduc undertook the development of this Recreation and Culture Facility Needs Assessment to ensure the City's long term facility planning continues to reflect the community's current and emerging recreation and culture needs. This needs assessment includes a thorough review of background documentation, utilization, and trends information as well as a robust dialog with the general public and community stakeholders. It is intended to influence and inform broader long term facility planning for the City and was developed under the guidance of City Council, the City's Parks, Recreation and Culture Advisory Board, and City administration.

The City's population is currently at 31,130 and is expected to grow to between 56,900 and 67,500 by 2044. As the City grows, it will need to consider service planning in different geographic areas currently within the City's boundaries and potential beyond as it acquires more land for growth. Recreation and culture investment and effort is already top of mind for City Council and administration; this is demonstrated in the City's 2014 – 2018 Strategic Plan. Recreation and culture services are also a priority of the provincial and federal governments due to the many positive outcomes they can generate.

# ES

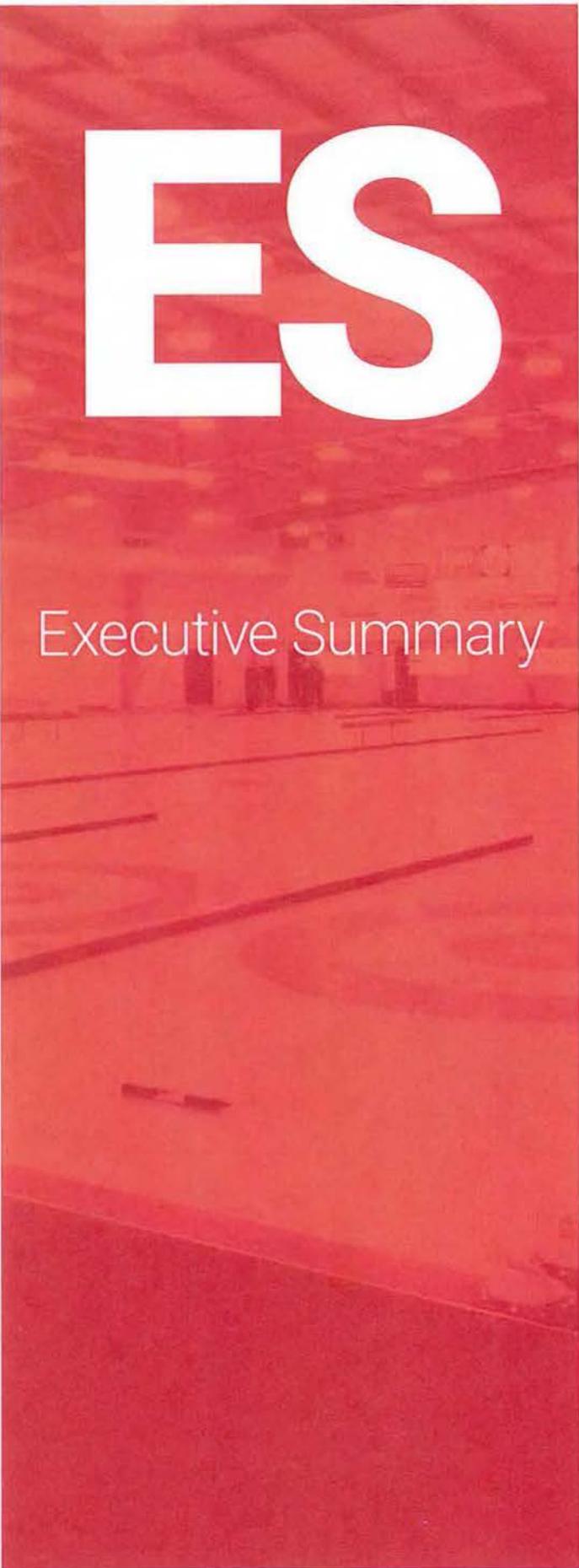
## Executive Summary



The City of Leduc has a variety of recreation and culture amenities available to residents and visitors in both indoor and outdoor settings. Its flagship facility, the Leduc Recreation Centre (LRC), is one of the largest of its kind in Canada and offers indoor skating, swimming, fitness, and dry land opportunities. The LRC is complimented by a network of parks and multi-ways providing a variety of different types of opportunities as well as an outdoor pool, various arts, culture, and interpretive facilities and spaces, and an additional ice arena. Utilization throughout the City's network of facilities is high, with some amenities such as ice arenas, indoor aquatics, and dry-land either nearing or are at capacity.

When residents and stakeholders were asked about current utilization and future preferences for recreation and culture investment, the following was clear:

1. Recreation and culture facilities and spaces are important to residents.
2. The majority of residents are satisfied with recreation and culture facility availability in the City while  $\frac{1}{3}$  of organized groups suggest that existing spaces do not meet their needs.
3. Facilities like the library, pool, arenas, fitness centre, and track at the LRC see the highest levels of household utilization.
4. Almost half of households and 70% of organized groups think new or enhanced recreation and culture facilities should be developed.
5. Future household preferences for new or enhanced recreation and culture facility development include leisure pools, indoor child play spaces, fitness/wellness facilities, multiway trails, and natural areas.
6. Future organized group preferences for new or enhanced recreation and culture facility development include meeting spaces, group office spaces, arts and culture program spaces, special event areas, and multi-ways/trails.
7. 57% of households are willing to pay up to \$100 in additional annual property tax to support development of new or enhanced recreation and culture assets.
8. There are financial barriers to participation for some residents.



# ES

## Executive Summary

Further to resident, stakeholder, and organized group input, key trends in recreation and culture service delivery that should also be considered by the City include:

- Adults and children are not spending enough time being physically active.
- The population is losing its connection with nature.
- Participation in most organized competitive sports has either plateaued or is decreasing while interest in recreational pursuits and spontaneous activities are increasing.
- Cost is a barrier to recreation and culture activity participation across Alberta and Canada.
- Recreation and culture infrastructure is ageing and is in the worst condition of any other aspect of municipal infrastructure across Canada.
- Partnerships between municipalities and non-profits and/or the private sector are emerging across Canada and enable municipalities to leverage public investment further in providing services.
- Volunteers are key to a robust recreation and culture service delivery system and the nature of volunteerism is changing.
- Municipalities are incorporating principles of physical literacy into allocation and user fee policies to better achieve desired outcomes.
- Culture and sport activities and events generate positive and significant economic impact.

When comparing Leduc to cities of similar size, the City provides the majority of recreation and culture facilities/amenities at consistent levels to similar sized municipalities. Facilities/amenities provided at better provision levels in Leduc in comparison to similar sized municipalities include curling sheets, heritage facilities, interpretive facilities, outdoor skating areas, paddling facilities, track and field facilities. Facilities/amenities provided at lesser provision levels in Leduc in comparison to similar sized municipalities include artificial turf fields and tennis/pickleball courts.

# ES

## Executive Summary

What all of these inputs lead to the continued and increasing demand for recreation and culture facilities and services in the City and the broader region. While most are satisfied with current service levels, there is an appetite for more and as the city grows it will need to introduce new services and enhance current ones in order to continue to meet expectations. This will require investment in both recreation and culture amenities, those experiencing high levels of current utilization as well as new amenities not currently provided in the City or region.

The indoor and outdoor amenities presented on the following page tables reflect a prioritized list of where investment may be best focused. The intent of these ranked amenity lists is to provide initial priorities that can inform future City planning and discussions with local and regional partners and community organizations. This ranking has been developed using an array of engagement and research inputs (as presented in this study document) which provide insight into resident and user group demand, potential gaps and emerging trends.

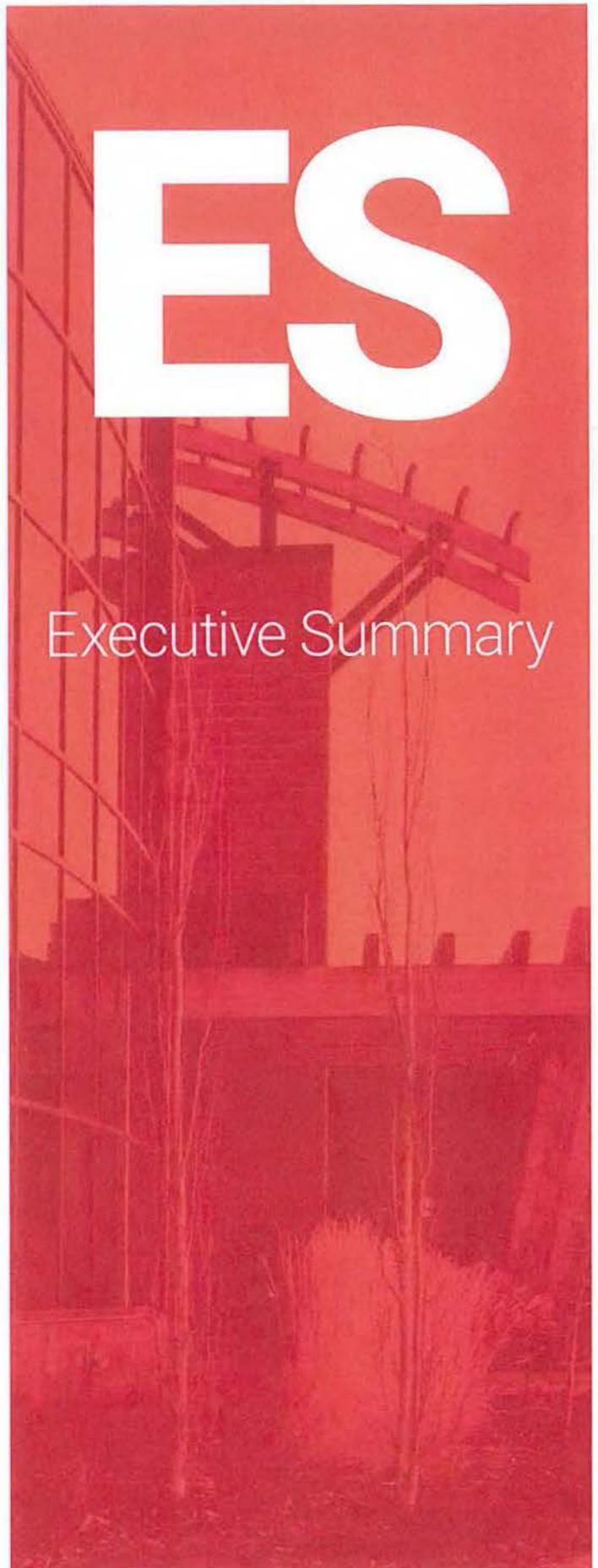
While it is likely that some new development will be required in the future to meet growth of the city, it will also be critically important for the City to make optimal use of existing recreation and cultural assets. As such, it is recommended that the City undertake the following actions:

- Continue to ensure that adequate levels of reinvestment occur in existing facilities.
- Continue to engage in dialogue with community organizations and regional partners to explore mutually beneficial and innovative methods to address future needs and gaps.
- Refresh allocation and fee procedures and policies for high use amenities such as ice arenas, sport fields and the field house/court space. Where possible, Canadian Sport for Life and Long Term Athletic Development framework principles and suggest practices should be applied.

The City will also need to achieve balance in the future provision of recreation and culture facilities and spaces. The needs of organized user groups will need to be considered along with those of spontaneous and casual users. Geographic balance of facilities and space in the community will also be an important consideration to ensure that growing parts of the city have sufficient access to recreation and culture opportunities.

# ES

## Executive Summary



## Indoor

| Amenity  | Rank |
|--|------|
| Fine Arts Spaces (e.g. studios, galleries, etc.)   | 1    |
| Indoor Child Play Spaces   | 2    |
| Program Spaces (multi-use, i.e. yoga, aerobics, etc.)  | 2    |
| Leisure Swimming Pool  | 3    |
| Multi-purpose Sport Surface (e.g. cement pad for roller/ball hockey, roller derby, lacrosse) | 4    |
| Seniors Activity Spaces  | 5    |
| Historical Display Spaces  | 5    |
| Youth Centre Spaces  | 6    |
| Indoor Ice Arena Sports Facilities   | 7    |
| Indoor Courts/Gymnasium Spaces (e.g. tennis, basketball, volleyball, etc.)                   | 8    |
| Meeting Spaces   | 8    |
| Fitness/Wellness Facilities (e.g. Aerobics/Strength Training)                                | 9    |
| Agricultural Facilities  | 10   |
| Indoor Event Facilities (dedicated)  | 10   |
| Indoor Field Sports (e.g. soccer)  | 10   |
| Lane Swimming Pool   | 11   |
| Show Facilities (e.g. concerts/trade fairs)  | 11   |
| Community Group Office Spaces  | 12   |
| Court Sports (e.g. racquetball/squash)   | 13   |
| Library  | 13   |
| Social/Banquet Facilities  | 13   |
| Indoor Ice Leisure Skating   | 14   |
| Performing Arts Theatre  | 15   |
| Indoor Track for Fitness/Jogging/Walking   | 15   |
| Combative Sports space (e.g. judo, karate)   | 16   |
| Dance Program Spaces   | 17   |
| Indoor Pool Climbing Wall  | 18   |
| Indoor Curling Facilities  | 19   |
| Rifle/Archery Range  | 20   |

## Outdoor

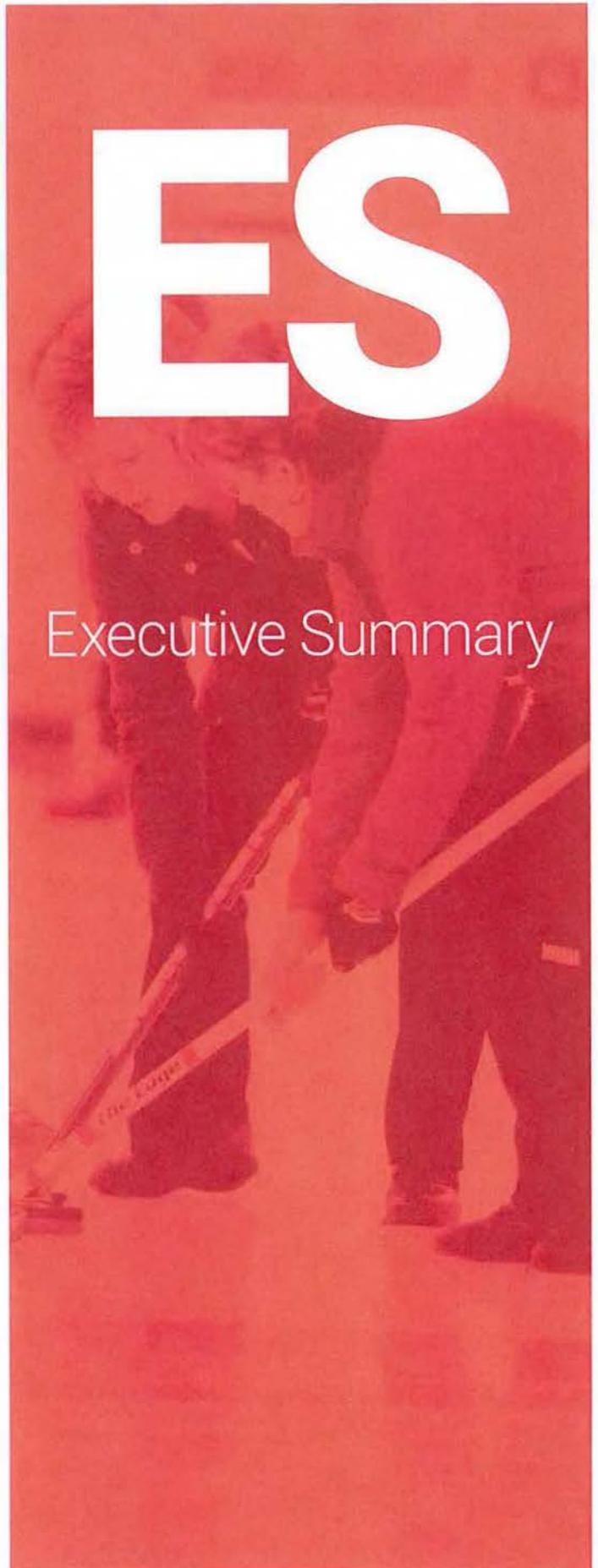
| Amenity                                       | Rank |
|---|------|
| Outdoor Bandstands/Amphitheatres              | 1    |
| Natural Areas                                 | 2    |
| Multi-Use Trails (non-mechanized)             | 3    |
| Toboggan Hills                                | 4    |
| Event Grounds for Special Events              | 5    |
| More Trees                                    | 5    |
| BMX Bicycle Parks                             | 6    |
| Playgrounds and Tot Lots                      | 6    |
| Dog Walking Areas                             | 7    |
| Mountain Bike Park                            | 8    |
| Outdoor Recreation Skating                    | 9    |
| Picnic Areas                                  | 10   |
| Hard Surfaces                                 | 10   |
| Outdoor Water/Spray Parks                     | 11   |
| Soccer Fields                                 | 11   |
| Winter Skating Trails                         | 11   |
| Football Fields                               | 12   |
| Fire Pits                                     | 13   |
| Ornamental Parks                              | 13   |
| Tennis Courts                                 | 13   |
| Skateboard Parks                              | 13   |
| Downtown Landscaping                          | 14   |
| Pickleball Courts                             | 15   |
| Outdoor Swimming Pool                         | 16   |
| Agricultural Areas (i.e. Equestrian Areas)    | 16   |
| Cross Country Ski/Snowshoe Trails             | 17   |
| Campgrounds (with services)                   | 17   |
| Heritage Preservation Areas                   | 17   |
| Rugby Fields                                  | 17   |
| Ball Diamonds                                 | 18   |
| Outdoor Interpretive Areas                    | 18   |
| Golf Courses                                  | 19   |
| Disc Golf                                     | 19   |
| Outdoor Hockey Rinks                          | 20   |
| Mechanized Trails (i.e. ATV's, skidoos. Etc.) | 21   |
| Athletic Grounds (track and field)            | 22   |
| Beach Volleyball Courts                       | 22   |

In order for the City to get optimal benefit from recreation and culture investment, it will need to continue to ensure residents and visitors are aware of opportunities and are motivated to participate in them. It will also need to make sure that barriers to participation are removed where at all possible. Focusing on reducing financial barriers to participation and ensuring facilities and spaces are physically and socially accessible are important considerations for future planning and service provision. Additionally, ensuring allocations and fees and charges policies and procedures are aligned with the City's strategic intentions will optimize public investment in recreation and culture services.

The volunteer community in Leduc is strong, but it will require attention and effort to help groups remain sustainable and handle pressures for increase services with growth. The City will be able to support groups with investment in facilities to help them provide their respective programs and training and resources to help them provide their programs efficiently and effectively.

# ES

## Executive Summary

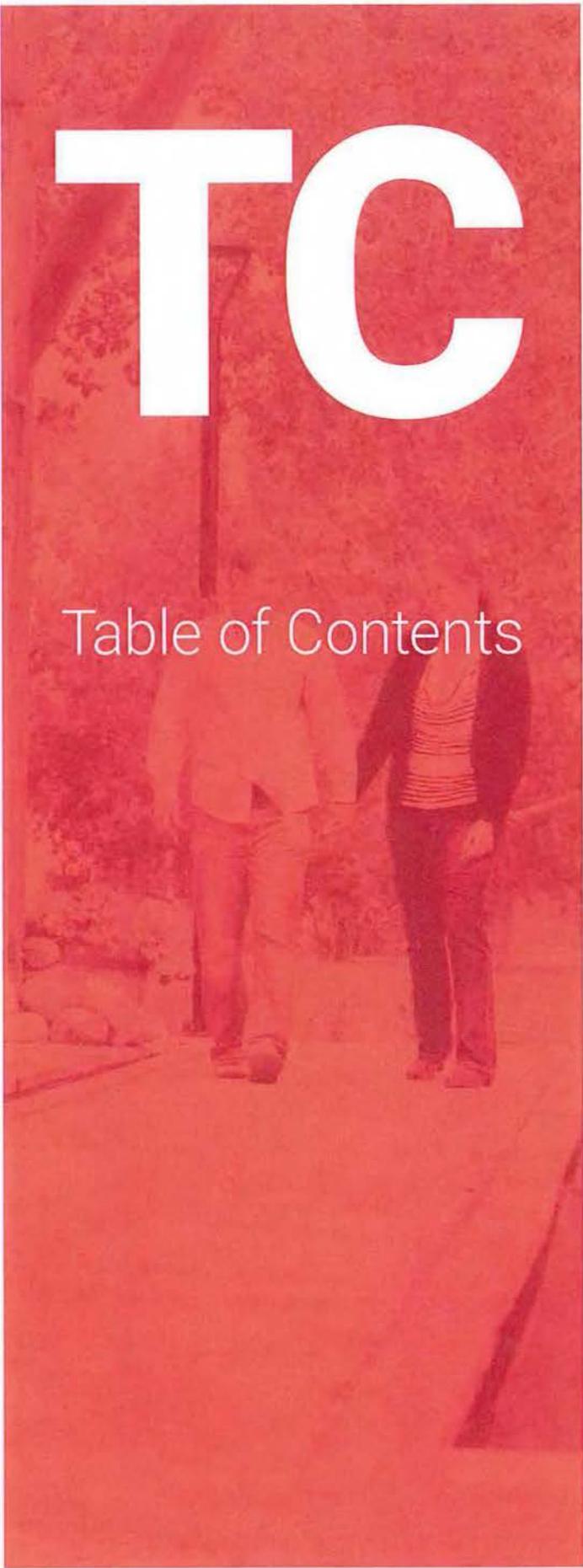


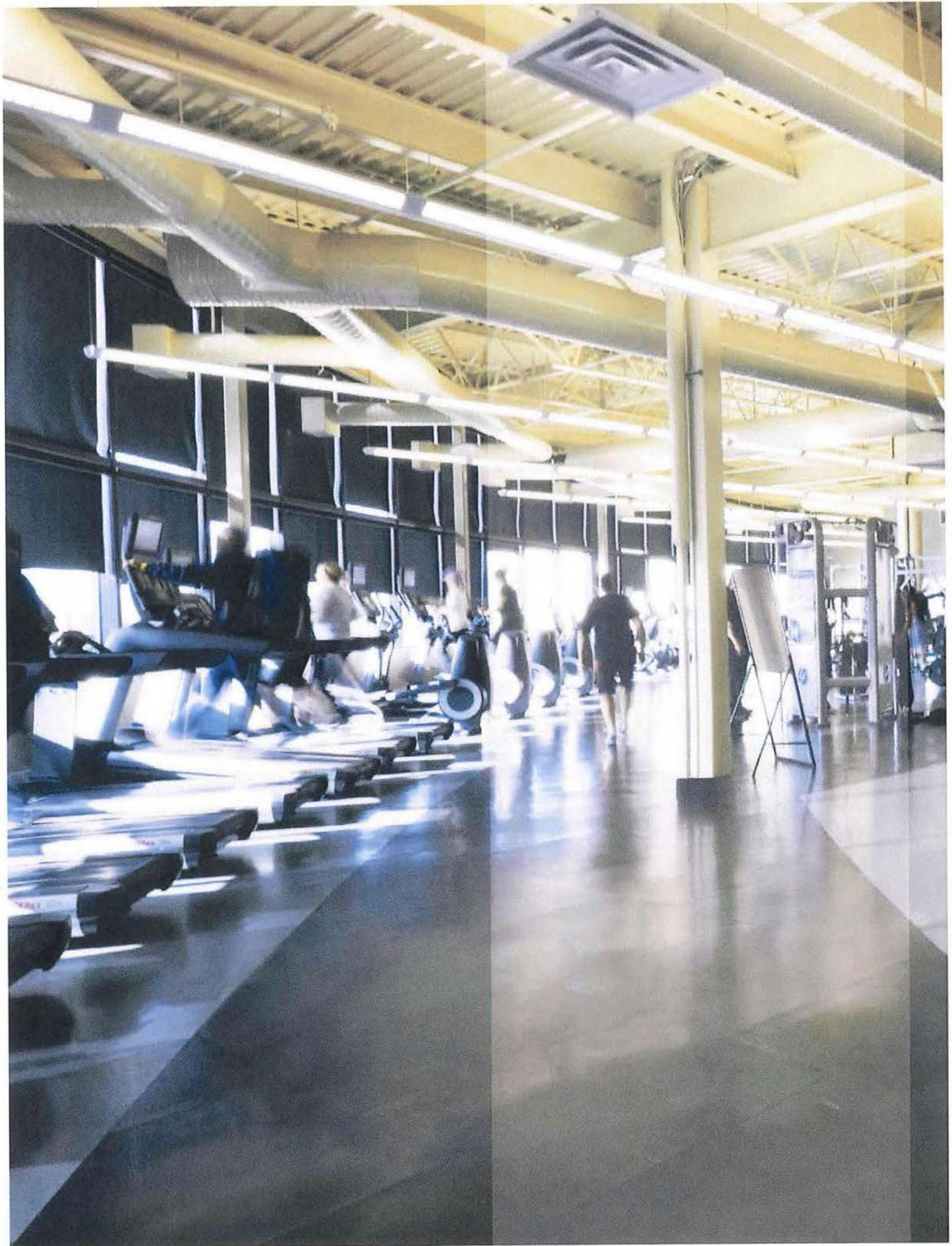
# TTC

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## In This Section

- Project reasoning and background.
- Overview of the project process (methodology for developing the Needs Assessment document).
- The planning context (overview of related planning conducted by the City).

## Project Background

The City of Leduc undertook the development of this Recreation and Culture Facility Needs Assessment to ensure the City's long term facility planning continues to reflect the community's current and emerging recreation and culture needs. As the City and surrounding area grows and evolves, it is important for the City and its partners in recreation and culture to have a current understanding of demands, trends, and preliminary priorities for a wide array of community facilities (arts, culture, recreation, sport, etc.). The project will additionally help inform future planning projects undertaken by the City, including the update of the 2013 Long Term Facilities Master Plan (slated for 2018).

Critical to the development of the Recreation and Culture Facility Needs Assessment was an array of research and engagement inputs. The following graphic illustrates the project process. Throughout the duration of the project, guidance was provided to the consulting team by a Project Steering Committee. The Committee provided an important local "lens" and was involved in the review of the research and engagement findings, direction setting and review of the draft Needs Assessment document.

### Phase 1: Data Gathering and Analysis

- Policy and Background Planning Review
- Benchmarking Research
- Trends and Leading Practices Analysis
- Population and Demographics Analysis
- Inventory and Utilization Analysis



### Phase 2: Public and Stakeholder Consultation

- Resident Survey
- Community Group Questionnaire
- Stakeholder and Facility User Consultation



### Phase 3: Reporting and Recommendations

- Analysis, Visioning, and Direction Setting
- Draft Needs Assessment
- Review
- Final Needs Assessment

# 01

## Introduction

# Planning Context

Over the past decade, the City has also completed a number of recreation, culture and related planning exercises which have informed investment in these service areas and other initiatives. Identified as follows are documents that were reviewed and considered in the development of this Recreation and Culture Needs Assessment document. A number of these documents are referenced throughout this Needs Assessment and, where possible, alignment has been sought with previous planning efforts.

- 2014 – 2018 City of Leduc Strategic Plan
- Aquatic Study (2015)
- Municipal Development Plan (last updated in 2014)
- Sport Tourism Strategy (2014)
- Long Term Facilities Master Plan (2013)
- Parks, Open Space and Trails Master Plan (2012)
- City of Leduc/Leduc County Intermunicipal Development Plan 2010 – 2044
- Telford Lake Master Plan (2010)
- Lede Park Schematic Design Report (2010)
- Recreation Facility Needs Assessment (2007)
- Choices and Directions (2007)
- Previous surveys and engagement findings (including: Citizen Satisfaction Surveys; Budget Surveys; Parks, Recreation and Culture Department Surveys)
- North Telford Recreational Lands Report (2014)

Municipalities in the Leduc region have also been a leader in aligning with *A Framework for Recreation in Canada 2015: Pathways to Wellbeing*. This important nationally and provincially endorsed document is intended to provide a consistent Vision, Values, Principles, Goals and Priorities for the delivery of recreation and related activities in Canada. In 2016, municipalities in the Leduc region were the first local governments in Alberta to endorse the Framework.



## In This Section

- Description of the Leduc area.
- Key population and demographics indicators and pertinent factors (that are likely to impact current and future recreation and culture services).
- Anticipated population growth.

## Community Overview

The City of Leduc (population 31,130)<sup>1</sup> is located approximately 20 km south of Edmonton along the Queen Elizabeth II Highway and is directly adjacent to the Nisku and Edmonton International Airport industrial and commercial developments. Leduc was officially named a City in 1983 and is today a modern and thriving centre at the southern edge of the Capital Region.

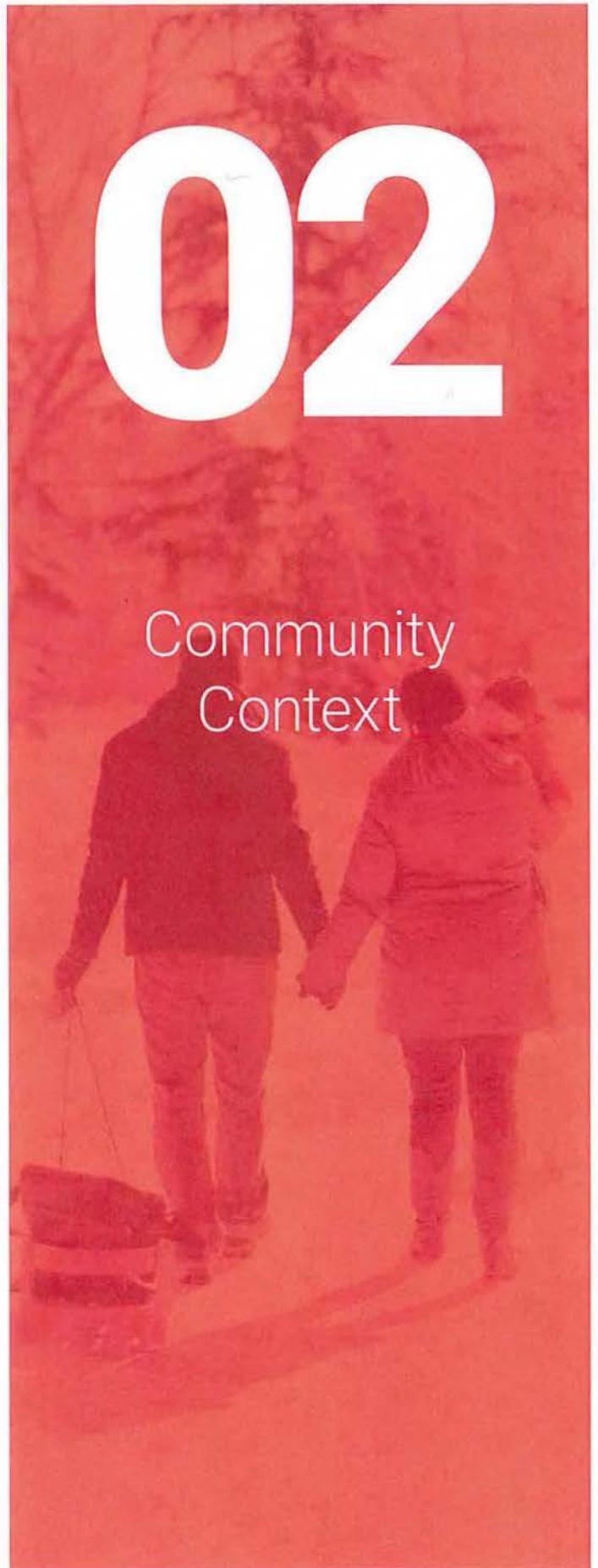
The city has experienced rapid growth over the past decade and continues to benefit from the community's geographic location, transportation links (rail, air, and road) and strong reputation for quality of life. Over the past decade, the city has experience over \$2 billion dollars in construction and was named one of the top 25 places in Western Canada to do business.<sup>2</sup>

Major attractions and community amenities in Leduc include the Leduc Recreation Centre, Telford Lake, Dr. Woods House Museum and the Maclab Centre for the Performing Arts.

Public schools in the Leduc region are governed by Black Gold Regional Division No. 18. The Division provides service to 30 schools (including 2 outreach locations) and more than 10,500 students in the Leduc region. Catholic based education is provided by St. Thomas Aquinas Roman (STAR) Catholic Schools which is comprised of over 3,700 students across 10 schools in the Leduc region.

# 02

## Community Context



1 2017 Municipal Census.

2 City of Leduc Strategic Plan.



# Population and Demographics

The City of Leduc's 2017 Municipal Census counted a population of 31,130 residents. This figure reflects growth of 2% (632 residents) over the previous year. As reflected in the chart below, the population of Leduc has more than doubled over the past twenty years with a significant spike in growth since 2006.

| Year              | Population |
|-------------------|------------|
| 1996 <sup>A</sup> | 14,346     |
| 2001 <sup>A</sup> | 15,032     |
| 2006 <sup>A</sup> | 16,967     |
| 2011 <sup>A</sup> | 24,304     |
| 2016 <sup>B</sup> | 30,498     |
| 2017 <sup>B</sup> | 31,130     |

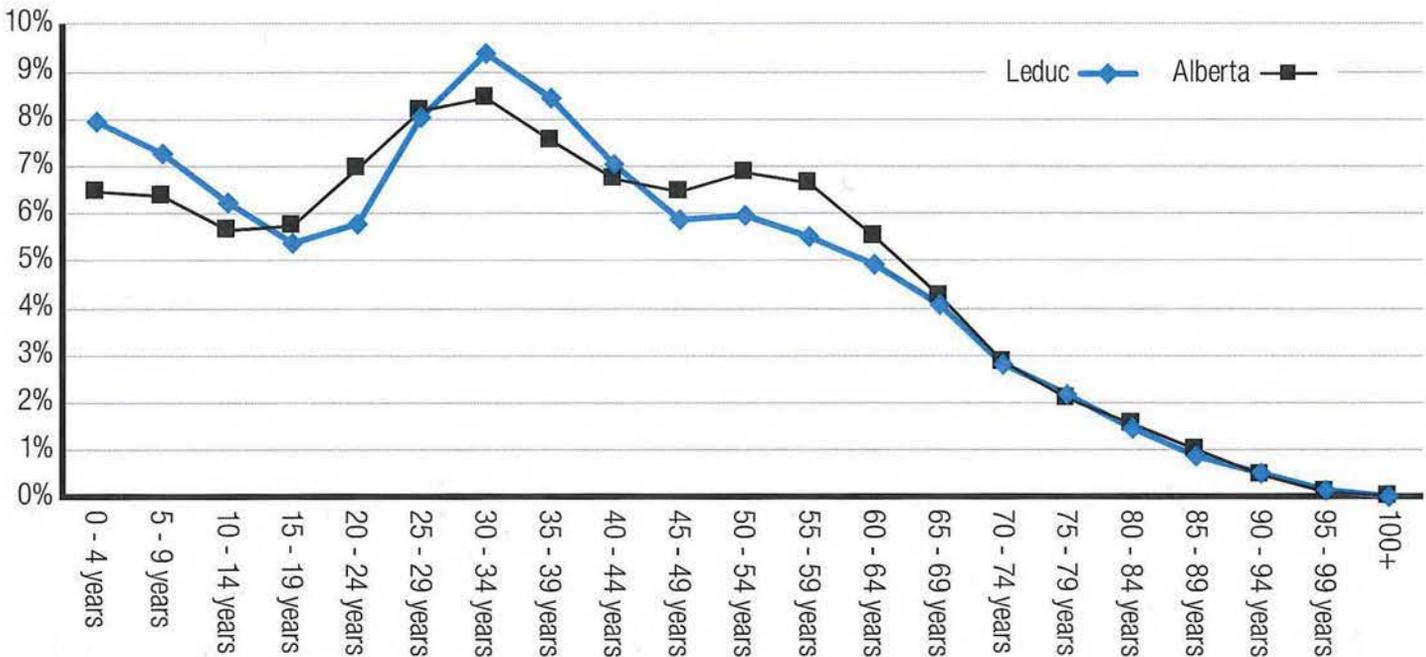
A Statistics Canada Census Data.  
 B City of Leduc Census Data.

Identified in the following chart are selected population and demographic characteristics from the 2011 and 2016 Statistics Canada Census of the Population and a comparison to provincial figures/trends.

| Characteristic                | City of Leduc                     | Comparison to Provincial Average                             |
|-------------------------------|-----------------------------------|--|
| Overall Growth (2011 to 2016) | 23% (average of 4.6% annually)    | Higher than the provincial average (14%)                     |
| Gender Distribution           | 51% female, 49% male              | Equivalent to provincial averages (51% male, 49% female)     |
| Average Age                   | 36.5 years                        | Younger than provincial figures (37.9 years)                 |
| Household Size                | 2.6 average members per household | Equivalent to provincial figures (2.6 members per household) |
| Household income (2010)       | \$84,476 median after tax income  | \$80,271 median after tax income                             |

The population distribution of Leduc also varies from provincial averages in a few age segments. As illustrated in the following graph, Leduc has higher proportions of children ages 0 to 9 years and adults ages 30 to 40 years old. Leduc has lower proportions of adults ages 20 to 24 years old and adults ages 45 to 65 years old. The proportion of seniors (65 and over) in Leduc is generally consistent with provincial figures.

Population Distribution by Age Segment



The adjacent charts contrast the growth of Leduc with other municipalities in the Leduc region and the broader Capital Region. As reflected in the charts, the City of Leduc is growing at a higher rate than the majority of other municipalities in both the local and broader region.

| Leduc Region Municipalities |                   |                   |              |
|-----------------------------|-------------------|-------------------|--------------|
| Location                    | Population (2016) | Population (2011) | % Growth     |
| Leduc County                | 13,780            | 13,494            | 2.1%         |
| Beaumont                    | 17,396            | 13,284            | 31.0%        |
| Devon                       | 6,578             | 6,515             | 1.0%         |
| Calmar                      | 2,228             | 1,970             | 13.1%        |
| Thorsby                     | 985               | 951               | 3.6%         |
| Warburg                     | 766               | 789               | -2.9%        |
| <b>City of Leduc</b>        | <b>29,993</b>     | <b>24,304</b>     | <b>23.4%</b> |

| Municipalities in the Capital Region (populations of >10,000) |                   |                   |              |
|---|-------------------|-------------------|--------------|
| Location  | Population (2016) | Population (2011) | % Growth     |
| Edmonton  | 932,546           | 812,201           | 14.8%        |
| Strathcona County   | 98,044            | 92,490            | 6.0%         |
| St. Albert  | 65,589            | 61,466            | 6.7%         |
| Spruce Grove  | 34,066            | 26,171            | 30.2%        |
| Fort Saskatchewan   | 24,149            | 19,051            | 26.8%        |
| Stony Plain   | 16,271            | 14,249            | 14.2%        |
| <b>City of Leduc</b>  | <b>29,993</b>     | <b>24,304</b>     | <b>23.4%</b> |

## Growth Projections

Outlined in the adjacent chart are growth projections previously developed by the City. Based on these projections, the population of Leduc is anticipated to double over the next 20 – 30 years.

| Population Projection Scenario        | Reference Low | Reference Medium | Reference High |
|---------------------------------------|---------------|------------------|----------------|
| <b>Estimated Growth Rate (Annual)</b> | <b>2.32%</b>  | <b>2.54%</b>     | <b>2.92%</b>   |
| 2019                                  | 32,100        | 32,400           | 32,900         |
| 2024                                  | 36,000        | 36,700           | 38,000         |
| 2029                                  | 40,400        | 41,600           | 43,800         |
| 2044                                  | 56,900        | 60,600           | 67,500         |

## Annexation

It is important to note that the City of Edmonton will be annexing the lands currently occupied by Leduc County between the northern border of the City of Leduc and the City of Edmonton. It is expected that this will lead to higher density future populations in this area which will have impacts on the supply of recreation and culture infrastructure provided by both the City of Leduc and the City of Edmonton and accessible to residents of both.

Although it is too early to understand the future relationship between the City of Edmonton and the City of Leduc due to this change as well as articulate the future plans of the City of Edmonton in providing its own facilities to support future populations, the change of land responsibility and increase in density adjacent to City of Leduc boundaries will have an impact on future recreation and culture facility needs in the medium to long term.

## In This Section

- The value of recreation and culture in Leduc.
- Overview of the National Benefits HUB.
- Supporting Government of Alberta policy documents.

Consultation conducted by the City continues to reflect that residents place a high value on recreation, culture and related services (such as parks and leisure). The 2015 City of Leduc Citizen Satisfaction Survey found that "Recreation facilities/Leduc Recreation Centre" was the most significant factor contributing to a high quality of life in the City of Leduc.

Findings from the Resident Survey, fielded as part of this Recreation and Culture Needs Assessment project, further validated the importance of recreation and culture facilities. As reflected in the chart below, residents believe that the availability of recreation and culture facilities not only benefits their own household but has wide ranging benefits which include community vibrancy and the ability to attract and retain residents. Residents also indicated that investment undertaken by the City in recent years has improved quality of life in Leduc.

| Statement   | Strongly Agree | Somewhat Agree | Disagree | Unsure |
|---|----------------|----------------|----------|--------|
| Recreation and culture facilities and spaces are important to my household's quality of life.   | 59%            | 37%            | 3%       | 1%     |
| Recreation and culture facilities and spaces contribute to a strong and vibrant community.  | 78%            | 21%            | 1%       | 1%     |
| Recreation and culture facilities can help attract and retain residents.  | 78%            | 25%            | 1%       | 1%     |
| Recreation and culture facility investment undertaken by the City in the past 10 years (e.g. Leduc Recreation Centre, Library, Telford Lake) has improved quality of life in Leduc. | 78%            | 25%            | 3%       | 7%     |

# 03

## The Value of Recreation and Culture

Key strategic planning documents developed by the City also strongly reflects the value that residents place on recreation and culture. The following graphic from the City of Leduc 2014 – 2018 Strategic Plan reflects the importance of recreation and culture in achieving the six key goals set forth by City, most notably Community Character and Community Wellness.



Numerous provincial and national research sources additionally support and validate the benefits that result from an investment in quality and accessible recreation and cultural opportunities. One well regarded research database is the National Benefits HUB.<sup>1</sup> 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.

The Government of Alberta also understands the benefits of recreation and culture, which are reflected in two key guiding policy documents: the Active Alberta Policy and the Spirit of Alberta. Provided as follows is a brief synopsis of both documents.

### The Spirit of Alberta: Alberta's Cultural Policy

The Spirit of Alberta was finalized in 2008 and continues to act as the guiding Policy document for the cultural sector in Alberta. The Policy was developed with a focus on fostering and supporting the aspects of culture and quality of life that include professional and amateur individuals and organizations, community enjoyment of creative and recreational activities, cultural industries, cultural institutions and natural and built heritage.

The Policy includes the following four (4) goal statements which reflect objectives for future actions undertaken in support of culture in Alberta.

*Goal A: Ensure Albertans, throughout the province, have access to a wide range of cultural experiences and opportunities.*

*Goal B: Enhance community capacity to support and promote cultural activity.*

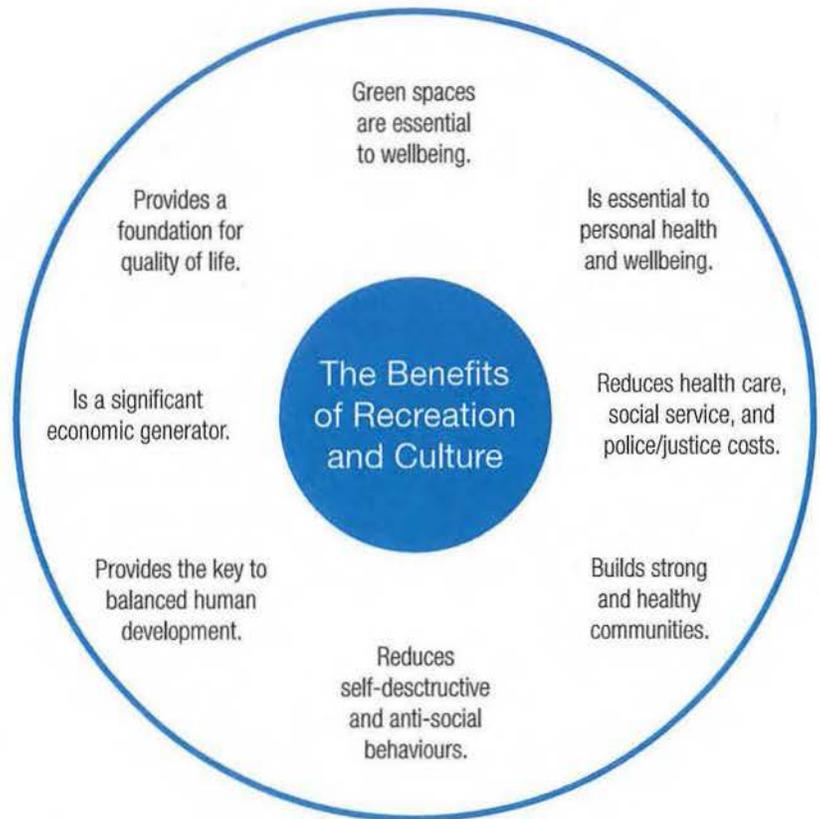
*Goal C: Encourage excellence in the work of Alberta's cultural professionals and organizations.*

*Goal D: Foster growth, sustainability and investment in Alberta's cultural industries.*

Each of the above goals also includes commitment statements from the provincial government. Those with direct relevance to the municipal provision or support of culture include:

*The government commits to...*

- *Ensure stable and predictable funding for the provincial government's cultural facilities and foundations (in support of Goal A).*
- *Provide support to communities, municipalities and individuals for the conservation of historic places and for heritage education (in support of Goal A).*
- *Encourage greater private charitable giving to non-profit organizations (in support of Goal B).*
- *Provide funding for communities to plan, build and upgrade cultural facilities (in support of Goal B).*
- *Explore opportunities to enhance partnerships among all three levels of government, the private sector, non-profit organizations, cultural and educational institutions and individuals for the promotion and support of culture in Alberta (in support of Goal B).*
- *Promote awareness of the beneficial role of culture in health, wellness, education, human rights, youth development, tourism, and community (in support of Goal B).*
- *Provide support for individual artists, cultural service organizations and community support organizations (in support of Goal C).*
- *Improve collaboration with cultural industry stakeholders to align government and industry efforts to increase industry capacity, sustainability, and development (in support of Goal D).*



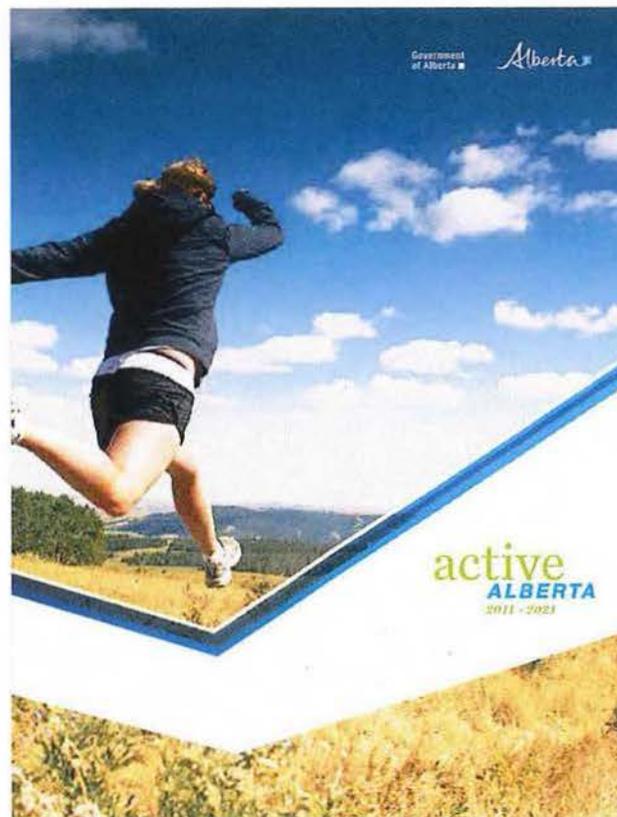
## The Active Alberta Policy (2011 – 2021)

The Government of Alberta's Active Alberta Policy (2011 – 2021) is the overarching Policy document that is intended to guide the delivery of recreational, active living and sport opportunities in the province. The Policy identifies that:

*"Recreation, active living and sport are vitally important to Albertans. The activities they choose for enjoyment, where they live and take vacations, what they teach their children, and who they select as their heroes all demonstrate how important the sector is to the lives of Albertans."*

Core to the Policy document is the identification of six core outcomes which reflect the intended objectives of the Policy:

1. **Active Albertans:** More Albertans are more active, more often.
2. **Active Communities:** Alberta communities are more active, creative, safe and inclusive.
3. **Active Outdoors:** Albertans are connected to nature and able to explore the outdoors.
4. **Active Engagement:** Albertans are engaged in activity and in their communities.
5. **Active Coordinated System:** All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.
6. **Active Pursuit of Excellence:** Albertans have opportunities to achieve athletic excellence.



## In This Section

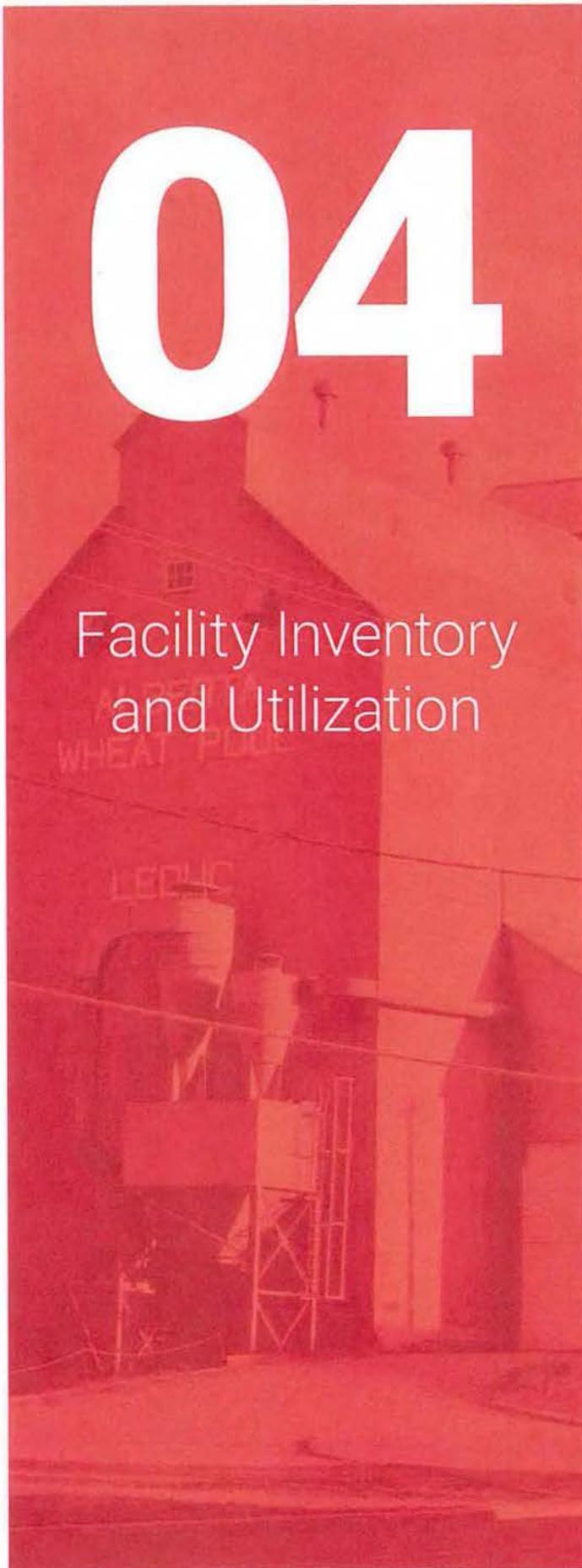
- Overview of facilities and amenities.
- Utilization and performance data analysis for key facilities.

## Current Recreation and Culture Infrastructure in Leduc

The charts on the following pages provide a summary of the major recreation and culture infrastructure in Leduc by amenity/facility type.

# 04

## Facility Inventory and Utilization



## Indoor Infrastructure Overview

| Amenity/Facility Type                                  | #                               | Locations and Support Amenities   |
|--|---------------------------------|---|
| City Owned and Operated                                |                                 |   |
| Arenas   | 2 locations,<br>4 sheets of ice | Leduc Recreation Centre: 2 community arenas, 1 performance arena<br>Alexandra Park: 1 community arena   |
| Curling Facilities                                     | 1 location,<br>8 sheets of ice  | Leduc Recreation Centre   |
| Aquatics Facilities                                    | 1                               | Leduc Recreation Centre: 25 metre pool, leisure aquatics area, hot tub, adjacent program/rental spaces  |
| Fitness Centres  | 1                               | Leduc Recreation Centre   |
| Multi-Purpose Program and Meeting Rooms                | 10                              | Leduc Recreation Centre (3), Alexnadra Arena (1), Kinsmen Park (1), Civic Centre (2), Leduc Public Library (3)  |
| Indoor Walking/Running Tracks                          | 1                               | Leduc Recreation Centre   |
| Library Branches                                       | 1                               | Leduc Public Library (Alexandra Park)   |
| Field House/Multi-Court Areas                          | 1 location, 2 spaces            | Leduc Recreation Centre: 1 boarded space, 1 un-boarded space  |
| City Owned and Partner Operated                        |                                 |   |
| Multi-Purpose Program, Teaching and Meeting Facilities | 8+                              | Rodeo Building, Telford House, Boys and Girls Club (Leduc Recreation Centre), BGRS Outreach School (Leduc Recreation Centre), Leduc Scouts Hall, Kinsmen Hall, Rugby Hall clubhouse, lease spaces at the Leduc Recreation Centre (variable public availability) |
| Arts and Cultural Program Space                        | 1                               | Leduc Cultural Village  |
| Seniors Centres  | 1                               | Telford House   |
| Youth Centres  | 1                               | Boys and Girls Club (Leduc Recreation Centre)   |
| Museums/Heritage Facilities                            | 1                               | Dr. Woods Museum  |
| City Supported and Partner Owned/Operated <sup>A</sup> |                                 |   |
| Performing Arts Theatres                               | 1                               | Maclab Centre for the Performing Arts (460 seating capacity)  |
| Playschools  | 1                               | Jack and Jill Playschool  |
| Gymnastics Facilities                                  | 1                               | Leduc Kanata Gymnastics   |
| School Gymnasiums                                      | 17                              | Variable public availability at schools throughout Leduc  |
| Museums/Heritage Facilities                            | 1                               | Leduc Grain Elevator  |
| Interpretive Facilities                                | 1                               | Leduc #1 Energy Discovery Centre  |
| Independently Owned and Operated                       |                                 |   |
| Churches   | 21 (~10 rent space to groups)   | Variable public availability at churches throughout Leduc   |
| Private Fitness Providers                              | 12+                             | Currently includes: Snap Fitness, True Touch Massage Therapy & Fitness, 9Round, CrossFit Leduc, 30 Minute Hit, Anytime Fitness, Team Revolution Athletics, Gone Strong Athletics, Aurora Spa & Yoga, Curves   |

A The City has provided some form of financial support to these organizations (e.g. operational grant, capital grant, annual funding agreements).

## Outdoor Infrastructure Overview

| Amenity/Facility Type                                 | #                                   | Locations and Support Amenities   |
|---|-------------------------------------|---|
| City Inventory  |                                     |   |
| Trails and Pathways                                   | ~68km                               | Throughout Leduc  |
| Ball Diamonds   | 14                                  | William F. Lede Regional Park (7 ball diamonds)<br>Elks Parks (2 ball diamonds)<br>Aileen Faller Park (2 ball diamonds)<br>Fred Johns Park (3 ball diamonds)  |
| Rectangular Sports Fields                             | 26 (21 soccer, 3 football, 2 rugby) | John Bole Athletic Park (1 soccer pitch, 2 football fields)<br>William F. Lede Regional Park (11 soccer pitches, 1 football field, 2 rugby fields)<br>Elks Park (2 soccer pitches)  |
| Track and Field Facilities                            | 1                                   | John Bole Athletic Park   |
| Skating Ponds/Areas                                   | 3 boarded, 9 non-boarded            | Boarded (Hockey Ice): Kinsmen Rink, Leduc Civic Centre North Pond, Caledonia, Harry Bienert Playground, Southfork Green, Lions Rink at Aileen Faller Park, Robinson Community Park, Elk Community Park<br>Non-Boarded: Willow Park, Cornthia, Leduc Civic Centre South Pond, Doris Smith Park, skate path at Telford Park |
| Cross County Ski Trails                               | 6km                                 | Leduc Golf Course   |
| Outdoor Pools   | 1                                   | Alexandra Park  |
| Spray Parks   | 1                                   | Alexandra Park  |
| Disc Golf   | 1                                   | Fred Johns Park   |
| Skateboard Parks<br>(includes BMX components)         | 1                                   | 50th Street   |
| Tennis Courts/Pickleball Courts                       | 4                                   | Kinsmen Park  |
| Community Gardens                                     | 2 sites                             | Southfork Green, William F. Lede Regional Park  |
| Nature Interpretive Areas                             | 1 site                              | North Telford Recreational Lands  |
| Playgrounds   | 30                                  | Throughout Leduc, owned and operated by both the City and school authorities  |
| Paddling Facility                                     | 1                                   | Telford Lake  |
| Partner/Community Operated Spaces and Facilities      |                                     |   |
| Rectangular Sports Field on School Sites <sup>B</sup> | 12                                  | School sites throughout Leduc   |
| Ball Diamonds on School Sites <sup>B</sup>            | 9                                   | School sites throughout Leduc   |
| Golf Courses  | 1                                   | Leduc Golf and Country Club   |
| Campgrounds   | 1                                   | Leduc Lions Campgrounds   |

B These field spaces are in various states of suitability for use.

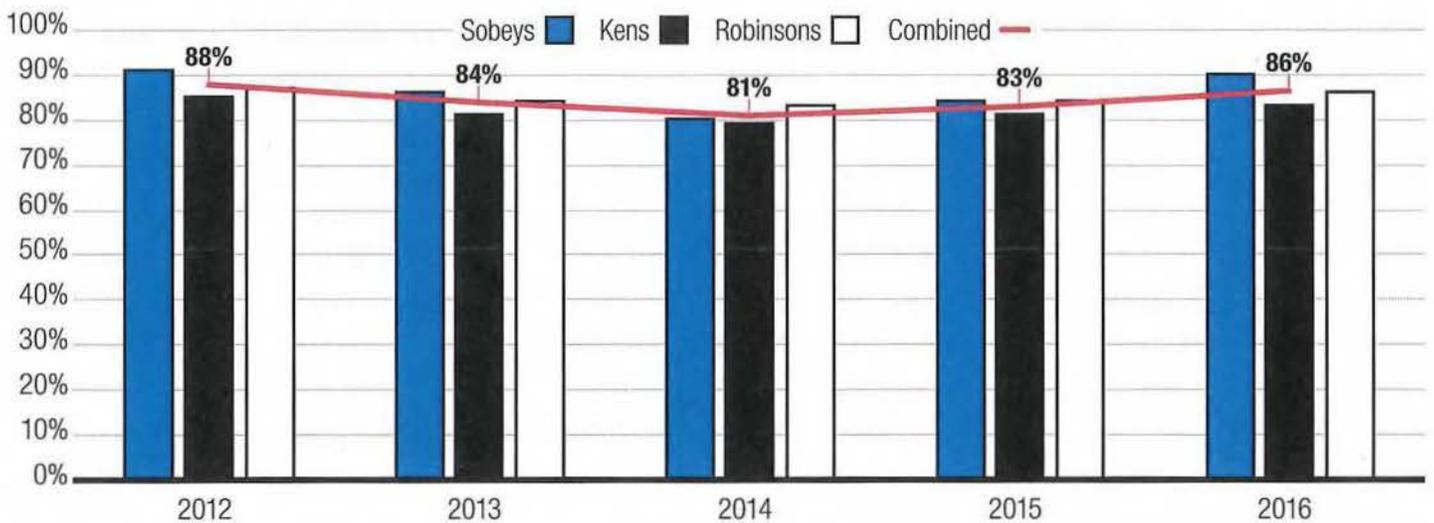
# Major Facilities

Summarized as follows is available utilization and performance data for major recreation and culture facilities and amenities in Leduc. This information provides some insight into current capacity and potential areas of future need.

## Leduc Recreation Centre

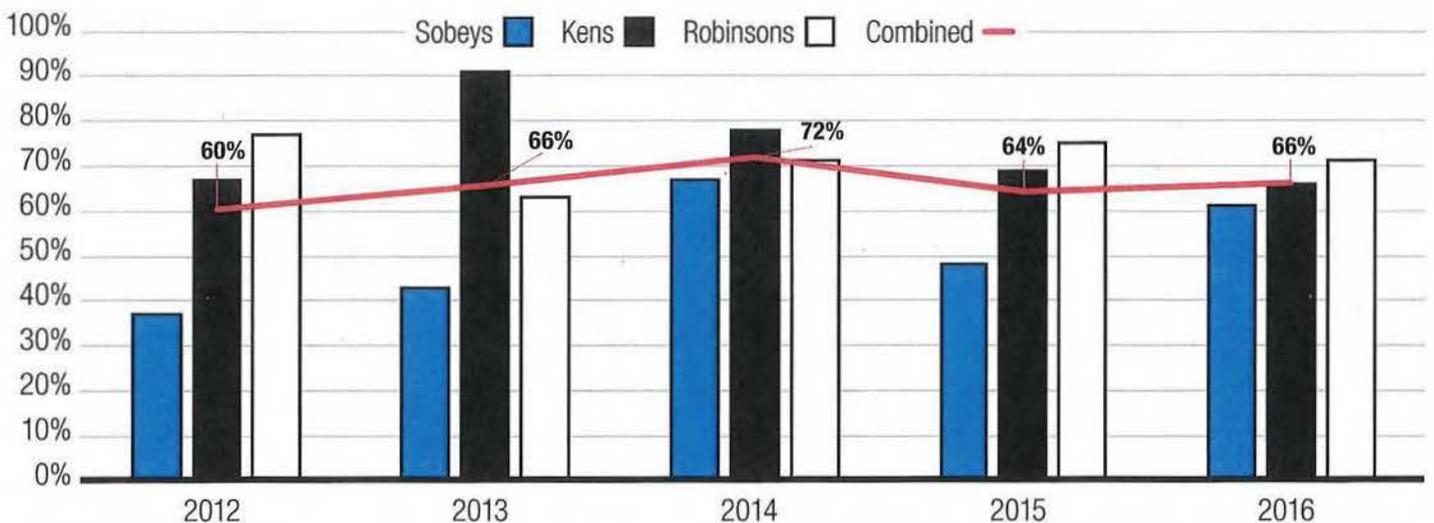
The three (3) Leduc Recreation Centre arenas have consistently been utilized at over 80% of available capacity during peak season, prime time hours (September to March, weekdays 4 to 11 p.m., weekends 8 a.m. to 11 p.m.). As reflected in the graph below, the Sobseys Arena (performance arena) receives the highest amount of utilization.

Leduc Recreation Centre Arenas: Prime Time Utilization Peak Season  
5 Year Trend



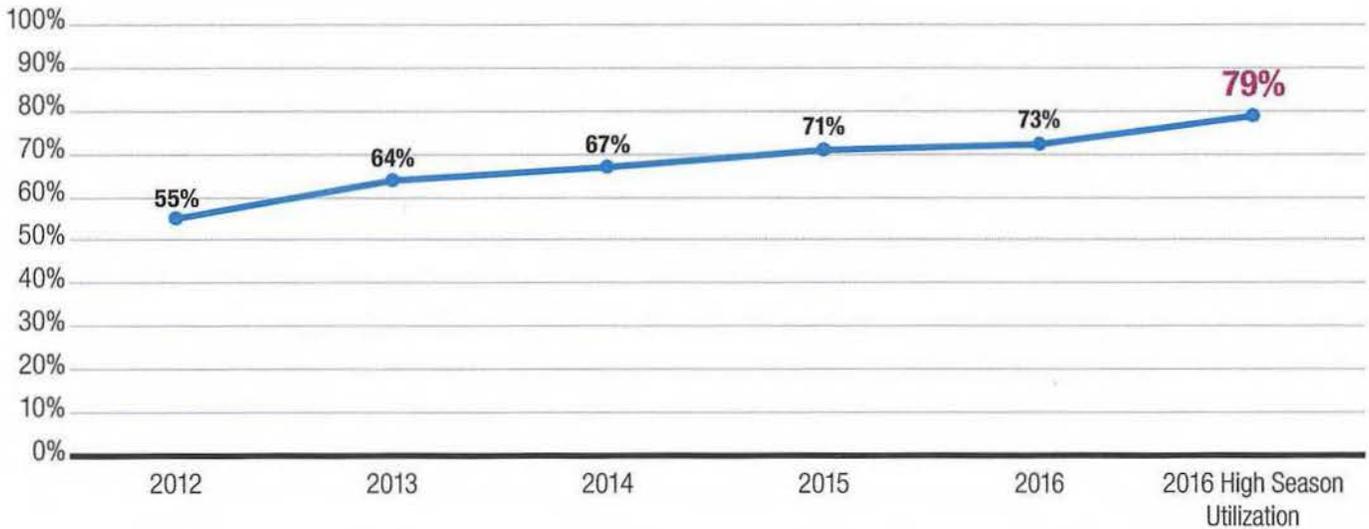
Ice availability fluctuates during the non-peak seasons (summer months). Ice is removed from the Sobseys Arena in June and July to allow for agricultural events and use. One of the twin arenas (Kens, Robinson) is shut-down annually for a three week period in late June for maintenance and returned to operation by the end of July. The following graphic reflects that non-peak season, prime time use averages ~65% of capacity.

Leduc Recreation Centre Arenas: Prime Time Utilization Non-peak Season  
5 Year Trend



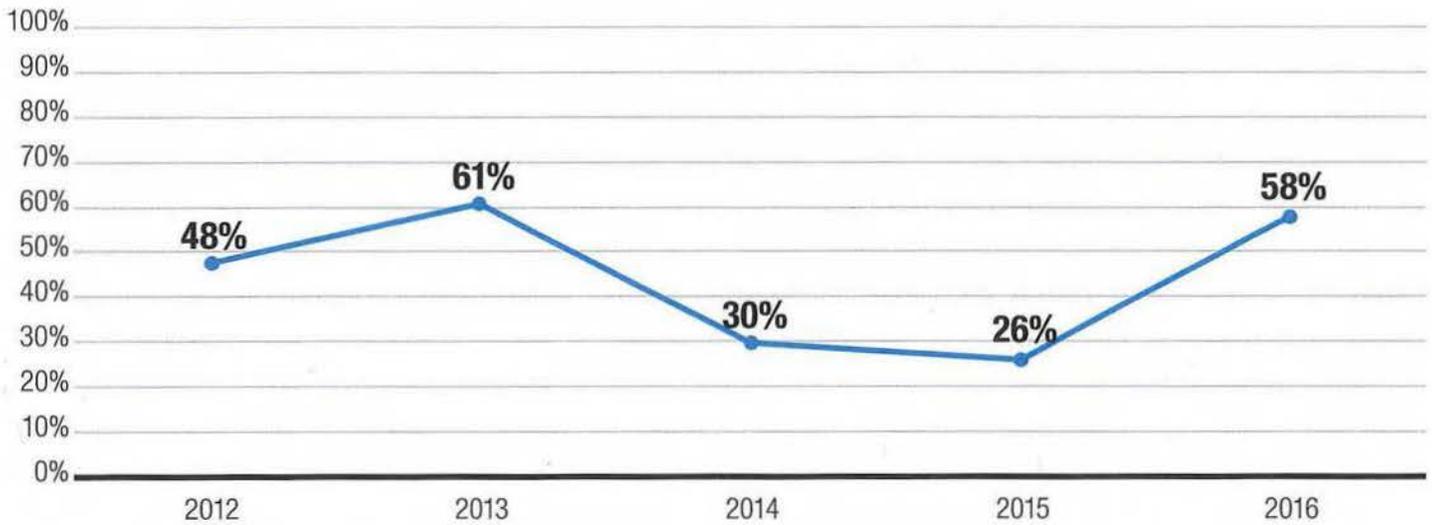
The **field house and court surfaces** at the Leduc Recreation Centre has experienced increased utilization over the previous five years. As reflected in the graph below, prime time utilization increased approximately 20% from 2012 to 2016.

Leduc Recreation Centre Field House and Court Surface: Prime Time Utilization  
5 Year Trend

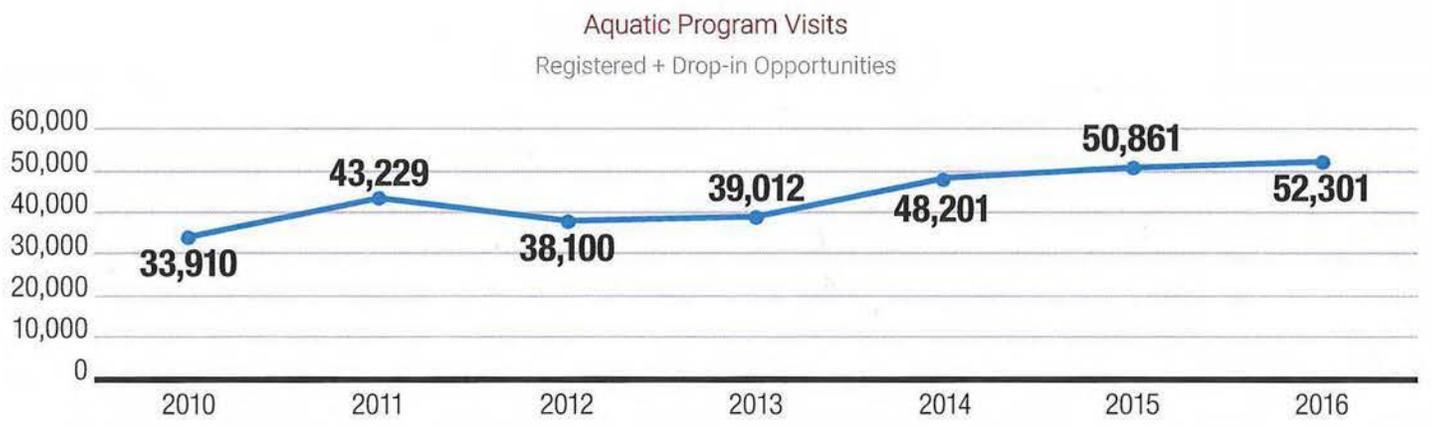
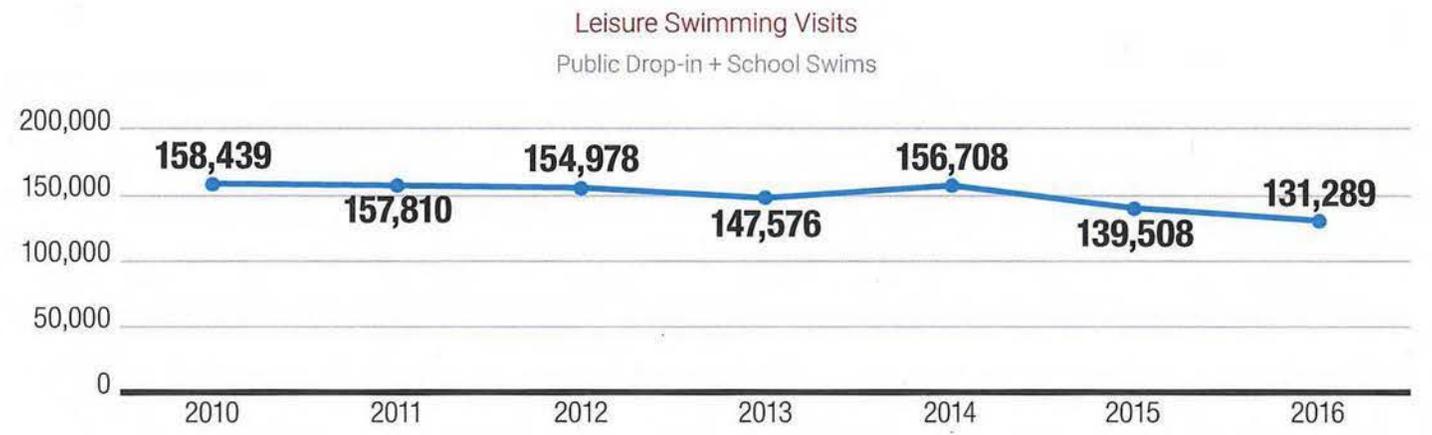
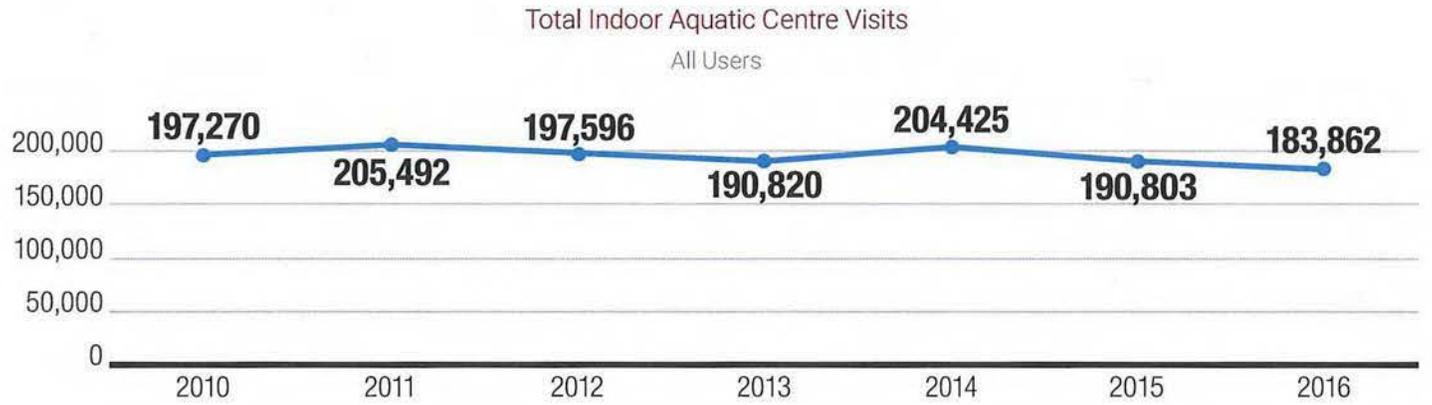


» The City of Leduc operates the curling facility without ice for indoor events, baseball preseason tryouts, and practices during the months of April to July. The following graph illustrates the **use of the curling space during the non-ice season**. The facility is leased to the Leduc Curling Club from August to March every year.

Leduc Recreation Centre Curling Facility  
Use During Non-ice Season



The following graphs reflect utilization data for the [indoor aquatics facility](#) located at the Leduc Recreation Centre (Mix Family Aquatic Centre). As reflected in the graphs and key findings, the facility continues to receive high levels of utilization by both spontaneous "drop-in" users and program participants.



The City conducted an analysis of aquatics needs in 2015 to better understand requirements for indoor swimming opportunities in Leduc. The study suggested that capacity would be surpassed around 2020 should expected growth occur and participation levels remain constant.

| Year | Capacity | Swims   | Surplus/Deficit | % Use in Relation to Capacity |
|------|----------|---------|-----------------|-------------------------------|
| 2013 | 300,000  | 190,00  | 110,000         | 63%                           |
| 2015 | 300,000  | 226,000 | 74,000          | 75%                           |
| 2020 | 300,000  | 307,000 | (7,000)         | 102%                          |
| 2025 | 300,000  | 385,000 | (85,380)        | 128%                          |

The following table further analyzes swim visits per capita prior to and since the 2015 Study was completed.

| Location                             | 2012       | 2013       | 2014          | 2015       | 2016       | 2017 YTD   |
|--------------------------------------|------------|------------|---------------|------------|------------|------------|
| 50% of County                        | 6,800      | 6,800      | 6,800         | 6,800      | 6,890      | 6,900      |
| Leduc                                | 25,482     | 27,241     | 28,583        | 29,304     | 30,498     | 31,130     |
| Catchment Area                       | 32,282     | 34,041     | 35,383        | 36,104     | 37,388     | 38,030     |
| Total Indoor Pool Swims              |            | 191,594    | 204,425       | 190,803    | 183,862    | 95,534     |
| <b>Indoor Pool Swims Per Capita</b>  | <b>0.0</b> | <b>5.6</b> | <b>5.8</b>    | <b>5.3</b> | <b>4.9</b> | <b>2.5</b> |
| Total Outdoor Pool Swims             | 6,915      | 6,681      | Closed        | 14,050     | 15,651     | 17,790     |
| <b>Outdoor Pool Swims Per Capita</b> | <b>0.2</b> | <b>0.2</b> | <b>Closed</b> | <b>0.4</b> | <b>0.4</b> | <b>0.5</b> |

#### Indoor Aquatics Centre Utilization: Key Findings

- Overall facility visitation has remained relatively consistent over the past 6 years, averaging ~195,000 total visits each year.
- The data reflects some minor decline in overall facility visits over the past two years. However, it is important to note a number of factors that contribute to this shift in utilization:
  - » The renovation and recommission of the Alexandra Outdoor Pool.
  - » A number of regular/annual shutdowns at the indoor facility were deferred while the Alexandra Outdoor Pool was unavailable for use.
  - » Previous to 2015, public swimming and program opportunities were being scheduled simultaneously. Due to increasing demands in both areas the facility was scheduled to other distinct and exclusive public swimming and program offerings, which also contributed to shifts in public swimming attendance.
  - » The introduction of a new spray park is likely to have shifted some aquatics use and demand in the community (e.g. families with young children utilizing the spray park instead of the pool).
- There has been a consistent increase in aquatics program visits and demand. This has increased utilization of the facility during traditionally non-prime hours.

\* Note: Current tracking processes do not account for participants that use multiple amenities (such as fitness and aquatics). As such, the current aquatics figures may be underestimated if those who use fitness and aquatics in the same visits are accounted for under the fitness category.

Overall facility memberships and program registrations continue to be a main source of revenue and facility traffic at the Leduc Recreation Centre. In 2015 the City offered 1,350 programs broken down as follows:

- Aquatics (57%): swim lessons, leadership courses. Excludes public swimming admissions and drop-in aquatic fitness programs.
- Recreation programs (20%): child minding services, summer day camps and general recreation programs.
- Fitness (18%): registered fitness programs, personal training and nutritional services. Excludes drop-in fitness programs and fitness centre admissions.
- Miscellaneous/Other (5%)

As well, there were over 80,500 hours of scheduled use in the facility.

The following charts provide further detail on program registrations and drop-in use over the previous three years (2014 to 2016).

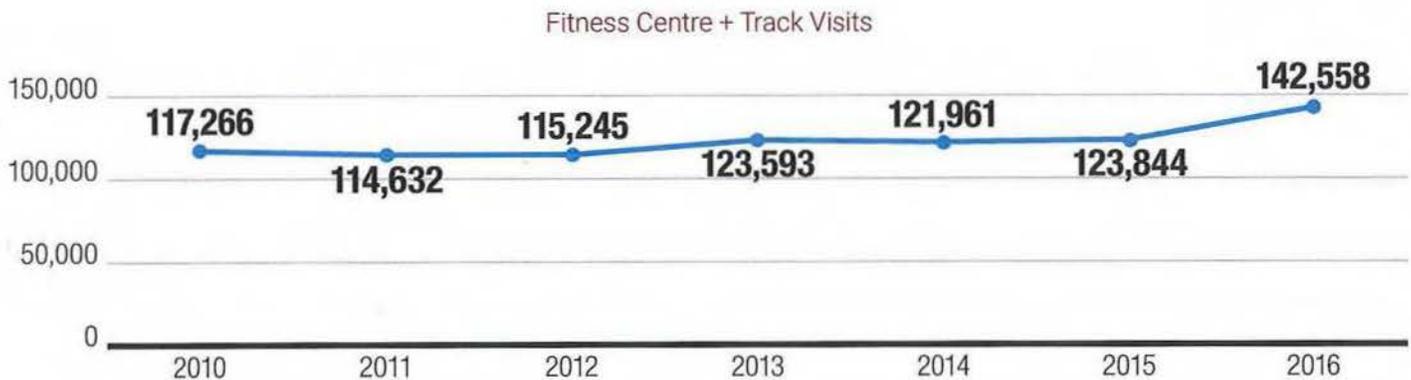
| Fitness (predominantly LRC)             | 2014  | 2015  | 2016  |
|---|-------|-------|-------|
| Drop-in programs offered (# of classes) | 55    | 64    | 85    |
| Drop-in Program Attendance              | 4,779 | 6,667 | 8,442 |
| Registered Programs Offered             | 79    | 93    | 71    |
| Registered Programs Attendance          | 6,342 | 2,847 | 1,448 |

| Recreation Programs (both LRC and other sites) | 2014 | 2015  | 2016  |
|--|------|-------|-------|
| Registered Programs Offered                    | N/A  | 206   | 271   |
| Registered Programs Attendance                 | N/A  | 4,330 | 7,664 |

| Drop-in Sports  | 2014   | 2015   | 2016   |
|---|--------|--------|--------|
| Public Skating Attendance (LRC and Alex Arena) <sup>B</sup> | 7,191  | 8,813  | 11,558 |
| Field House Sports Attendance (LRC only)                    | 14,803 | 16,871 | 19,215 |

B Includes all public ice activities like public skating, shinny, stick n' puck.

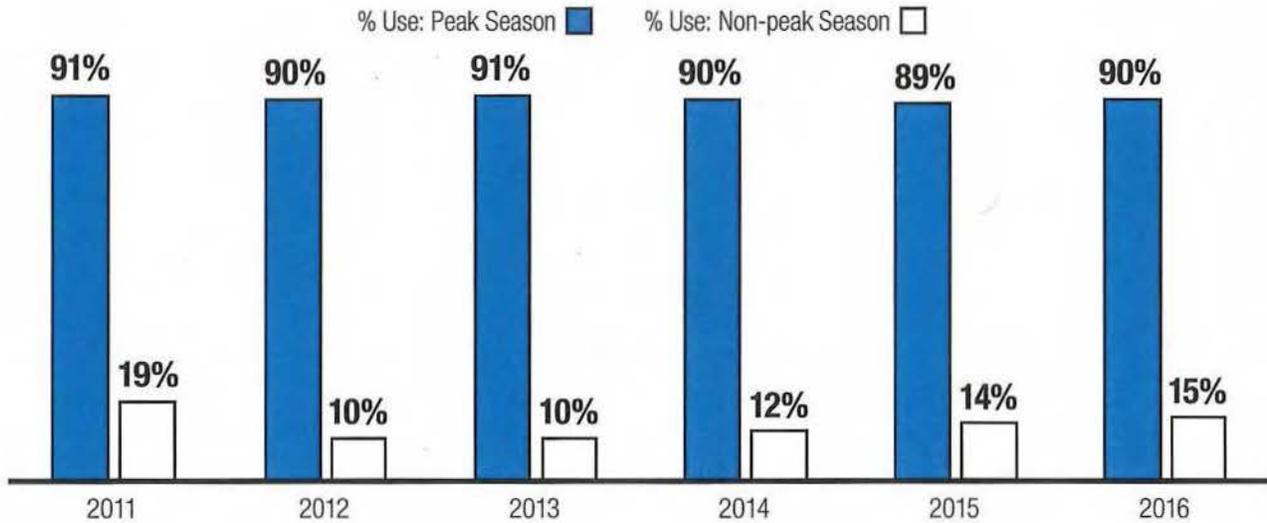
The fitness centre and track is a primary driver of memberships, spontaneous (non-structured) activity and the overall use of the facility. The following graph provides an overview of all fitness centre and track visits since 2010. As reflected in the graph the trends reflects a consistent increase in the utilization of these spaces.



# Alexandra Arena

The single sheet Alexandra Arena continues to receive high levels of utilization during peak seasons. As illustrated by the following graph, the Alexandra Arena has consistently been utilized at over 90% of available capacity during peak season, prime time hours. The ice is removed during the summer months and the facility is used for dry-floor activities. Prime time utilization during these months decreased to 10 – 19% of capacity over the past six years.

Alexandra Arena Prime Time Utilization  
5 Year Trend



# Alexandra Outdoor Pool

The following charts summarize utilization and bookings data for the outdoor pool facility located at Alexandra Park. The Alexandra Park Outdoor Pool receives approximately 12,000 to 13,000 drop-in swim visits annually and is well used by aquatics sport clubs and schools. The facility is not a main location for registered programs such as swimming lessons, which primarily take place at the Leduc Recreation Centre.

| Registered Programs              | 2015 <sup>c</sup> | 2016      |
|----------------------------------|-------------------|-----------|
| Public Swim Lessons              | 89                | 61        |
| School Swim Lessons              | 0                 | 0         |
| Other Aquatics Programs          | 25                | 11        |
| <b>Total Registered Programs</b> | <b>114</b>        | <b>72</b> |

| Drop-In Aquatics Activities      | 2015 <sup>c</sup> | 2016          |
|----------------------------------|-------------------|---------------|
| Public Swimming Visits           | 12,267            | 13,249        |
| School swimming Visits           | N/A               | N/A           |
| Drop-In Aquatics Programs        | 916               | 1,313         |
| <b>Total Drop-In Swim Visits</b> | <b>13,183</b>     | <b>14,562</b> |

| Club Use and Rentals                                     | 2015 <sup>c</sup> | 2016  |
|--|-------------------|-------|
| Aquatics Sport Club Use ( <i>lane hour equivalents</i> ) | 76                | 126   |
| Facility Rentals ( <i>school and public; hours</i> )     | 1,235             | 1,861 |

Note: The numbers in the adjacent Registered Programs chart reflect individual registrations. Actual facility utilization (individual visits) are likely to be higher.

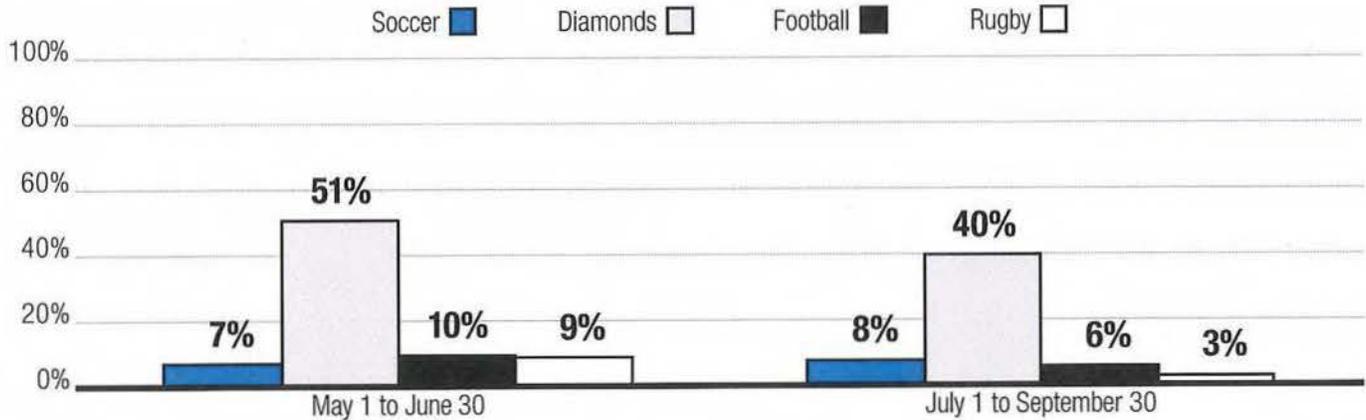
C The facility underwent a renovation in 2014 which included the installation of a splash pad facility on the Alexandra Park site. The impact of the Spray Park on the utilization of the Alexandra Outdoor Pool (positive or negative) will become more apparent over the next 2 – 3 years once a larger sample size of data is available.

# Sport Fields and Diamonds

The following graphs illustrates utilization (peak season; Monday to Friday, 6:00 – 9:00pm; Saturday and Sunday, 10:00am – 9:00pm) for outdoor sport fields and diamonds in Leduc. As illustrated in the graph, capacity exists across the overall inventory. However, bookings are concentrated on higher quality and specialty fields which have much higher levels of utilization during peak times and seasons.

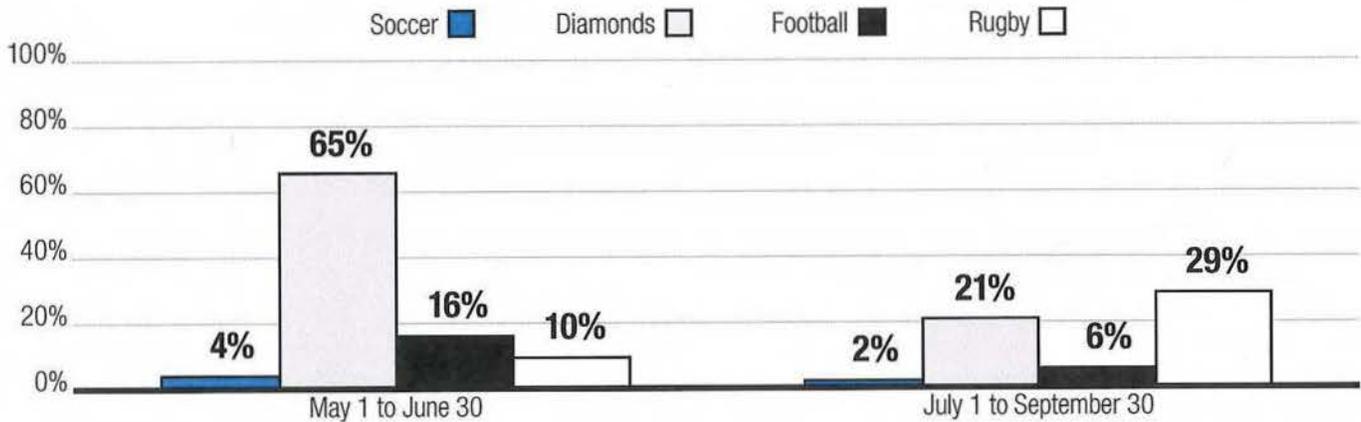
## Desirable

Monday to Friday: 6:00pm – 9:00pm / Saturday and Sunday: 10:00am – 9:00pm



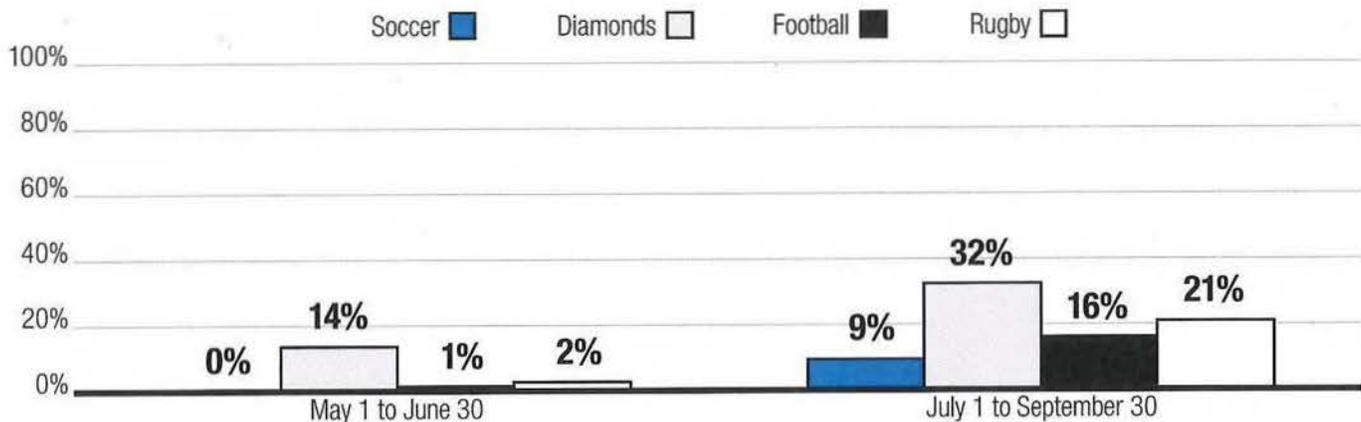
## Non-Desirable

Monday to Friday: 4:00pm – 6:00pm / Saturday and Sunday: 8:00am – 10:00am



## Twilight

Monday to Sunday: 9:00pm – 11:00pm



## Maclab Centre for the Performing Arts

The Maclab Centre for the Performing Arts is utilized by a variety of groups and stakeholders throughout the community. Over the course of a year, the centre hosts special events and concerts and is used on a more regular basis by drama and musical arts groups. Total bookings at the facility have ranged between 115 – 125 days per year over between 2013 and 2015. Total attendance (via audience turnstile) at the facility is explained in the table below.

| Year      | Attendance |
|-----------|------------|
| 2015/2016 | 23,764     |
| 2014/2015 | 20,265     |
| 2013/2014 | 26,896     |

## Leduc Public Library

In 2016, 9,000 residents had library cards and there were 73,700 items in the libraries collection. The facility saw 135,500 visits, meeting rooms within it were booked 561 times, and public internet stations were used 24,937 times. Furthermore, 8,884 patrons participated in programs offered by the library for various age groups and demographics.

## Other Arts and Culture Amenities

Attendance at the following arts and culture amenities was observed. See the table below.

| Location         | Attendance                           |
|------------------|--------------------------------------|
| Dr. Woods House  | 650 – 700 visits in 2017 (estimated) |
| Cultural Village | 360 students in 2016                 |
| Grain Elevator   | 1,000 – 1,300 in 2017 (estimated)    |

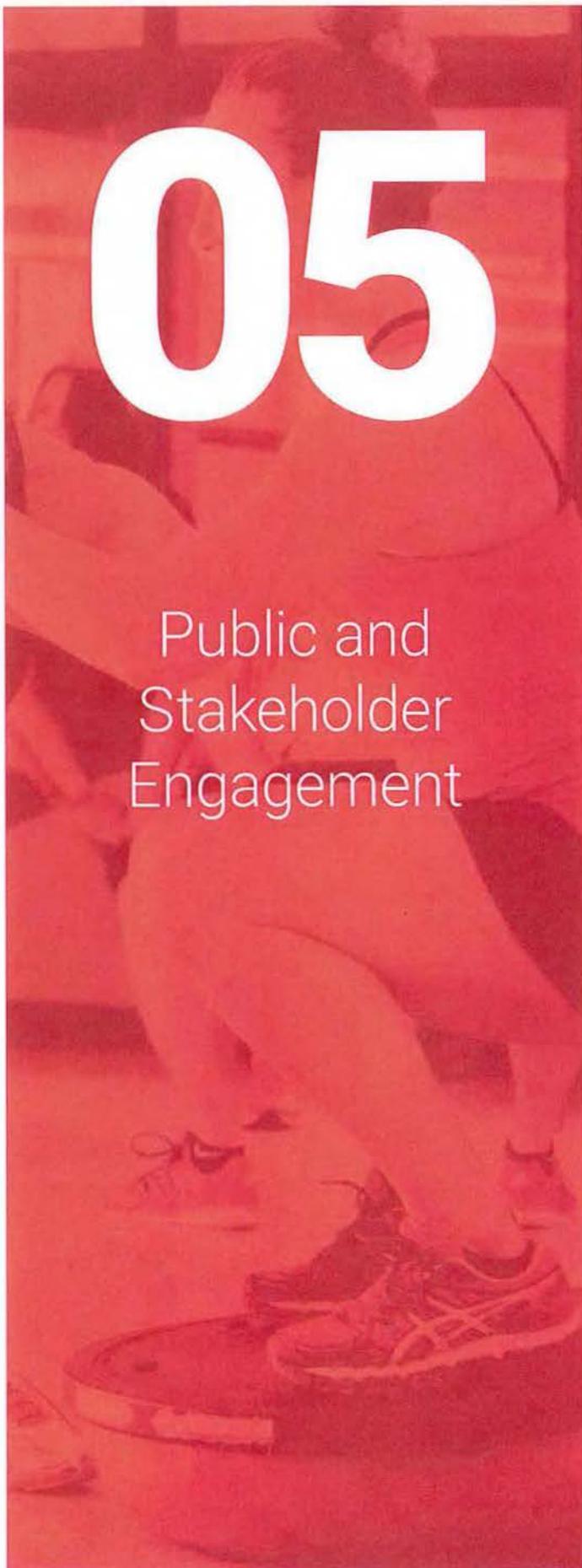


## In This Section

- Overview of the engagement phase of the project.
- Project engagement findings.

Engagement with Leduc and area residents, community organizations and stakeholders was identified as a research priority in the development of this Recreation and Culture Needs Assessment. To ensure that an array of perspectives and opinions were heard, the engagement plan developed for the project included a variety of mechanisms and approaches. The following chart provides an overview of the engagement mechanisms used to gather feedback.

| Engagement Mechanism                                       | Participation   |
|--|---|
| Resident Survey  | Coded Survey (password required):<br>393 Responses<br>Open Public Survey (no password required):<br>132 Responses |
| Community Group Questionnaire                              | 22 Responses  |
| Stakeholder Interviews and Small Group Discussion Sessions | 42 Participating Organizations/Groups   |



# Resident Survey Findings

A household survey was conducted to gather the recreation behaviours and opinions of Leduc and area residents. A postcard was mailed to approximately 12,500 households in Leduc and the surrounding recreation district with instructions on how to access the survey and a unique access code. Participants were encouraged to use their unique access code to log into the survey to ensure that only one response per household was submitted. For this coded version of the survey, 393 responses were submitted calculating a margin of error of  $\pm 4.9\%$  19 times out of 20.

If a given household did not receive a postcard with an access code, they were still invited to participate in the non-coded version of the survey which could be found on the City's website; paper hardcopy versions were also available upon request. For this Public Open Survey (non-coded version; online and hardcopy), 132 responses were submitted.

Subsegment findings, presented in red, from the Coded Survey are presented for select questions comparing households that have members under the age of 20 to households that do not have anyone under 20.

Unless noted otherwise, the Coded Survey results are shown via the following graphs, whereas select Open Public Survey results are noted in the charts. The Open Survey tables and graphs are also presented in green to differentiate them from the Coded Survey where applicable. *Note: Due to rounding, the sum may not add to 100%.*

## Local Engagement Trends

Local engagement trends are observed in these pull-out boxes. Select data from this survey is compared to similar questionnaires conducted in 2007 (Recreation Facility Needs Assessment), 2012 (Parks, Open Space and Trails Master Plan), and 2016 (Parks, Recreation & Culture Survey). Please note that the wording of the questions may have differed slightly between surveys.

## Level of Agreement Statements

Ninety-six percent (96%) of respondents agree to some extent that recreation and culture facilities and spaces are important to their household's quality of life.

Over three-quarters (78%) of responding households strongly agree that recreation and culture facilities and spaces contribute to a strong and vibrant community. Twenty-one percent (21%) somewhat agree.

Ninety-eight percent (98%) of respondents agree to some extent that recreation and culture facilities can help attract and retain residents.

Just over three-quarters (78%) believe that investment in recreation and culture facilities over the past 10 years has improved the quality of life in Leduc. One-quarter (25%) somewhat agree, 3% disagree, and 7% are unsure.

| Statement   | Strongly Agree | Somewhat Agree | Disagree | Unsure |
|---|----------------|----------------|----------|--------|
| Recreation and culture facilities and spaces are important to my household's quality of life.   | 59%            | 37%            | 3%       | 1%     |
| Recreation and culture facilities and spaces contribute to a strong and vibrant community.  | 78%            | 21%            | 1%       | 1%     |
| Recreation and culture facilities can help attract and retain residents.  | 78%            | 25%            | 1%       | 1%     |
| Recreation and culture facility investment undertaken by the City in the past 10 years (e.g. Leduc Recreation Centre, Library, Telford Lake) has improved quality of life in Leduc. | 78%            | 25%            | 3%       | 7%     |

## Open Public Survey

| Statement   | Strongly Agree | Somewhat Agree | Disagree | Unsure |
|---|----------------|----------------|----------|--------|
| Recreation and culture facilities and spaces are important to my household's quality of life.   | 75%            | 20%            | 4%       | 1%     |
| Recreation and culture facilities and spaces contribute to a strong and vibrant community.  | 87%            | 12%            | 2%       | 0%     |
| Recreation and culture facilities can help attract and retain residents.  | 81%            | 15%            | 4%       | 0%     |
| Recreation and culture facility investment undertaken by the City in the past 10 years (e.g. Leduc Recreation Centre, Library, Telford Lake) has improved quality of life in Leduc. | 74%            | 20%            | 3%       | 3%     |

## Reasons for Participating

The main reasons why respondent household members participate in recreation and related culture opportunities are physical health/exercise (83%), fun/entertainment (82%), and relaxation/unwind (59%).

### Open Public Survey

| Top 3 Reasons to Participate | %   |
|------------------------------|-----|
| Physical health/exercise     | 87% |
| Fun/entertainment            | 79% |
| To be with family/friends    | 58% |

The top barrier to participation is cost as 48% of respondents identified facility admissions/program fees are too expensive as being a factor that prevents them or someone in their household from participating in recreation and culture opportunities.<sup>1</sup>

## Local Engagement Trends: Barriers

Parks, Recreation, and Culture Survey (2016):

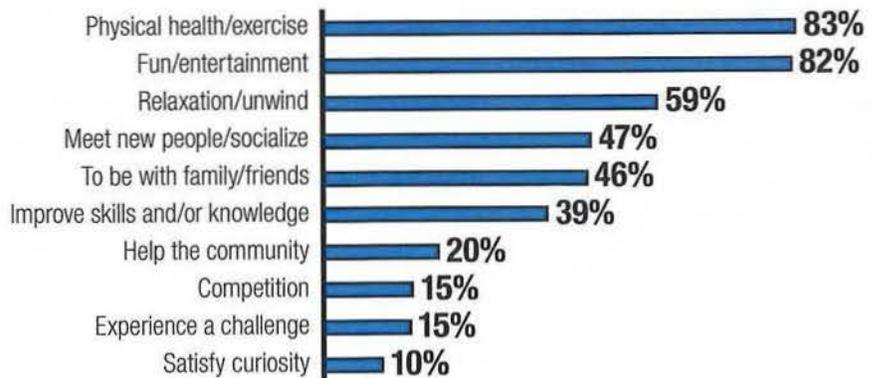
- Facility admissions/program fees are too expensive (51%)
- Program and facility schedule do not fit my needs (25%)

Recreation Facility Needs Assessment (2007):

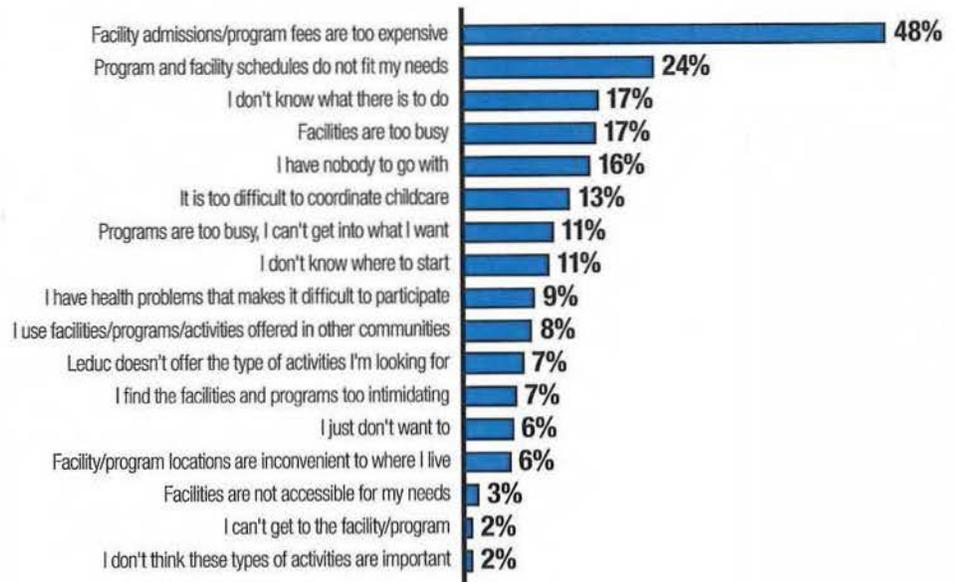
- Physical disability (23%)<sup>A</sup>
- No time to participate (20%)

A 17% of respondents indicated that they face barriers to participation; of the 17%, 23% identified physical disability as a barrier.

## Reasons for Participating



## Participation Barriers



### Open Public Survey

| Top 3 Barriers                                      | %   |
|---|-----|
| Facility admissions/program fees are too expensive  | 51% |
| Programs are too busy; I can't get into what I want | 24% |
| Program and facility schedules do not fit my needs  | 23% |

<sup>1</sup> Question wording: Other than a lack of time, what (if anything) prevents you or someone in your household from participating in recreation and culture opportunities?

"A lack of time" was excluded from the options provided in order to further investigate barriers for which a programming or facility provision solution may exist.

## Utilization Frequency: City Operated Facilities

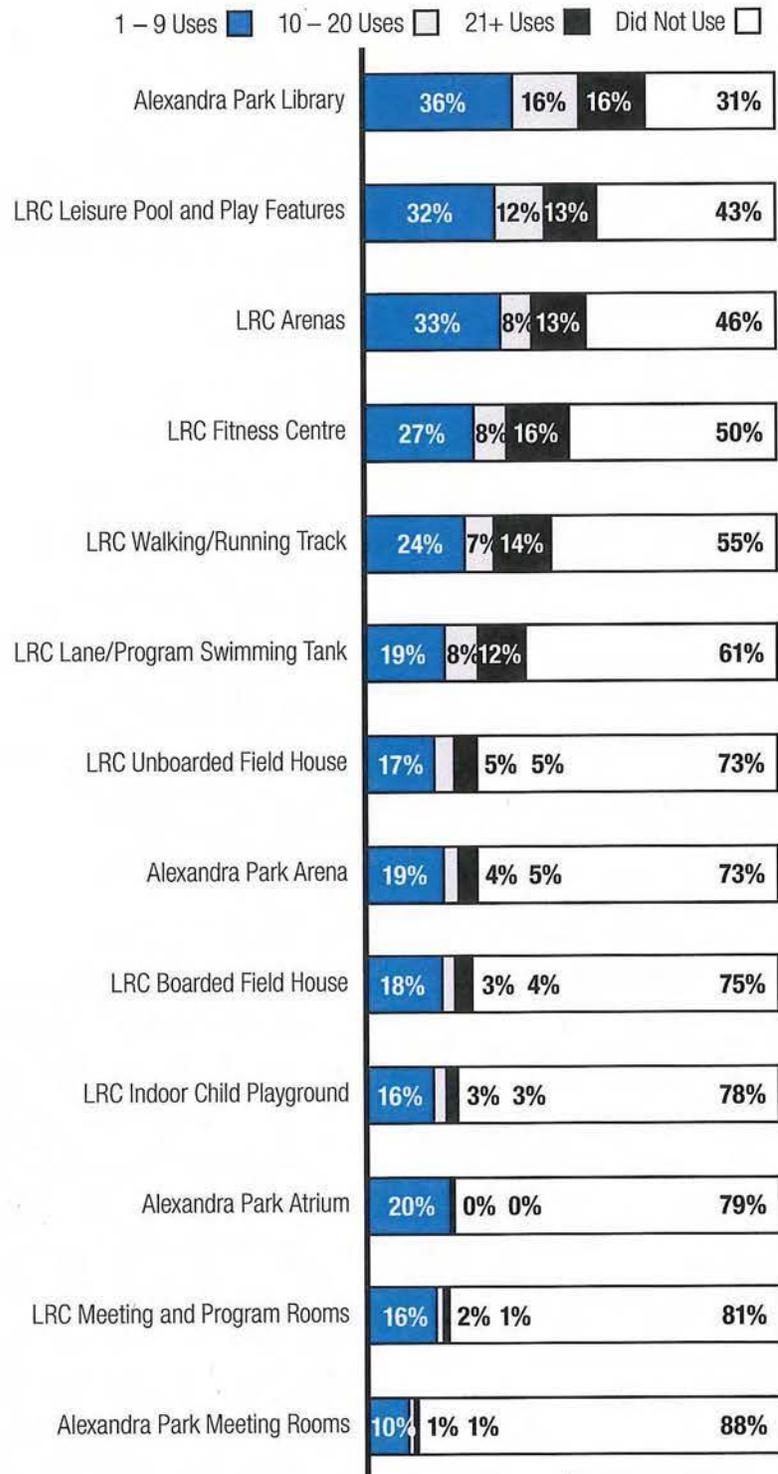
Sixty-nine percent (69%) of respondent households visited the Alexandra Park Library in the past year including 16% that visited on 21 or more occasions. At the Leduc Recreation Centre, the leisure pool (57%), the arenas (54%), and the fitness centre (50%) were visited by at least half of respondents.

### Open Public Survey

| Top 3 Utilized Spaces               | % <sup>B</sup> |
|-------------------------------------|----------------|
| Alexandra Park: Library             | 73%            |
| LRC: Leisure Pool and Play Features | 64%            |
| LRC: Arenas                         | 59%            |

B Households with one or more visit in the past year.

### City Operated Facilities



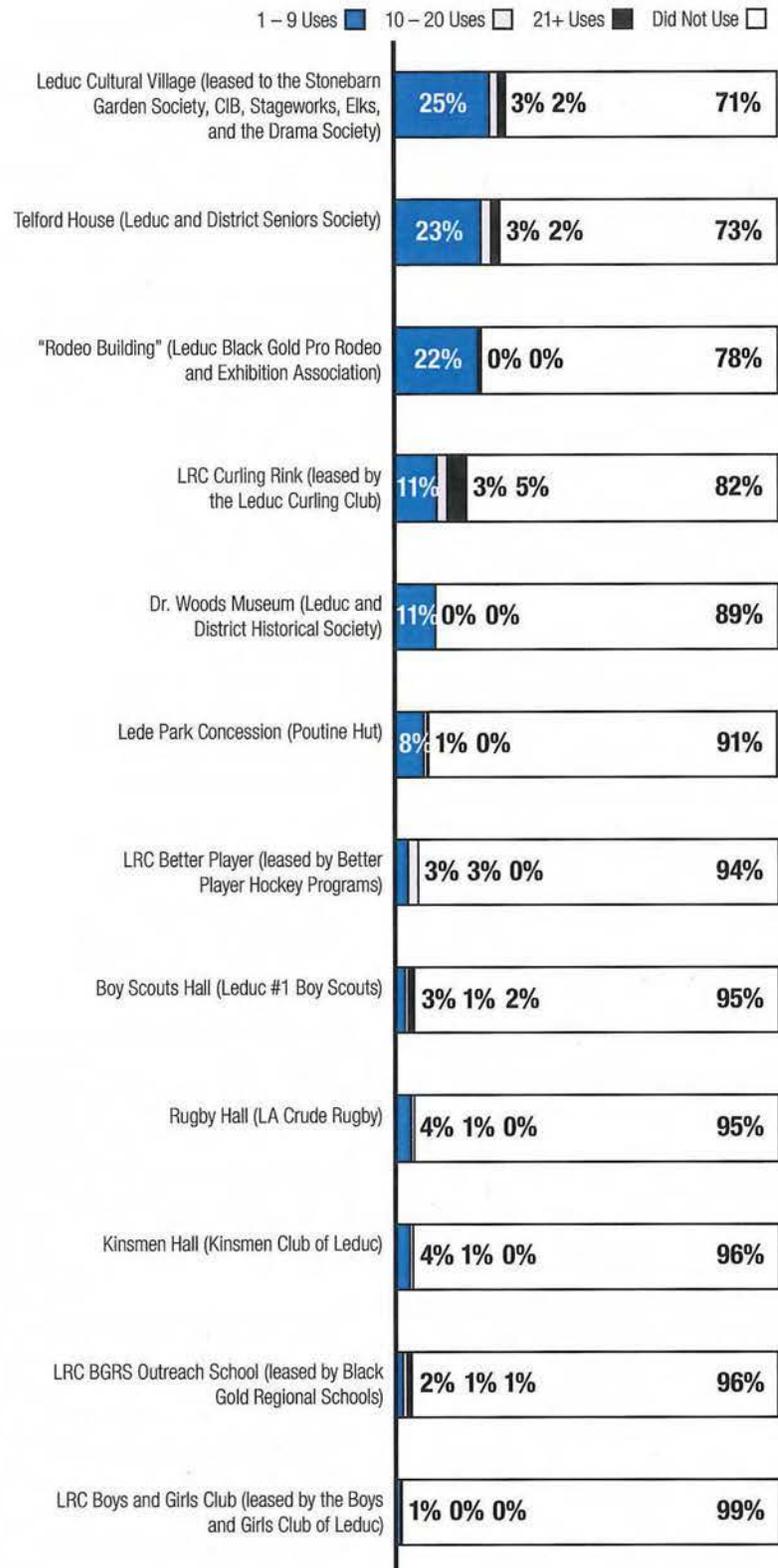
## Utilization Frequency: City Owned and Partner Operated Facilities

In regard to City owned facilities that are operated by third parties, the Leduc Cultural Village was visited by 29% of respondents and the Telford House was visited by 27%.

### Open Public Survey

| Top 3 Utilized Spaces   | %   |
|---|-----|
| Leduc Cultural Village (leased to the Stonebarn Garden Society, CIB, Stageworks, Elks, and the Drama Society) | 27% |
| Telford House (Leduc and District Seniors Society)  | 22% |
| "Rodeo Building" (Leduc Black Gold Pro Rodeo and Exhibition Association)                                      | 21% |

## City Owned and Partner Operated Facilities



## Utilization Frequency: City Supported/Partner Operated Facilities

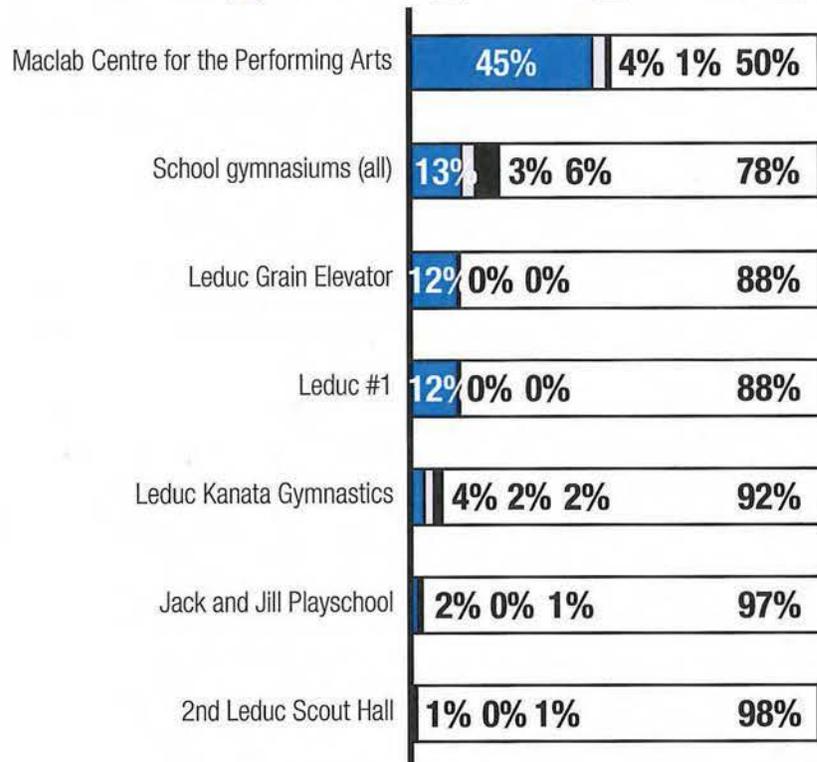
Half (50%) of respondent households visited the Maclab Centre for the Performing Arts; 45% visited 1 to 9 times.

### Open Public Survey

| Top 3 Utilized Spaces                 | %   |
|---------------------------------------|-----|
| Maclab Centre for the Performing Arts | 56% |
| School gymnasiums (all)               | 34% |
| Leduc Grain Elevator                  | 10% |

## City Supported/Partner Operated Facilities

1 – 9 Uses ■ 10 – 20 Uses □ 21+ Uses ■ Did Not Use □



## Utilization Frequency: Private Sector Operated Facilities

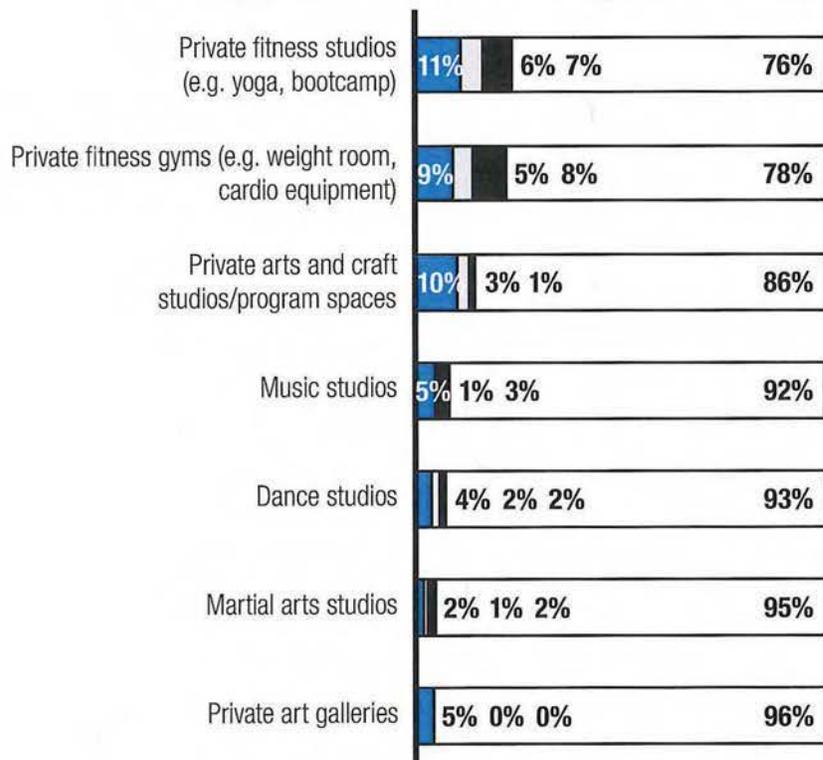
Private fitness studios and private fitness gyms were used by 24% and 22% of households respectively.

### Open Public Survey

| Top 3 Utilized Spaces                                     | %   |
|---|-----|
| Private fitness studios (e.g. yoga, bootcamp)             | 35% |
| Private fitness gyms (e.g. weight room, cardio equipment) | 31% |
| Private arts and craft studios/program spaces             | 27% |

## Private Sector Operated Facilities

1 – 9 Uses ■ 10 – 20 Uses □ 21+ Uses ■ Did Not Use □



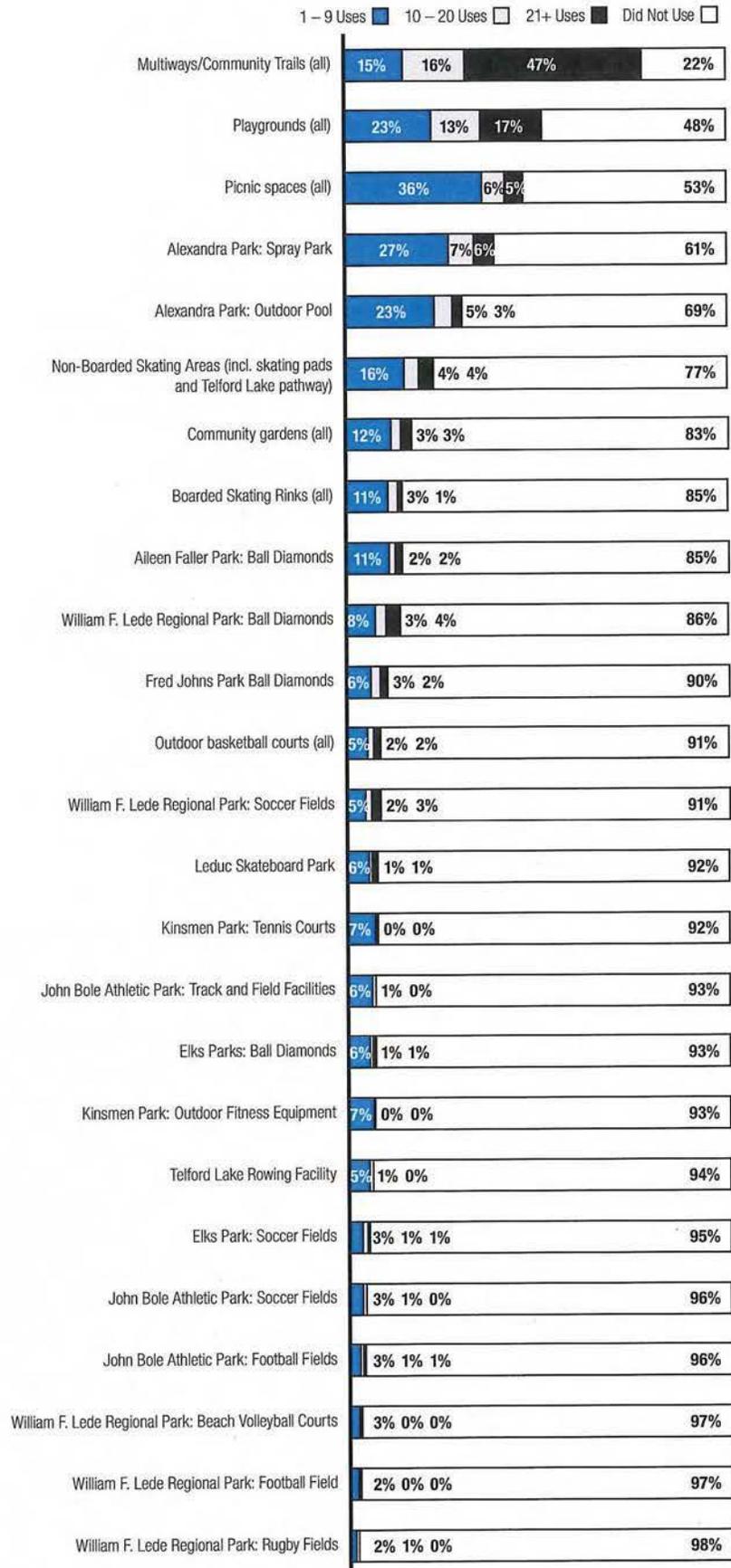
## Utilization Frequency: City Operated Facilities Outdoor

For City operated outdoor spaces, multiways/community trails were used by 78% of respondents including 47% that used trails more than 20 times. Playgrounds (52%), picnic space (47%), and the Alexandra Park spray park (39%) were the next most visited City operated outdoor spaces.

### Open Public Survey

| Top 3 Utilized Spaces            | %   |
|----------------------------------|-----|
| Multiways/Community Trails (all) | 88% |
| Playgrounds (all)                | 57% |
| Picnic spaces (all)              | 54% |

## City Operated Facilities Outdoor



## Utilization Frequency: City Supported/Partner Operated Facilities Outdoor

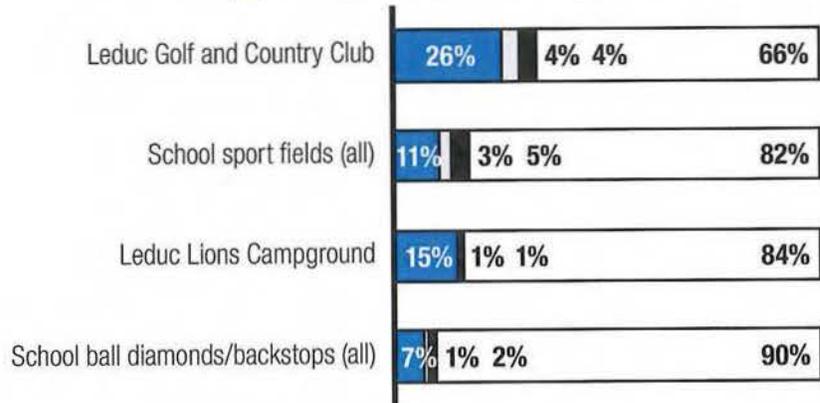
The Leduc Golf and Country Club was used by one-third (34%) of respondents.

### Open Public Survey

| Top 3 Utilized Spaces       | %   |
|-----------------------------|-----|
| Leduc Golf and Country Club | 37% |
| School sport fields (all)   | 27% |
| Leduc Lions Campground      | 22% |

## City Supported/Partner Operated Facilities Outdoor

1 – 9 Uses ■ 10 – 20 Uses □ 21+ Uses ■ Did Not Use □



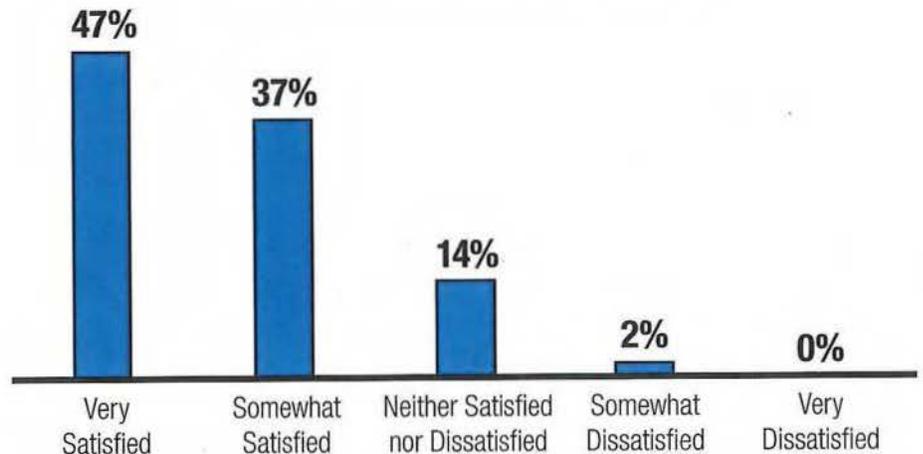
## Satisfaction with Facility Availability

Nearly half (47%) of respondent households are very satisfied with the availability of recreation and cultural facilities currently offered in Leduc. Two percent (2%) were somewhat dissatisfied and nobody was very dissatisfied.

### Open Public Survey

| Level of Satisfaction              | %   |
|------------------------------------|-----|
| Very Satisfied                     | 52% |
| Somewhat Satisfied                 | 30% |
| Neither Satisfied nor Dissatisfied | 9%  |
| Somewhat Dissatisfied              | 8%  |
| Very Dissatisfied                  | 1%  |

## Level of Satisfaction with Facility Availability



## Subsegment Findings: Households With and Without Children<sup>2</sup>

| Level of Satisfaction              | With Children | Without Children |
|------------------------------------|---------------|------------------|
| Very Satisfied                     | 47%           | 47%              |
| Somewhat Satisfied                 | 40%           | 36%              |
| Neither Satisfied nor Dissatisfied | 9%            | 17%              |
| Somewhat Dissatisfied              | 4%            | 1%               |
| Very Dissatisfied                  | 0%            | 0%               |

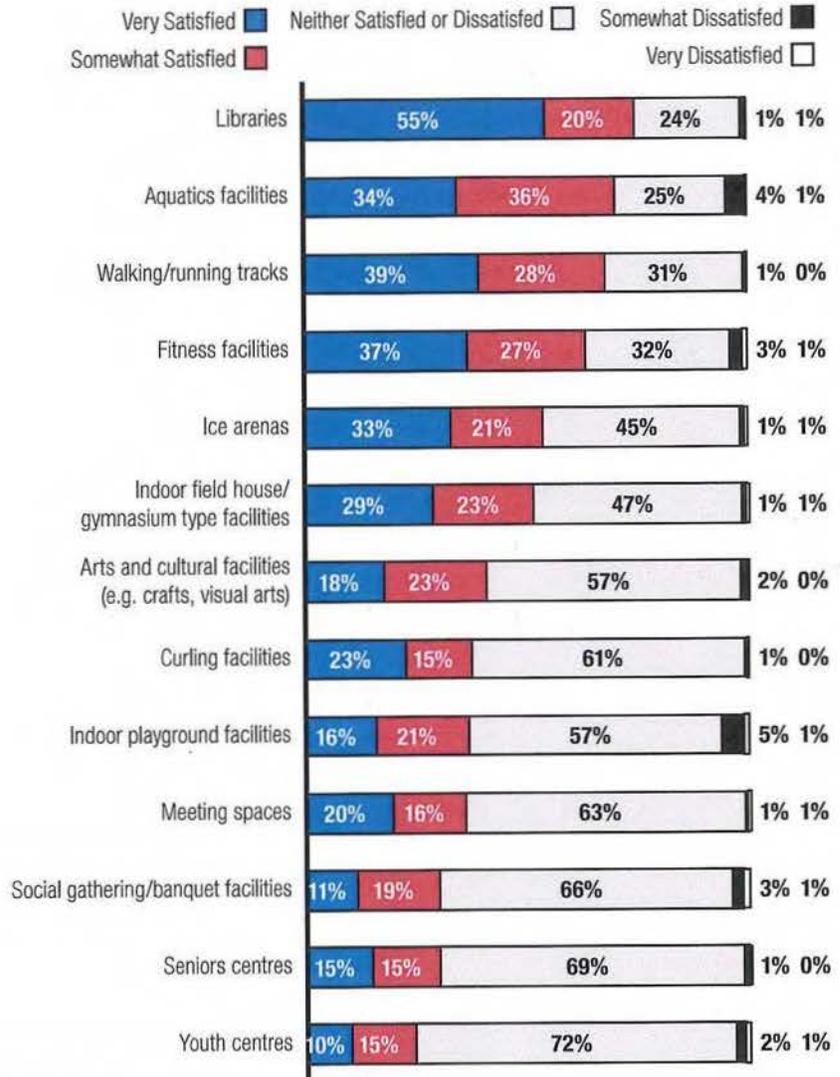
<sup>2</sup> With Children: Responding households with members under the age of 20.

Without Children: Responding households with no members under the age of 20.

## Level of Satisfaction: Indoor

Three-quarters (75%) of respondents are satisfied (55% very satisfied; 20% somewhat satisfied) with libraries and 70% are satisfied with aquatics facilities (34% very satisfied; 36% somewhat satisfied). The most dissatisfaction with an indoor facility type is indoor playgrounds (5% somewhat dissatisfied; 1% very dissatisfied).

## Level of Satisfaction: Indoor



## Open Public Survey

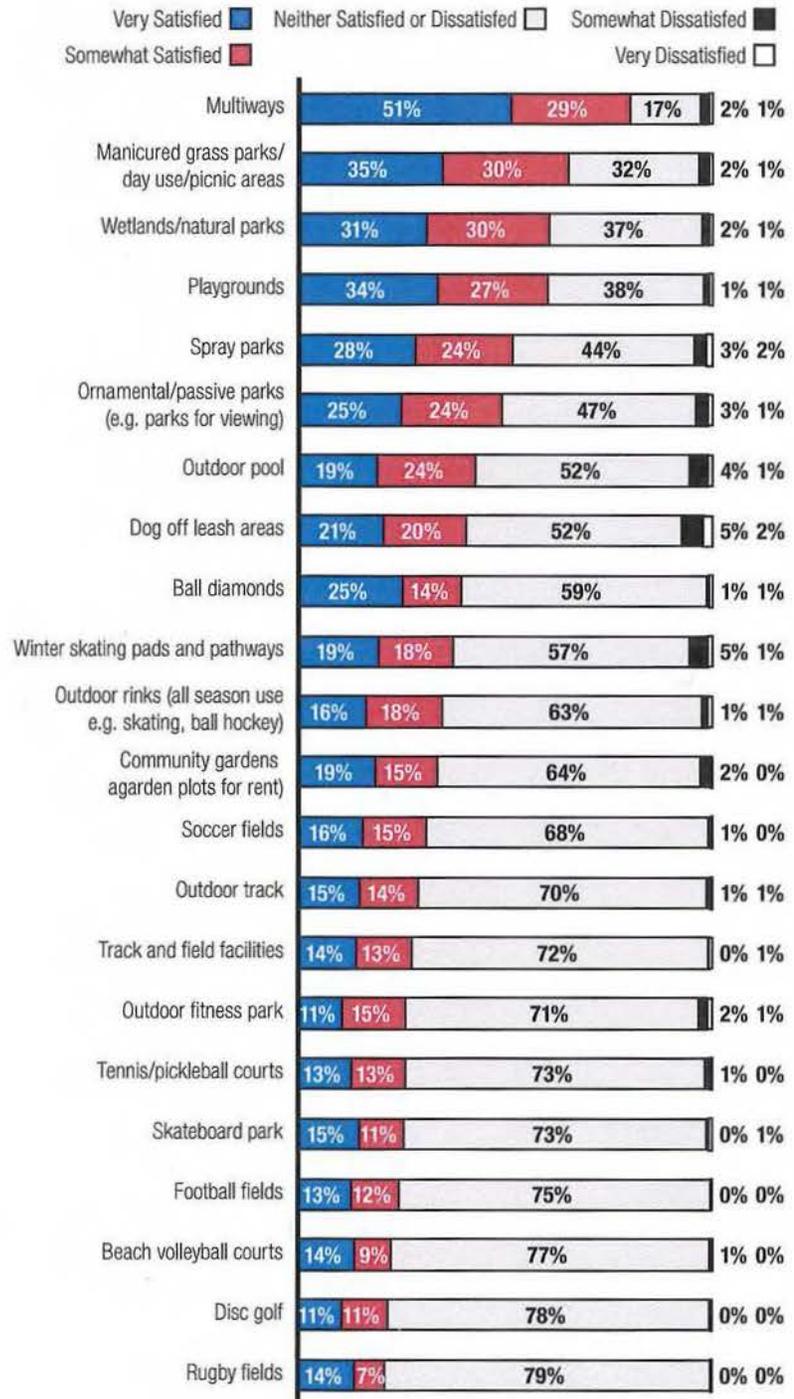
| Most Satisfaction   | Very Satisfied | Somewhat Satisfied |
|---------------------|----------------|--------------------|
| Libraries           | 54%            | 24%                |
| Aquatics facilities | 32%            | 36%                |
| Fitness facilities  | 38%            | 27%                |

| Most Dissatisfaction | Very Dissatisfied | Somewhat Dissatisfied |
|----------------------|-------------------|-----------------------|
| Youth centres        | 10%               | 7%                    |

## Level of Satisfaction: Outdoor

In regard to outdoor spaces, eighty percent (80%) of respondents are satisfied (51% very satisfied; 29% somewhat satisfied) with multiways and two-thirds (65%) are satisfied with manicured grass park/day use /picnic areas (35% very satisfied; 30% somewhat satisfied). The most dissatisfaction with an outdoor space is dog off leash areas (5% somewhat dissatisfied; 2% very dissatisfied).

## Level of Satisfaction: Outdoor



## Open Public Survey

| Most Satisfaction                          | Very Satisfied | Somewhat Satisfied |
|--|----------------|--------------------|
| Multiways                                  | 52%            | 29%                |
| Manicured grass parks/day use/picnic areas | 40%            | 32%                |
| Fitness facilities                         | 38%            | 27%                |

| Most Dissatisfaction | Very Dissatisfied | Somewhat Dissatisfied |
|----------------------|-------------------|-----------------------|
| Spray parks          | 5%                | 5%                    |

## New/Enhanced Recreation and Culture Spaces

Nearly half (48%) of respondents believe that new and/or upgraded recreation and culture facilities and amenities should be developed in Leduc. One-third (33%) are unsure and 19% indicated "no."

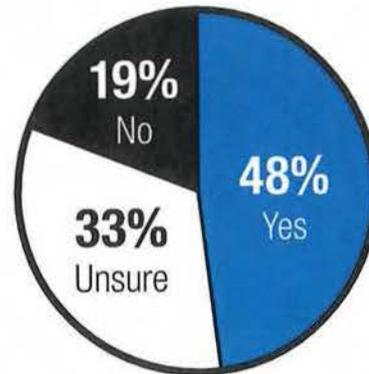
### Open Public Survey

| Response | %   |
|----------|-----|
| Yes      | 64% |
| Unsure   | 24% |
| No       | 13% |

### Subsegment Findings: Households With and Without Children

| Response | With Children | Without Children |
|----------|---------------|------------------|
| Yes      | 61%           | 40%              |
| Unsure   | 27%           | 36%              |
| No       | 12%           | 23%              |

Recognizing that there are capital and operating costs associated with new development, do you think that new and/or upgraded recreation and culture facilities and amenities should be developed in Leduc?



## Indoor Priorities

Of those who responded “yes” or “unsure” to the previous question, 40% would like new and/or upgraded leisure swimming pools. Indoor child play spaces (32%), fitness/wellness facilities (29%), and libraries (29%) were selected by over one-quarter of the subsequent respondents. *Note: Respondents who answered “yes” or “unsure” to new/upgraded facilities were asked to select up to five indoor and up to five outdoor spaces that they think should be priorities in Leduc.*

### Local Engagement Trends: Indoor Priorities

Parks, Recreation, and Culture Survey (2016):

- Multipurpose recreation centre (19%)
- Dedicated art and cultural spaces (12%)

Recreation Facility Needs Assessment (2007):

- Indoor field sports (21%)
- Indoor ice arena sports facilities (20%)

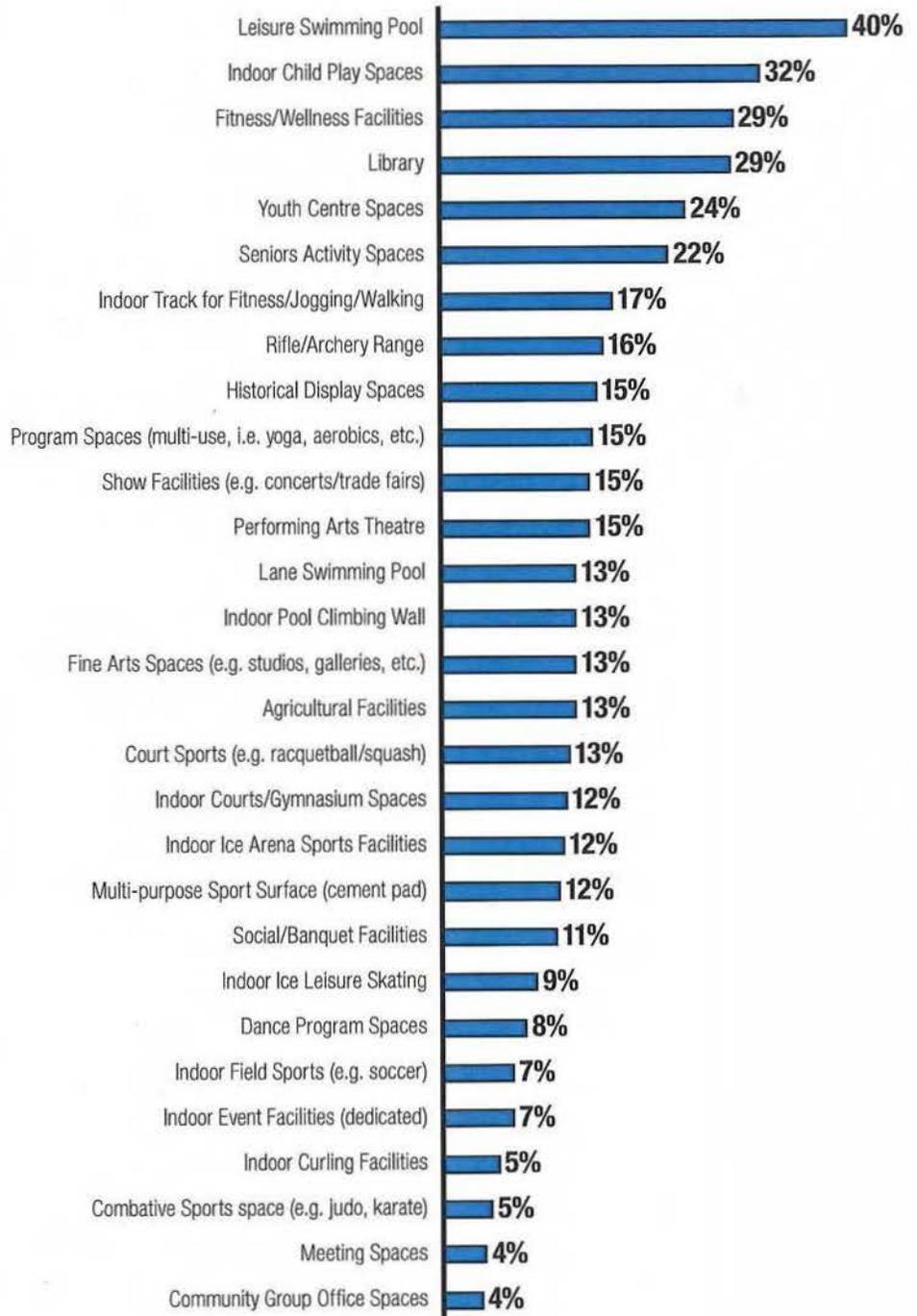
### Open Public Survey

| Top 5 Indoor Priorities                                       | %   |
|---|-----|
| Youth Centre Spaces   | 34% |
| Leisure Swimming Pool   | 33% |
| Fitness/Wellness Facilities (e.g. Aerobics/Strength Training) | 32% |
| Indoor Child Play Spaces                                      | 31% |
| Seniors Activity Spaces                                       | 27% |

### Subsegment Findings: Households With and Without Children

| Top 5 Indoor Priorities | With Children                     | Without Children                  |
|-------------------------|-----------------------------------|-----------------------------------|
| 1                       | Indoor Child Play Spaces (52%)    | Fitness/Wellness Facilities (33%) |
| 2                       | Leisure Swimming Pool (51%)       | Seniors Activity Spaces (32%)     |
| 3                       | Youth Centre Spaces (39%)         | Leisure Swimming Pool (32%)       |
| 4                       | Library (27%)                     | Library (30%)                     |
| 5                       | Fitness/Wellness Facilities (24%) | Historical Display Spaces (21%)   |

## Indoor Priorities



## Outdoor Priorities

Multi-use trails (non-mechanized) (43%), natural areas (30%), outdoor swimming pools (23%), picnic areas (22%), and outdoor water/spray parks (21%) were the top outdoor priorities for those who would like to see new/upgraded spaces.

### Local Engagement Trends: Outdoor Priorities

Parks, Recreation, and Culture Survey (2016):

- Bathrooms at outdoor parks and playgrounds (47%)
- Expand the Multiway Trail system (42%)

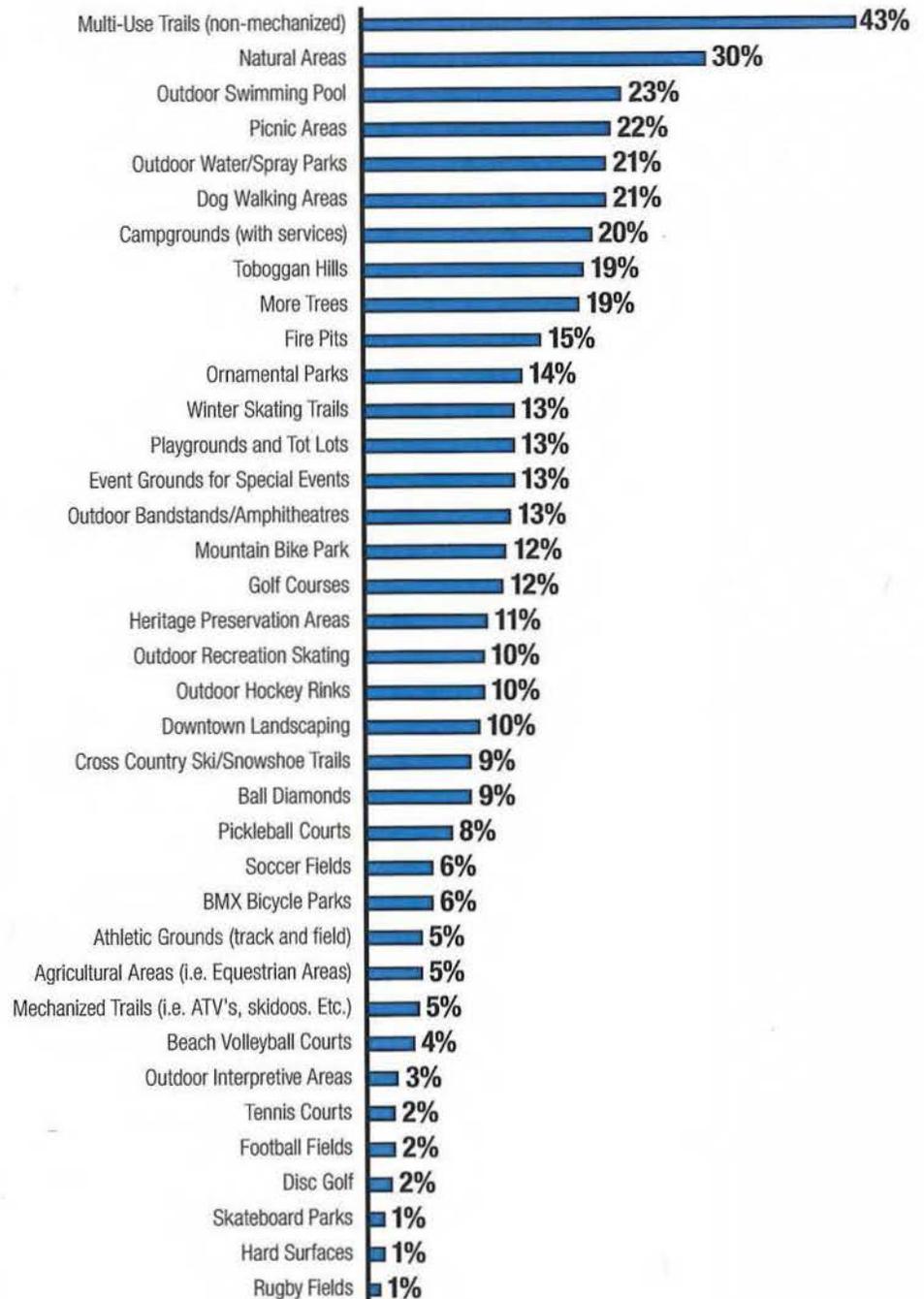
Parks, Open Space, and Trails Master Plan (2012):

- Water splash parks (56%)
- Multiways (44%)

Recreation Facility Needs Assessment (2007):

- Outdoor hockey rinks (10%)
- Multi use trails (non-mechanized) (9%)

## Outdoor Priorities



### Open Public Survey

| Top 5 Indoor Priorities           | %   |
|-----------------------------------|-----|
| Multi-Use Trails (non-mechanized) | 49% |
| Campgrounds (with services)       | 25% |
| Natural Areas                     | 25% |
| Mountain Bike Park                | 22% |
| Dog Walking Areas                 | 21% |

### Subsegment Findings: Households With and Without Children

| Top 5 Outdoor Priorities | With Children                   | Without Children       |
|--------------------------|---------------------------------|------------------------|
| 1                        | Multi-Use Trails (41%)          | Multi-Use Trails (44%) |
| 2                        | Outdoor Water/Spray Parks (33%) | Natural Areas (35%)    |
| 3                        | Outdoor Swimming Pool (27%)     | Campgrounds (25%)      |
| 4                        | Dog Walking Areas (25%)         | More Trees (21%)       |
| 5                        | Picnic Areas (24%)              | Picnic Areas (20%)     |

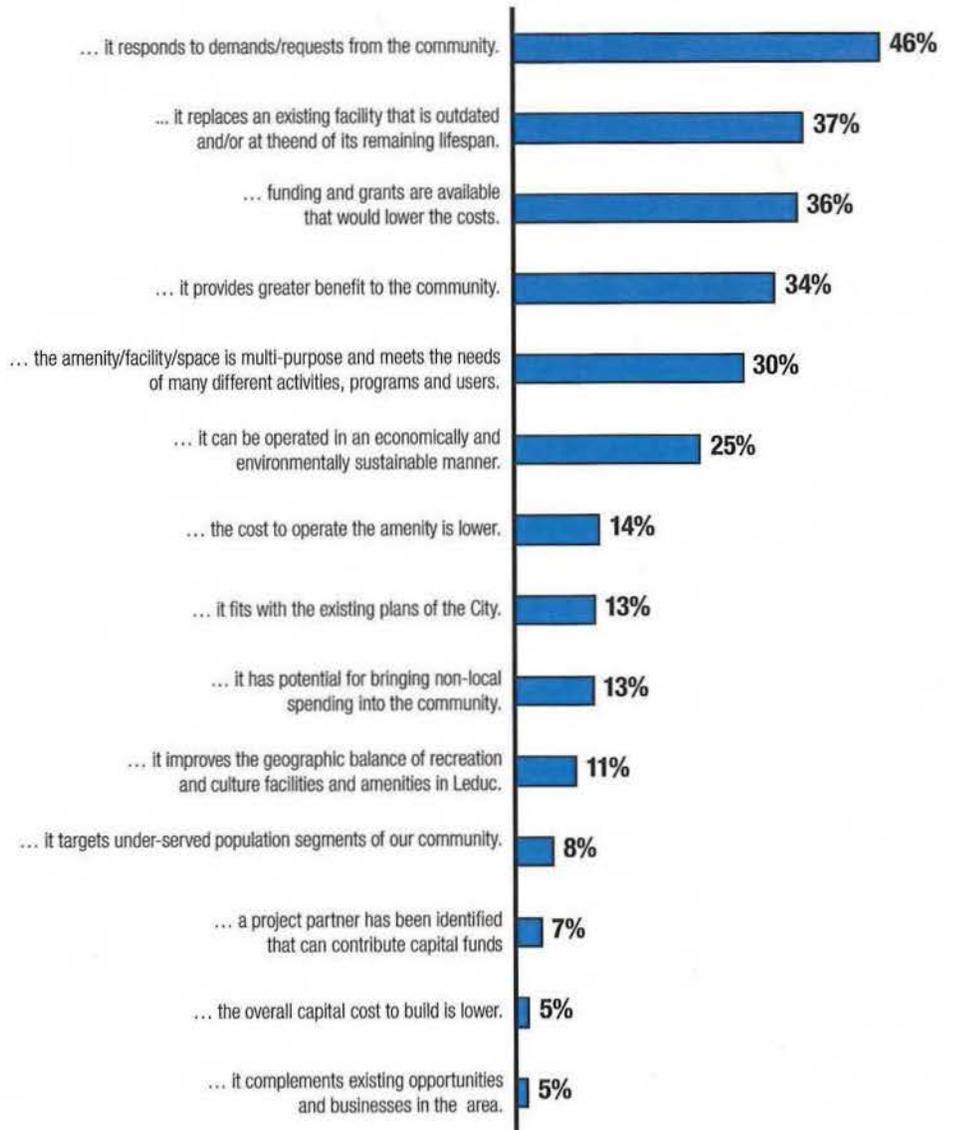
## Prioritization Criteria

Respondents were presented a list of possible criteria that could be used to prioritize multiple recreation and culture facility projects and were asked to select their top three. Community demand (46%), replacing existing facilities that are nearing the end of its lifespans (37%), and external funding (36%) surfaced as the three most important criteria by survey respondents.

### Open Public Survey

| Top 3 Prioritization Criteria   | %   |
|---|-----|
| ... it responds to demands/requests from the community.   | 48% |
| ... it replaces an existing facility that is outdated and/or at the end of its remaining lifespan.                    | 43% |
| ... the amenity/facility/space is multi-purpose and meets the needs of many different activities, programs and users. | 37% |

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



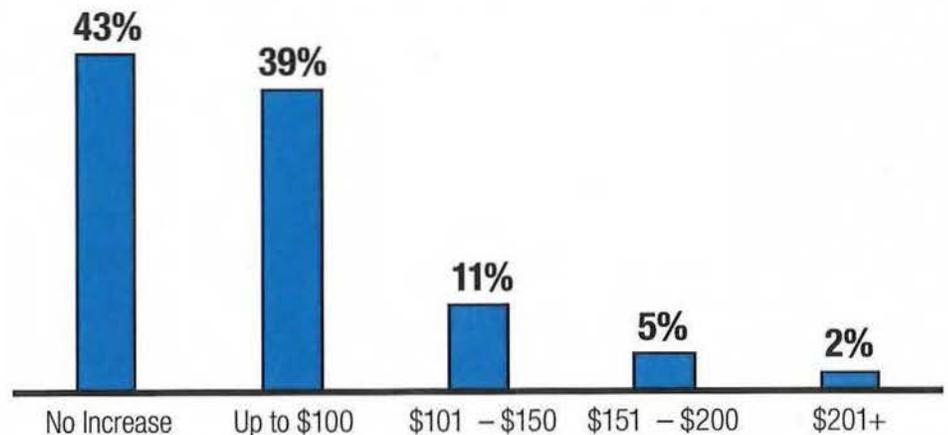
## Willingness to Pay

If new or enhanced facilities are developed, 43% of respondents would not be willing to pay increased annual property taxes. Thirty-nine percent (39%) would pay up to a \$100 increase.

### Open Public Survey

| Willingness to Pay | %   |
|--------------------|-----|
| No Increase        | 33% |
| Up to \$100        | 41% |
| \$101 – \$150      | 12% |
| \$151 – \$200      | 7%  |
| \$201+             | 7%  |

If new or enhanced facilities are developed, how much of an increase in annual property taxes would your household be willing to support?



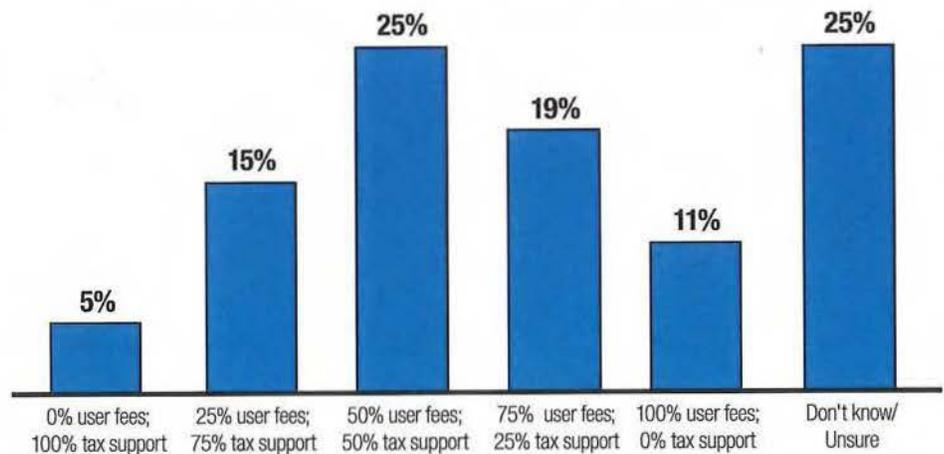
## Cost Recovery

When asked about the ideal target ratio for user fees to tax support, one-quarter (25%) believe that a 50:50 ratio is appropriate. Nineteen percent (19%) would like 75% user fees while 15% would like 75% tax support. One-quarter (25%) of respondents were unsure or did not know.

### Open Public Survey

| User Fees: Tax Support | %   |
|------------------------|-----|
| 0:100                  | 4%  |
| 25:75                  | 17% |
| 50:50                  | 38% |
| 75:25                  | 11% |
| 100:0                  | 12% |
| Don't know/unsure      | 18% |

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?



## General Comments

Lastly, respondents were encouraged to provide any additional comments on current or future needs for recreation and culture facilities in Leduc. In total, 76 comments were provided. Recurring comments were categorized and are summarized below:

- Extend and connect the multiway trail system
- Encourage spaces where seniors are more welcomed; senior programming in existing spaces
- The Leduc Recreation Centre is well used and overcrowded
- Child minding hours at the Leduc Recreation Centre are too limited
- The spray park is overcrowded
- More art and cultural programs for youth (e.g. photography, graphic design, mural displays)
- Enhancements to the dog park could include benches, rule signage, trees, and landscaping
- User fees are high, particularly to use the walking track
- Look for more ways to promote activities, particularly family opportunities
- Some non-profit groups are looking for space (program, storage, and office space)
- Geographic balance; more opportunities desired on the west side of the highway
- More focus on arts and culture
- More washroom facilities at parks, specifically where structured sports take place
- Groomed cross country ski trails in the winter would be nice

## Respondent Profile

| Where do you live?  | Coded | Open Public |
|---|-------|-------------|
| City of Leduc   | 98%   | 86%         |
| Leduc County ( <i>excluding Beaumont, Calmar, Devon, Thorsby, and Warburg</i> ) | 2%    | 12%         |
| Other   | 0%    | 3%          |

| Do you rent or own your home? | Coded | Open Public |
|-------------------------------|-------|-------------|
| Own                           | 94%   | 91%         |
| Rent                          | 6%    | 9%          |

| How long have you lived in Leduc? | Coded | Open Public |
|-----------------------------------|-------|-------------|
| Up to 1 year                      | 4%    | 8%          |
| 1 – 5 years                       | 26%   | 15%         |
| 6 – 10 years                      | 18%   | 12%         |
| 10+ years                         | 53%   | 65%         |

| Do you expect to be residing in Leduc for the next five years? | Coded | Open Public |
|--|-------|-------------|
| Yes  | 86%   | 93%         |
| Unsure   | 12%   | 7%          |
| No   | 1%    | 0%          |

| Are you affiliated with a community organization in the Leduc area? | Coded | Open Public |
|---|-------|-------------|
| Yes   | 28%   | 28%         |
| No  | 72%   | 72%         |

| If yes, how are you affiliated? | Coded | Open Public |
|---------------------------------|-------|-------------|
| Participant                     | 56%   | 47%         |
| Parent                          | 34%   | 59%         |
| Board Member                    | 22%   | 22%         |
| Volunteer                       | 45%   | 50%         |
| Other                           | 7%    | 0%          |

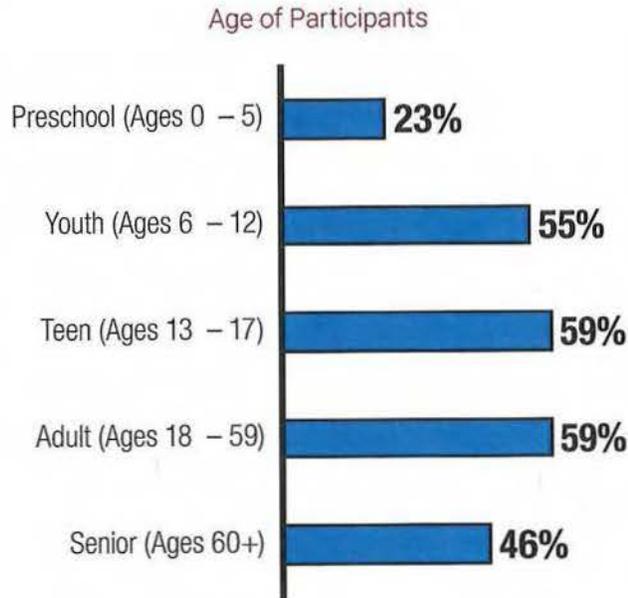
| Please describe your household by recording the number of members in each of the following age groups. | Coded | Open Public |
|--|-------|-------------|
| 0 – 9 Years  | 17%   | 23%         |
| 10 – 19 Years  | 10%   | 13%         |
| 20 – 29 Years  | 12%   | 7%          |
| 30 – 39 Years  | 18%   | 21%         |
| 40 – 49 Years  | 14%   | 16%         |
| 50 – 59 Years  | 12%   | 9%          |
| 60+ Years  | 18%   | 11%         |

# Community Group Questionnaire Findings

Community organizations involved in the recreation and culture delivery system were invited to participate in the Community Group Survey to share their perspectives and needs with the City. The survey provided an opportunity for the groups to provide feedback to the City, especially since many of these groups use City spaces to provide programming to Leduc residents. A link to an online survey was emailed to group representatives and a hardcopy version was available as well. Twenty-two (22) organizations submitted a response; a list of participating groups can be found in the appendix.

## Age of Participants and Group Size

Of the 22 groups, just over half of them provide programming for adults (59%), teens (59%), and youth (55%). Senior and preschool participants are also represented in the survey as 46% and 23% of the groups have participants in these age categories respectively. The size of the group, or the amount of participants, varied among groups. Both large and small groups were well represented.



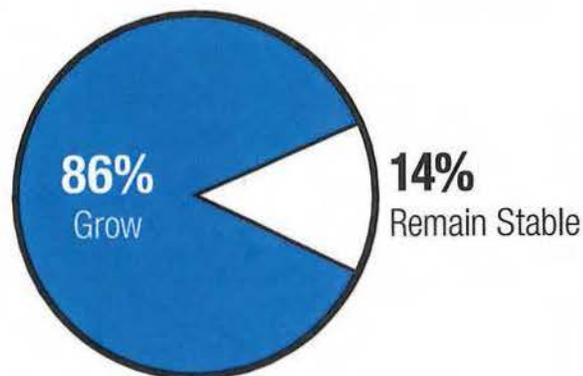
Group Size

| Statistic      | Participants      |
|----------------|-------------------|
| Largest Group  | 21,592 (visitors) |
| Smallest Group | 2                 |
| Median         | 150               |

## Expected Growth

Over the next couple of years, 86% of the groups expect participant numbers to grow, three of the groups (14%) expect their numbers to remain stable, and none of the groups expect participant numbers to decline.

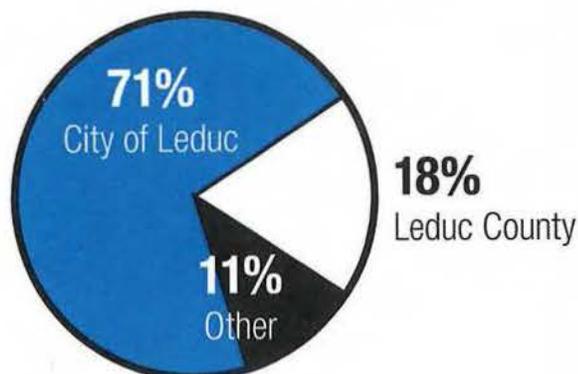
Over the next couple of years, what are your expectations for participant/membership/client numbers?



## Residency of Participants

Respondents were asked to estimate the residency of their organization's participants. On average, 71% of participants reside in the City of Leduc, 18% live in Leduc County, and the remaining 11% live in other municipalities.

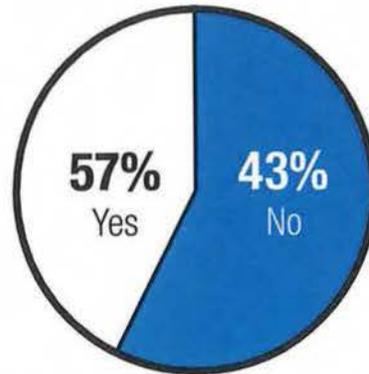
Residency of Participants



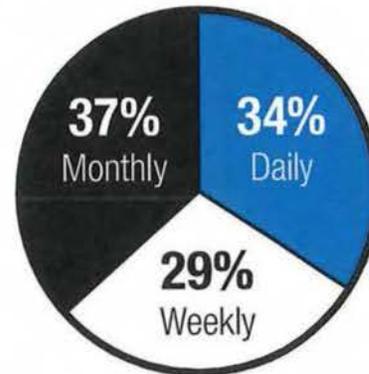
## Use of Facilities and Spaces

Just over half of the spaces (57%) are used year round and the frequency of use during peak season is evenly spread between daily (34%), weekly (29%), and monthly (37%) use.

Does your group use the facility year-round?

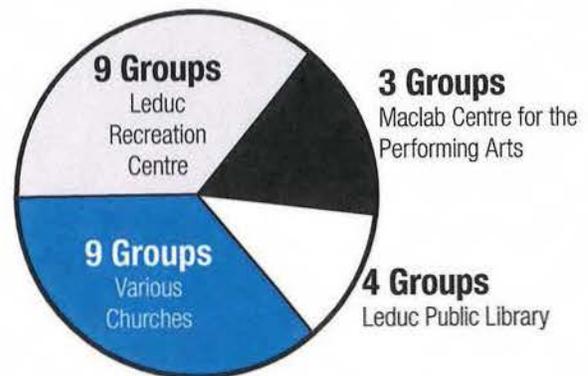


Frequency of Use During Peak Season



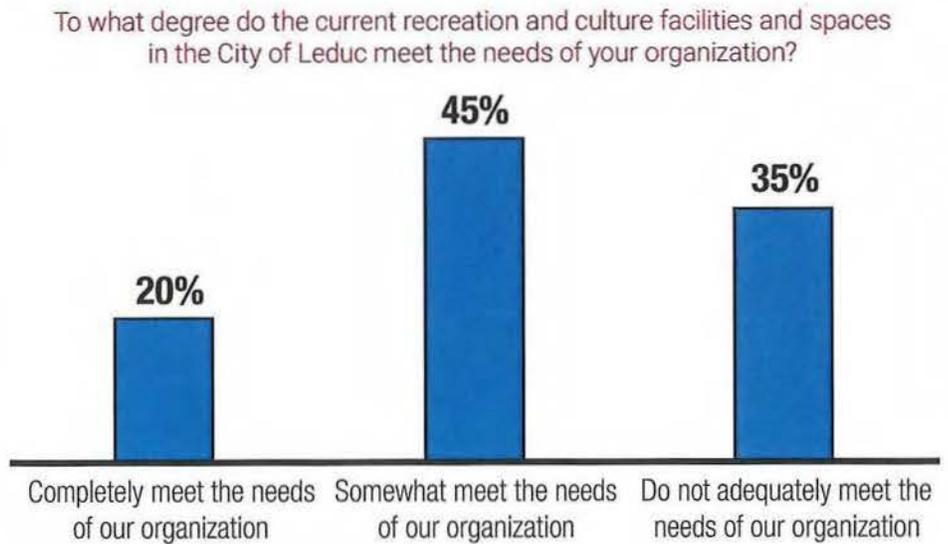
Organizations were asked to identify the facilities and spaces in which they use for their programming. Twenty-six (26) different facilities and parks were mentioned. The most mentioned spaces were the Leduc Recreation Centre (9), various churches (9), Leduc Public Library (4), and the Maclab Centre for the Performing Arts (3).

Facility Use by Responding Groups



## Adequacy of Existing Spaces

Respondents were asked to indicate the degree to which the current recreation and culture facilities and spaces in Leduc meet the needs of their organization. Twenty percent (20%) indicated that the facilities and spaces completely meet the needs of their group, 45% indicated "somewhat meets the needs of our organization," and 35% believe that the current spaces do not adequately meet the needs of their group.



## Enhancements to Existing Facilities

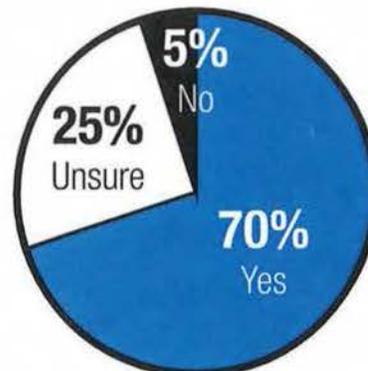
Respondents were asked to identify any enhancements or improvements that would improve their group's enjoyment of the existing facilities used. Seventeen comments were provided and are summarized as follows.

- Increasing capacity of existing spaces
  - » Availability of space is a challenge (e.g. field house, swimming pool, gymnasiums, ice arenas)
- Larger pool to host swim meets
- More storage opportunities
- More availability of classroom type spaces
- Larger picnic areas and rentable outdoor space
- Dedicated spaces for arts and culture
- Dedicated office spaces
- Additional parking spaces

## Need for New/Enhanced Spaces

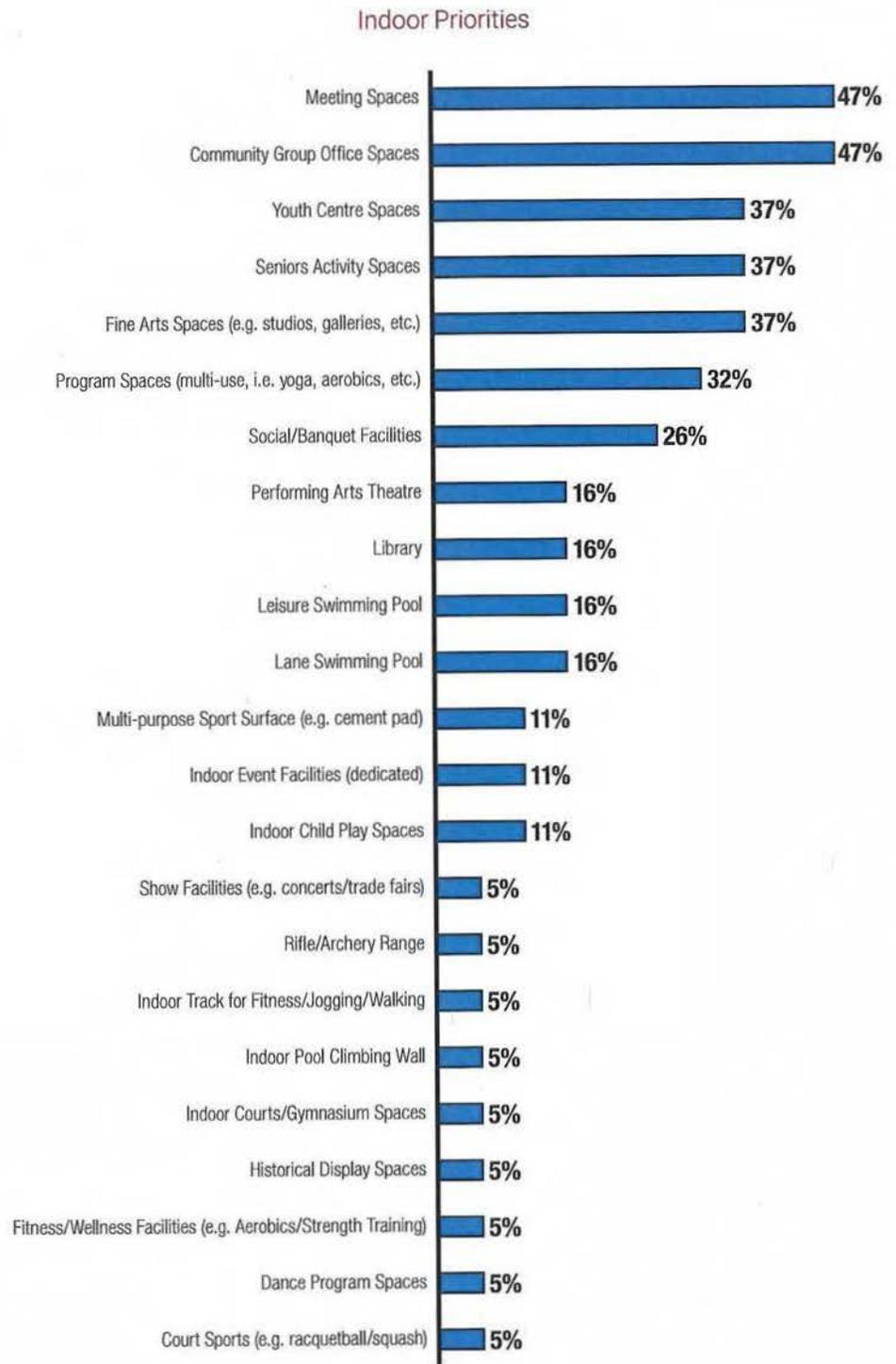
Seventy percent (70%) of groups think that new and/or upgraded recreation and culture facilities and amenities should be developed in Leduc. One-quarter (25%) of groups were unsure and 5% does not think that new/upgraded spaces are needed.

Do you think that new and/or upgraded recreation and culture facilities and amenities should be developed in Leduc?



## Indoor Priorities

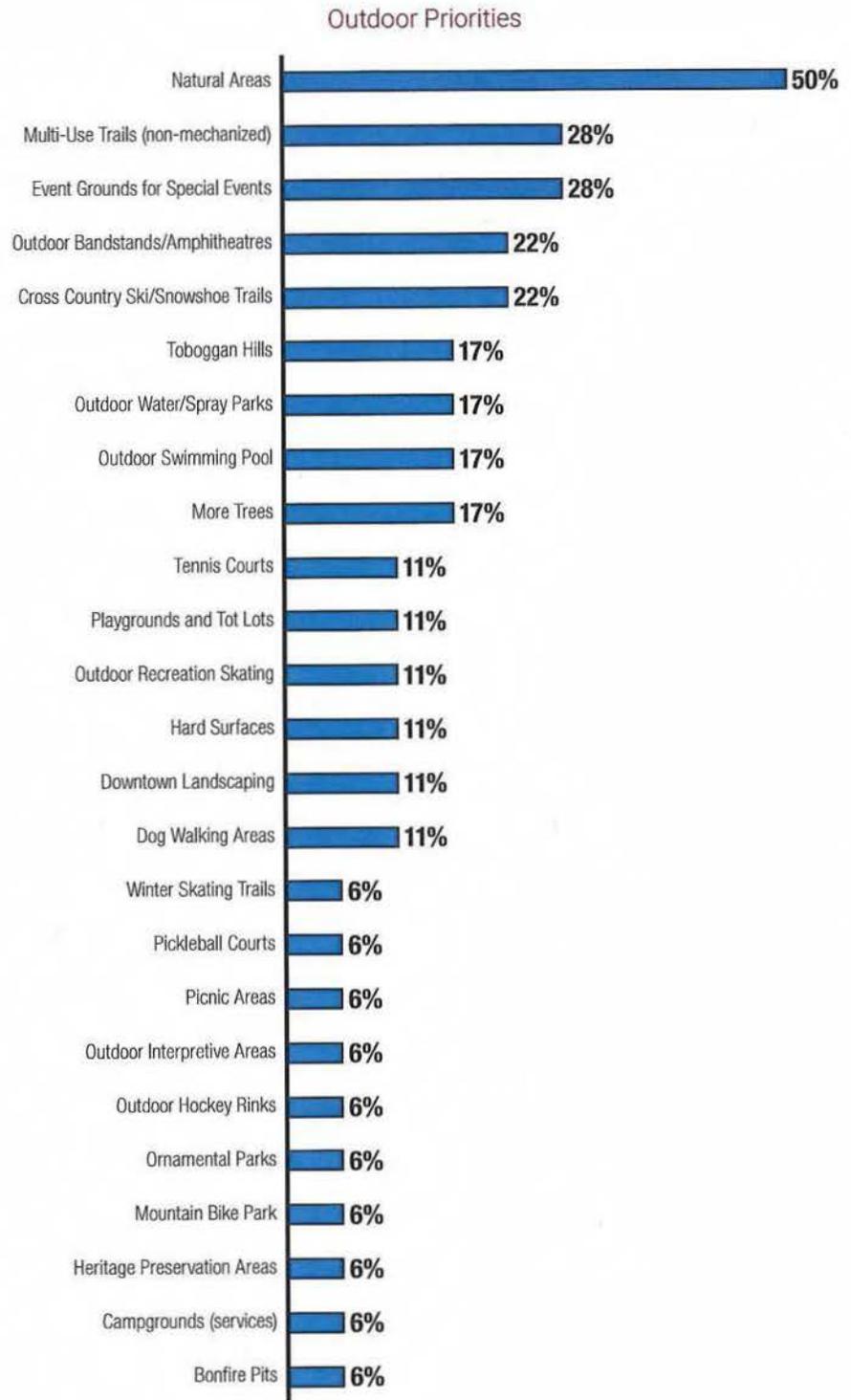
Of the groups that think new and/or upgraded spaces are needed<sup>3</sup>, nearly half (47%) would like to see both more meeting spaces and office spaces. Thirty-seven percent (37%) would like new/upgraded youth centre spaces, senior activity spaces, and fine art spaces.



<sup>3</sup> Groups that responded "yes" or "unsure" to the previous question were asked to select up to five indoor spaces and up to five outdoor spaces that they believe are priorities.

## Outdoor Priorities

In regard to outdoor spaces, half (50%) of groups would like to see new/ upgraded natural areas and 28% would like enhanced multi-use trails and event grounds for special events.



## Infrastructure Trends

Considering the facilities that their participants have used in other communities, groups were asked to share any facility infrastructure trends or innovative features that they would like to see implemented at current or future recreation facilities in Leduc. A number of comments were provided and are summarized below.

- Pools with large deck space and spectator seating
- Saltwater pools
- Community halls that are modernized and multiuse
- Dedicated youth spaces
- Healthier food options at concessions and vending machines
- Groomed cross country ski trails
- Natural playgrounds
- Pickleball courts
- Hub complexes (e.g. sport and culture spaces facilities at the same site)
- Support amenities such as wireless Internet access
- Storage and office spaces that can be accessed from both inside and outside of the facility
- Outdoor theatre and concert venues

## Prioritization Criteria

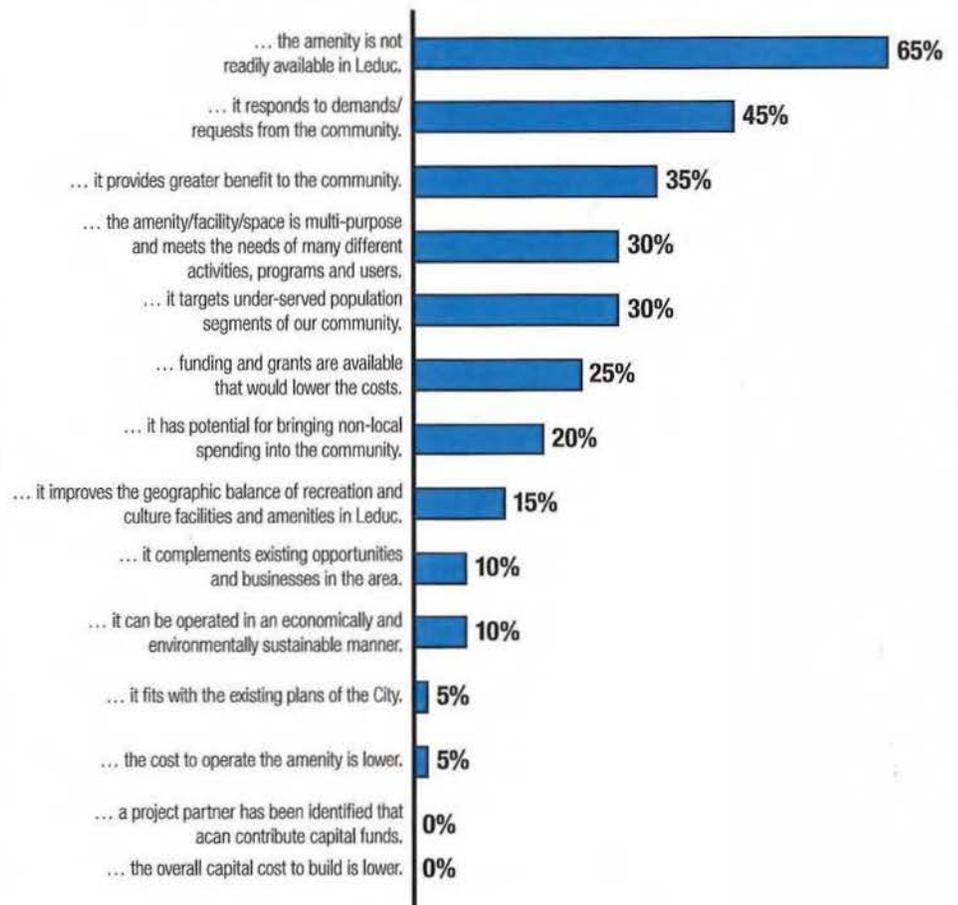
Respondents were presented a list of possible criteria that could be used to prioritize multiple recreation and culture facility projects. Answering on behalf of their organization, respondents were asked to select the top three criteria that they think should be the most important to consider when setting project priorities. The amenity not being available in Leduc (65%), community demand (45%), and providing greater community benefit (35%) surfaced as the most important criteria.

### Comparison to the Resident Survey

The top 5 priority setting criteria among Resident Survey Respondents were:

1. ... it responds to demands/requests from the community (46%).
2. ... it replaces an existing facility that is outdated and/or at the end of its remaining lifespan (37%).
3. ... funding and grants are available that would lower the costs (36%).
4. ... it provides greater benefit to the community (34%).
5. ... the amenity/facility/space is multi-purpose and meets the needs of many different activities, programs and users (30%).

A recreation and culture facility project should be a higher priority if



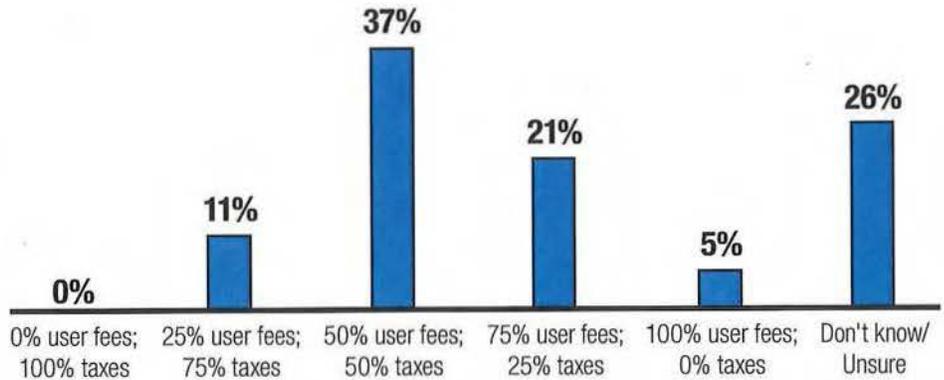
## Cost Recovery

City of Leduc recreation and culture facilities are paid for by a combination of tax support (including property taxes) and fees paid by users. The majority of recreation and culture facilities and amenities provided in the city require an annual operating subsidy (tax support). With this in mind, group respondents were asked to identify which ratio of user fees to tax support they feel is an appropriate target for the City to try and recover for recreation and culture facilities. Over one-third (37%) of groups believe that a 50:50 ratio is appropriate while 21% believe that 75:25 user fee to tax support is more appropriate. One-quarter (26%) of groups were unsure.

### Comparison to the Resident Survey

More than half (55%) of Resident Survey respondents indicated that they would like to see user fees cover 50% or more of the cost of providing recreation and culture facilities.

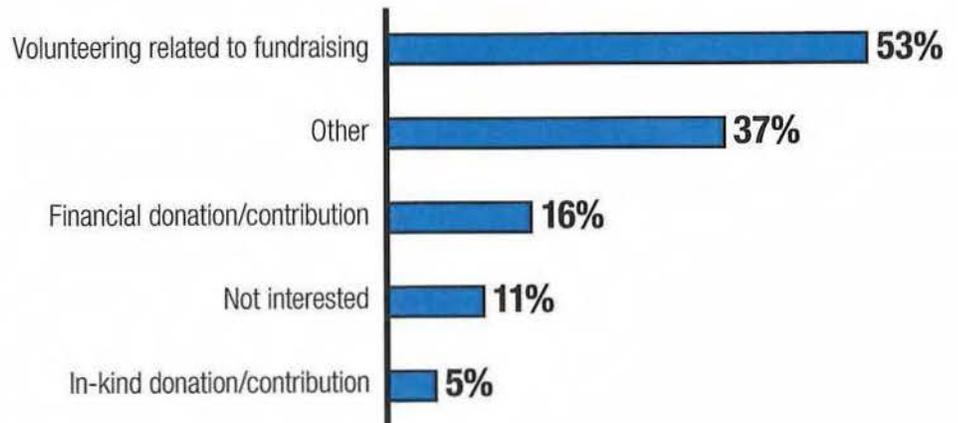
What ratio of user fees to tax support do you feel is an appropriate target for the City to try and recover for recreation and culture facilities?



## Potential Partnership Capabilities

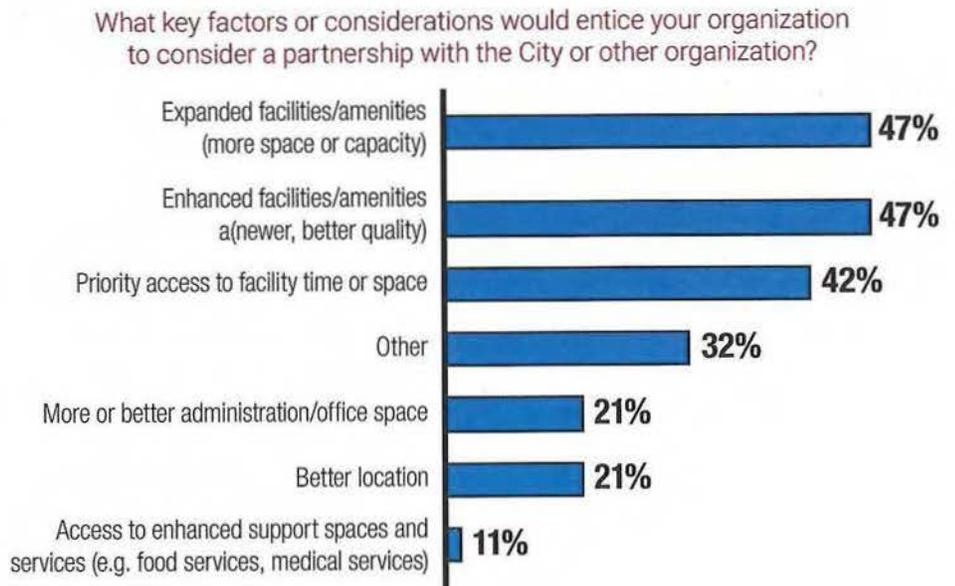
When asked what ways their group would be willing to partner with the City on potential future facility projects or initiatives, over half (53%) selected volunteering related to fundraising. Thirty-seven percent (37%) selected "other;" examples provided included access to government recreation grants, commissioned art work pieces, and "in any way possible."

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



## Partnership Considerations

Representatives were asked to identify the key factors or considerations that would entice their organization to consider a partnership with the City or other organization. Expanded and enhanced facilities/amenities were each identified by nearly half of the groups (47%) and priority access to facility time was selected by 42%. "Other" considerations included enhanced community awareness and to maintain a currently strong partnership.



## Community Group Questionnaire General Comments

Lastly, groups were invited to provide any additional comments on current or future needs for recreation and culture facilities in Leduc. Eight groups provided comments; most of which reiterated their desire for enhanced facility spaces. Meeting, office, storage, and multiuse spaces were among the top mentioned amenities. A couple of the comments advocated for the arts and culture communities, mentioning that the City could place a larger focus on these areas. Some of the groups expressed their appreciation of being given the chance to provide input.

# Stakeholder Interviews and Group Discussions

## Overview

Members of the consulting team engaged in discussions with a variety of recreation and culture stakeholders through a combination of small group and one on one sessions. Forty-two (42) organizations/groups participated in these sessions, representing a diverse array of local and regional interests. A complete list of participating organizations/groups can be found in the appendices.

The sessions provided the consulting team with the opportunity to explore an array of topics, which included:

- The current state of recreation and culture facilities in Leduc.
- Future facility needs.
- Opportunities to make more effective use of existing facilities.
- Facility gaps.
- Priority setting.

Perspectives and viewpoints provided during the discussions were wide ranging and in some cases differing, reflected the diversity of organizations/groups that exist in the Leduc area. Presented as follows are themes and points of interest from the discussions as noted by the consulting team.

## Sessions Themes and Findings

### Perspectives on the "current state" of recreation and culture facilities in Leduc.

- Stakeholders believe that the City's investment in facilities over the past decade has made Leduc a better and more vibrant place to live.
- The LRC is a source of pride for residents. However the facility is becoming "stretched" as Leduc and area grows.
- Parks and trails are valued and stakeholders generally believe they are a strength of recreation and leisure in Leduc.
- There is a belief among some stakeholders that arts and culture have not received as much attention and investment as recreation and sport.
- The new spray park facility was identified as being highly anticipated and a great project undertaken by the City.
- Telford Lake was often mentioned as a unique and valued area and facility (paddling facility).

### Future facility needs and gaps.

- Facility needs/priorities that were often mentioned in the sessions: full service arts and cultural program facility (e.g. arts "hub"), outdoor festival/event spaces, larger/enhanced performance theatre space, continued investment in trails, artificial turf field, indoor field house, banquet facility and a new or enhanced aquatics centre.
- The majority of stakeholders believe that the next new multi-purpose recreation facility in Leduc should be built on the west side of the community.
- The importance of continuing to investing in and refresh the LRC was identified as important by a number of stakeholders.
- There was a common belief among stakeholders that the growth of Leduc has outpaced facility capacity and development.
- A number of stakeholders expressed that Leduc needs to ensure that future facility development is well-rounded and recognizes the ongoing diversification of the community. Continued engagement with youth, new Canadians and individuals facing barriers to participation (financial, physical and social) should be a continued priority in facility planning.

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

- Storage issues were brought up in many of the discussions. Some stakeholders believe that an investment in storage and other support amenities (i.e. flex spaces such as staging areas, warm-up areas, etc.) could help make better use of the LRC and potentially even negate the need for new facilities in the short to medium term. Stakeholders that held this opinion provided examples of issues related to the load in/load out of equipment, the inconvenience of needing to take equipment off site and the lack of spaces for stretching and overall gathering before practices and games.
- Stakeholders were mixed on the benefits of increased regional collaboration. Some believed that municipalities in the Leduc area should further collaborate and ensure that facilities in smaller communities (e.g. arenas, curling facilities, gymnasiums) are being used to full capacity before new development occurs in Leduc. However, others expressed the opinion that residents need sufficient opportunities locally and that encouraging or requiring travel could present another barrier.

### Balancing Structured and Spontaneous Use.

- While many stakeholders attended the discussions representing organized groups, there was also the recognition among many that balance and a diversity of opportunities is important.
- Stakeholders indicated that the City needs to ensure opportunities exist for non-structured recreation and culture such as pick-up games and drop-in activity time.
- Some stakeholders identified that future facility development will need to include a mix of spaces that can accommodate both organized/registered type programming and drop-in/spontaneous use.

### Other future considerations and community dynamics.

- While a number and diversity of arts and cultural groups exist in the Leduc area, stakeholders involved in these groups acknowledged that they have not traditionally been well organized. As such, the ability to advocate for arts and cultural investment may not have been as strong. However, stakeholders indicated that this is changing and that in recent years arts and cultural organizations have worked hard to improve collaborations, communication and partnerships between groups.
- Overall, the majority of user groups indicated that they have positive relationships with City staff and are prepared to work together on new projects and initiatives.
- The advantageous geographic location of Leduc was mentioned by a number of stakeholders. It was suggested that the City and its partners need to continue leveraging this factor and the overall past successes of sport tourism.

## In This Section

- Participation trends and activity preference indicators.
- Infrastructure trends.
- Service delivery trends.
- The Economic Value of Culture and Sport

A review of broader trends can help identify leading practices in the delivery of recreation and culture services as well as emerging or evolving interests that may be important to consider when identifying current and future facility needs. Summarized in the following section are selected trends related to participation, infrastructure, and the public sector provision of recreation and culture facilities (service delivery). Trends related to the economic impact of culture and sports are also identified. While this project is focused on recreation and culture infrastructure needs, a review of all pertinent activity and programming trends has been undertaken as these factors directly influence facility needs and future demands.

The data presented in this section has been taken from a variety of publicly available provincial and national research databases and sources as noted. Where applicable, examples of "trend alignment" in Leduc are also noted.

# 06

## Trends and Leading Practices

# Participation Trends and Preferences

## Cultural Attitudes and Participation Levels

Albertans generally place a high value on arts and cultural activities, which has been confirmed through a number of research and marketing studies. The *Alberta Culture Survey of Albertans on Culture* (conducted by Leger Marketing in 2011) found that:

- 90% of Albertans attended or participated in an arts or cultural event or activity.
- 91% of Albertans feel arts activities are important in contributing to the overall quality of life in their community.
- 88% of Albertans feel it is important that the Government of Alberta continues to fund and support the arts.
- 53% of Albertans participated or performed in an arts activity or program at least once in the previous year.

Another survey, *Albertans' Perceptions of Culture and Quality of Life* (conducted by IPSOS-REID Corporation in 2005) similarly found that Albertans view cultural as a key contributor to quality of life.

- 94% of Albertans believe that having a wide variety of cultural activities and events makes Alberta a better place to live.
- Three-quarters of Albertans say they enjoy attending arts and cultural events.
- 86% of Albertans believe that taking part in cultural activities makes them feel good.

### Trend Considerations in Leduc

- The Resident Survey found that the top 3 reasons residents participate in recreation and cultural pursuits are physical health/exercise, fun/entertainment and to relax/unwind.

## Arts and Cultural Activity Preferences

A number of characteristics are important to understand when profiling and designing programming and events aimed at today's cultural enthusiasts. Identified below are a number of these trends observed throughout the sector.

- **Frequent Short Trips:** The cultural tourist, while small as a percentage of all tourists, makes numerous short trips to participate in cultural activities year-round.
- **Informed and Educated:** Cultural enthusiasts are well-informed and well prepared about the social histories and context of their destinations before embarking on visits. Especially among young people, contextual research is just as important as logistical planning and is usually done online.

- **Quality of Experience:** Cultural enthusiasts seek experiences that are meaningful to them and that will result in individual reminiscences and memories. Many enthusiasts want to find out about the local culture or event background and really immerse themselves in a unique and genuine experience. This includes 'untouched' landscapes, traditional foods, original crafts and to interact with locals and their customs.
- **Attractions and Major Events:** Special events create a sense of urgency and an excitement that captures the attention of people who would not normally attend. In recent years, there has also been an increasing preference towards hosting events in attractive outdoor spaces such as public squares and community park spaces. Attendees at these events are also looking for a "well rounded" experience that includes such amenities as food trucks, secondary events/attractions, and social gathering opportunities. The expanding cultural diversity of Alberta and Canada is likely to result in a continued demand for different types of events and festivals in communities of all sizes.
- **Attraction Synergies:** Arts and cultural enthusiasts are increasingly looking to visit multiple venues and attractions during their outings. Single destination visits appear to be decreasing as visitors look to maximize their available leisure time. This trend has expanded to programming as well, with participants often looking for programs that involve multiple disciplines and skills.

## Physical Activity and Wellness Levels

The *2017 Alberta Survey on Physical Activity* found that while physical activity levels have remained consistent over the past 10 years, a high proportion of Albertans remain inactive. Key findings from the Survey are summarized below.

- Overall, 57% of Albertans get enough physical activity to achieve health benefits.
- 26% of Albertans achieve high levels of walking (>12,500 steps per day).
- Albertans spend an average of 9 hours per weekday and 8.5 hours per weekend day in sedentary activities.

The Survey also investigated the use of physical activity trackers by Albertans; finding that 38% of Albertans own a physical activity tracking device. Other findings related to the nature of how Albertans use physical activity trackers are noted below.

- On average, Albertans who own and use their physical activity tracker wear their device for 23 days in a month.
- Use of physical activity trackers: 70% use to track steps; 68% use to track distance; 61% use to track types of activity.
- Rates of physical activity tracker ownership and usage are less among sufficiently active Albertans.

**ParticipACTION** is a national non-profit organization that strives to help Canadians sit less and move more. *The Report Card on Physical Activity for Children and Youth* is a comprehensive assessment of child and youth physical activity, taking data from multiple sources, including the best available peer-reviewed research, to assign grades for indicators such as overall physical activity, active play, sleep, and others.

The most recent report card (2016) is a “wake-up call” for children and youth activity levels as the overall physical activity grading was assigned a “D-”.

- Only 9% of Canadian kids aged 5 to 17 get the 60 minutes of heart-pumping activity they need each day.
- Only 24% of 5- to 17-year-olds meet the Canadian Sedentary Behaviour Guidelines recommendation of no more than 2 hours of recreational screen time per day.
- In recent decades, children’s nightly sleep duration has decreased by about 30 to 60 minutes.
- Every hour kids spend in sedentary activities delays their bedtime by 3 minutes. And the average 5- to 17-year-old Canadian spends 8.5 hours being sedentary each day.
- Thirty-one percent (31%) of school-aged kids and 26% of adolescents in Canada are sleep-deprived.

## Physical Activity Preferences

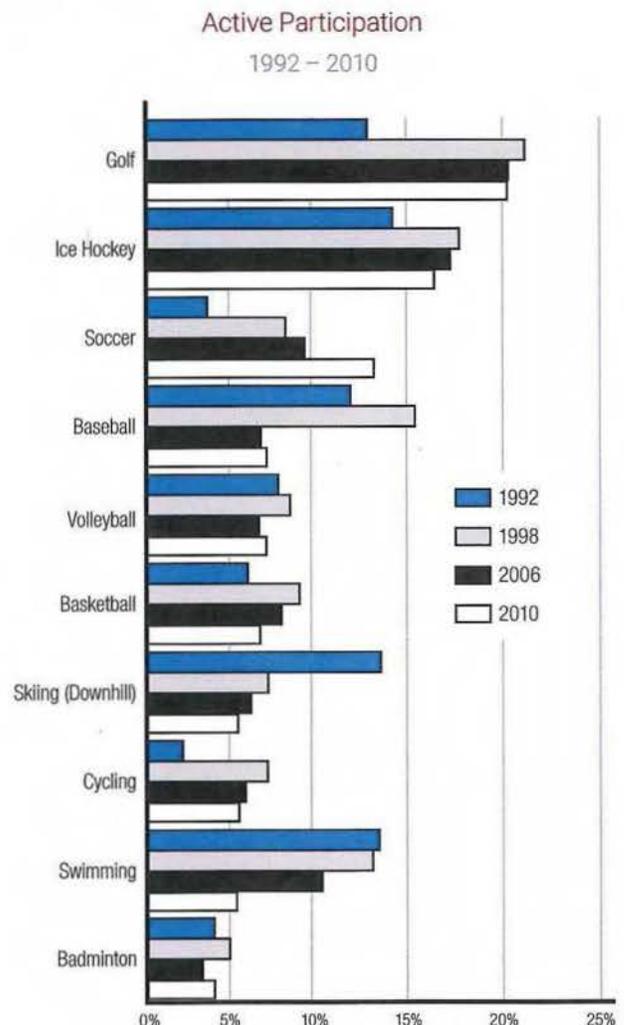
The 2013 Canadian Community Health Survey reveals data that provides some insight into the recreation and leisure preferences of Canadians. The top 5 most popular adult activities identified were walking, gardening, home exercise, swimming, and bicycling. The top 5 most popular youth activities were walking, bicycling, swimming, running/jogging, and basketball.<sup>1</sup>

Participation levels and preferences for sporting activities continue to garner much attention given the impact on infrastructure development and overall service delivery in most municipalities. The Canadian Fitness & Lifestyle Research Institutes 2011 – 2012 Sport Monitor Report identified a number of updated statistics and trends pertaining to sport participation in Canada.<sup>2</sup>

- The highest proportion of Canadians prefers non-competitive sports or activities. Nearly half (44%) of Canadians preferred non-competitive sports while 40% like both non-competitive and competitive sports. Only 8% of Canadians prefer competitive sports or activities and 8% prefer neither competitive nor non-competitive sports.
- Sport participation is directly related to age. Nearly three-quarters (70%) of Canadians aged 15 – 17 participate in sports, with participation rates decreasing in each subsequent age group. The largest fall-off in sport participation occurs between the age categories of 15 – 17 and 18 – 24 (~20%).
- In contrast to children and youth populations (in which gender participation rates are relatively equal), substantially more adult men (45%) than adult women (24%) participate in organized sport.
- Participation in sport is directly related to household income levels. Households with an annual income of greater than \$100,000 have the highest participation levels, nearly twice as high as households earning between \$20,000 and \$39,999 annually and over three times as high as households earning less than \$20,000 annually.

- The highest proportion of sport participants play in “structured environments.” Just under half (48%) of sport participants indicated that their participation occurs primarily in organized environments, while 20% participate in unstructured or casual environments; 32% do so in both structured and unstructured environments.
- Community sport programs and venues remain important. The vast majority (82%) of Canadians that participate in sport do so within the community. Approximately one-fifth (21%) participate at school while 17% participate in sports at work. A significant proportion (43%) also indicated that they participate in sporting activities at home.

A research paper entitled “Sport Participation 2010” published by Canadian Heritage also identified a number of trends pertaining to participation in specific sports. The following graph illustrates national trends in active sport participation from 1992 – 2010. As reflected in the graph, swimming (as a sport) has experienced the most significant decrease while soccer has had the highest rate of growth while golf and hockey remain the two most played sports in Canada. *Note: Data includes both youth, amateur, and adult sport participants.*<sup>3</sup>



1 Statistics Canada: <http://www.statcan.gc.ca/daily-quotidien/140612/dq140612b-eng.htm>

2 Canadian Fitness & Lifestyle Research Institutes 2011 – 2012 Sport Monitor: <http://www.cflri.ca/node/78>

3 Government of Canada: [http://publications.gc.ca/collections/collection\\_2013/pc-ch/CH24-1-2012-eng.pdf](http://publications.gc.ca/collections/collection_2013/pc-ch/CH24-1-2012-eng.pdf)

The Paper further identifies a number of broad participation trends related specifically to sport focused participation utilizing Statistics Canada data from the 2010 Federal Census and the General Social Survey. Broader trends effecting overall sport participation noted by the Paper include:

- National sport participation levels continue to decline. In 2010, 7.2 million or 26% of Canadians age 15 and older participated regularly in sport; this represents a 17% decline over the past 18 years.
- The gender gap in sport participation has increased.
- Sport participation decreases as Canadians age; the most significant drop off occurs after age 19.
- Education and income levels impacts impact sport participation. Canadians with a University education and those making more than \$80,000 annually have the highest rates of sport participation.
- Established immigrants participate in sport less than recent immigrants and Canadian born.
- Students (15 years and older) participate in sport in greater numbers than any labour force group.
- Participation is highly concentrated in a few sports. Participants in golf, ice hockey, and soccer tend to prefer these three sports and have less diversity in their overall sporting pursuits than participants of other sports.
- Women are more likely than men to have a coach. Female sport participants tend to use the services of a coach more often than male sport participants and this difference appears to increase with age.
- The most important benefit of sport participation is relaxation and fun. Relaxation and fun were ranked as being important by 97% of sport participants.
- A lack of time and interest are the main reasons for not participating in sport.

The Alberta Recreation Survey, commissioned every 4 – 5 years by Alberta Culture and Tourism additionally provides data into the activity preferences of Albertans. The recent (2013) Survey found that Albertans continue to enjoy an array of physical activity, recreation and leisure pursuits. The following graphic depicts the top 5 activities for a variety of activity types.

**97.6%** of respondents have participated in a leisure or recreation activity (in the past 12 months)

2013 Alberta Recreation Survey

Participation in Activities by Respondents (Past 12 Months)  
2013 Alberta Recreation Survey

Highest Participation ----- Lowest Participation

| Top 5 Activities (By % of Respondents Participating) |       |  |       |  |       |                      |       |                  |       |                      |       |
|--|-------|--|-------|--|-------|----------------------|-------|------------------|-------|----------------------|-------|
| Physical Activities                                  |       | Outdoor Activities                           |       | Creative/Cultural Activities           |       | Snow Activities      |       | Water Activities |       | Group Activities     |       |
| Walking for Pleasure                                 | 80.5% | Gardening                                    | 61.0% | Attending Fair/Festival/Cultural Event | 65.1% | Downhill Skiing      | 17.5% | Motor Boating    | 18.2% | Bowling/Lawn Bowling | 12.1% |
| Bicycling  | 42.3% | Day Hiking                                   | 37.8% | Visiting a Museum/Art Gallery          | 48.2% | Tobogganing/Sledding | 16.0% | Canoeing         | 10.9% | Curling              | 7.7%  |
| Aerobics/Fitness                                     | 38.1% | Golf (other than driving range or mini golf) | 32.8% | Doing a Craft or Creative Hobby        | 47.3% | Cross-country Skiing | 12.4% | Kayaking         | 8.1%  | Ice Hockey           | 5.9%  |
| Swimming/Aquafitness (in pools)                      | 31.9% | Overnight Camping                            | 30.8% | Attending Live Theatre (not movies)    | 46.5% | Snowshoeing          | 8.8%  | Water Skiing     | 5.4%  | Soccer               | 5.1%  |
| Swimming (in lakes, rivers, ponds)                   | 31.3% | Fishing                                      | 20.0% | Taking Part in the Arts                | 21.0% | Snowmobiling         | 3.9%  | River Rafting    | 4.7%  | Softball/Baseball    | 4.4%  |

## Balancing Structured and Spontaneous Uses

While many structured or organized activities remain important, there is an increasing demand for more flexibility in timing and activity choice. People are seeking individualized, informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. This does not however eliminate the need for structured activities and the stakeholder groups that provide them. Instead, this trend suggests that planning for the general population is as important as planning for traditional structured use environments.

Analyzing the issue further, if recreation, parks, and leisure budgets do not increase to accommodate this expanded scope of spontaneous use planning, it may be necessary for municipalities to further partner with dedicated use organizations (e.g. sport teams) in the provision of programs and facilities to ensure the optimal use of public funds.

### Trend Considerations in Leduc

- The Leduc Recreation Centre has been designed and programmed to incorporate a mix of structured and spontaneous amenities and spaces.
- Facility and amenity preferences identified in the Resident Survey revealed that residents want a mix of structured and spontaneous use amenities and spaces to be developed in the future.
- Without developing new amenities the ability to accommodate increased spontaneous use will mean changes to how facilities are scheduled and allocated, and in some cases may be at the expense of organized groups' access. The City will need to evaluate and engage all types of users prior to implementing significant changes such as this.

## Flexibility and Adaptability

Recreation, parks, and leisure consumers have a greater choice of activity options than at any time in history. As a result, service providers are being required to ensure that their approach to delivery is fluid and is able to quickly adapt to meet community demand. Many municipalities have also had to make hard decisions on which activities they are able to directly offer or support, versus those which are more appropriate to leave to the private sector to provide.

Ensuring that programming staff and management are current on trends is important in the identification and planning of programming. Regular interaction and data collection (e.g. customer surveys) from members are other methods that service providers use to help identify programs that are popular and in demand. The development of multi-use spaces can also help ensure that municipalities have the flexibility to adapt to changing interests and activity preferences.

# Barriers to Participation

Research and available data supports that many Canadians face barriers that impact their ability to reap the numerous physical, social, and mental benefits that are accrued from participation in recreation and leisure pursuits. Understanding these barriers can help service providers identify strategies to mitigate issues and encourage participation.

The adjacent graph is adapted from the 2014 CIBC – KidSport Report reflects barriers to participation in sport for 3 to 17 year olds in Canada. As reflected in the graph, the cost of enrolment, the cost of equipment, and a lack of interest were identified as the top 3 barriers.

The 2013 Alberta Recreation Survey also identified barriers that Albertans perceive as preventing them from participating in recreation and leisure pursuits. The top 3 barriers identified by respondents were: 1) Too busy with other activities; 2) too busy with family; and 3) too busy with work.

Further to the participation trends gathered from regional, provincial, and national sources, the following activity based participation trends have been observed in the City of Leduc. Note that participant counts have been provided by local groups.

## Barriers to Participation 2014 CIBC – KidSport Report

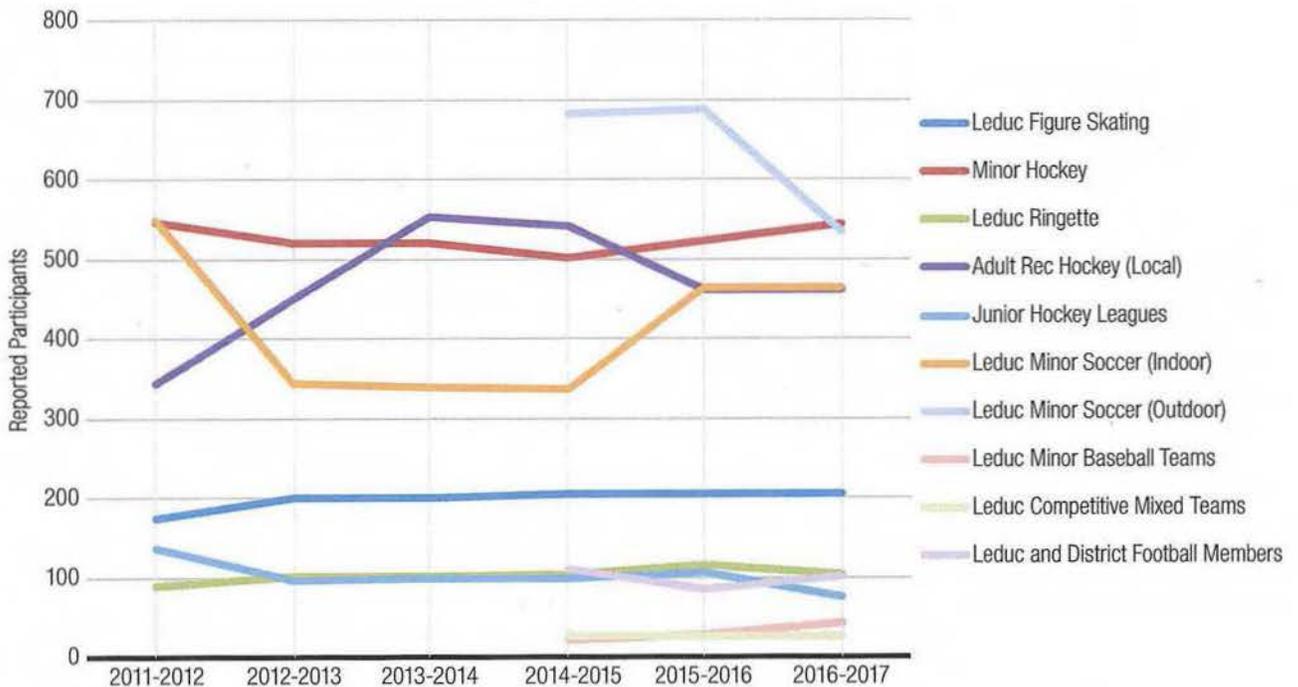


### Trend Considerations in Leduc

- The Resident Survey found that facility admissions/program fees were the top barrier to recreation and culture participation.
- The City of Leduc has incorporated the national “Everybody Gets to Play” program and offers a Recreation Access Program (RAP) and Creative Culture Connections (CCC) program to City and County residents. The program provides subsidized facility membership and/or program registrations to residents that can demonstrate financial need.
- The City of Leduc supports the local Canadian Tire JumpStart chapter through direct funding and fundraising efforts, which provides up to \$300 per funding season for sport/activity/equipment costs.

### Activity Based Participation Trends in Leduc

2011 – 2017



# Infrastructure Trends

## Aging Infrastructure

The recently released Canadian Infrastructure Report Card<sup>4</sup> included an assessment and analysis of the state of sport and recreation facilities in Canada. The report revealed a number of concerns and issues that will impact the delivery of sport and recreation infrastructure over the next number of years. Key findings from the report included the following.

- The Report Card demonstrates that Canada's infrastructure, including sport and recreation facilities, is at risk of rapid deterioration unless there is immediate investment.
- The average annual reinvestment rate in sport and recreation facilities is currently 1.3% (of capital value) while the recommended target rate of reinvestment is 1.7% – 2.5%.
- Almost 1 in 2 sport and recreation facilities are in 'very poor', 'poor' or 'fair' condition and need repair or replacement.
- In comparison to other municipal infrastructure assessed in the Report Card, sport and recreation facilities were in the worst state and require immediate attention.
- The Report Card indicated that the extrapolated replacement value of sport and recreation facilities in 'poor' or 'very poor' condition is \$9 billion while those in 'fair' condition require \$14 billion.

## Integrating Indoor and Outdoor Environments

A relatively new concept in recreation and culture infrastructure planning is to ensure that the indoor environment interacts seamlessly with the adjacent outdoor environment. This can include such ideas as public event spaces, indoor/outdoor walking trails, indoor/outdoor child play areas, and indoor/outdoor public art. Although there are a number of operational issues that need to be considered when planning indoor/outdoor environments (e.g. cleaning, controlled access, etc.) the concept of planning an indoor facility to complement the site it is located on (and associated outdoor amenities included) as well as the broader community parks and trail system is prudent and will ensure the optimization of public spending on both indoor and outdoor recreation and culture infrastructure. Integrating indoor and outdoor environments can be as "simple" as ensuring interiors have good opportunities to view the outdoors.

### Trend Considerations in Leduc

- The Leduc Recreation Centre, Alexandra Park, and Telford Lake are examples of sites that include both indoor and outdoor amenities.

## Multi-Use Spaces

Recreation and cultural facilities are being designed to accommodate multiple activities and to encompass a variety of different components. The benefits of designing multi-use spaces include the opportunity to create operational efficiencies, attract a wide spectrum of users, and procure multiple sources of revenue. Providing the opportunity for all family members to take part in different opportunities simultaneously at the same location additionally increases participation levels, convenience, and satisfaction for residents.

Creating spaces within a facility that are easily adaptable and re-configurable is another growing trend observed in many newer and retrofitted facilities. Many performing arts venues are being designed in such a manner that staging, seating, and wall configurations can be easily changed as required. Similarly, visual arts spaces such as studios and galleries are being designed in a manner that allows them to be used for a multitude of different art creation and display purposes. Gymnasium spaces and field house facilities are being designed with adjustable barriers, walls, bleachers, and other amenities that can be easily set-up or removed depending on the type of activity or event.

### Trend Considerations in Leduc

- The Leduc Recreation Centre was designed to be multi-functional and able to accommodate a variety of amenities and space types.
- Approximately one-third of Resident Survey respondents (30%) indicated that an amenity/facility/space should be a priority for development if it is multi-purpose and meets the needs of many different activities, programs and users.
- Facility allocation and scheduling should facilitate a family's ability to recreate together, which will dramatically affect current and future participation for all ages.

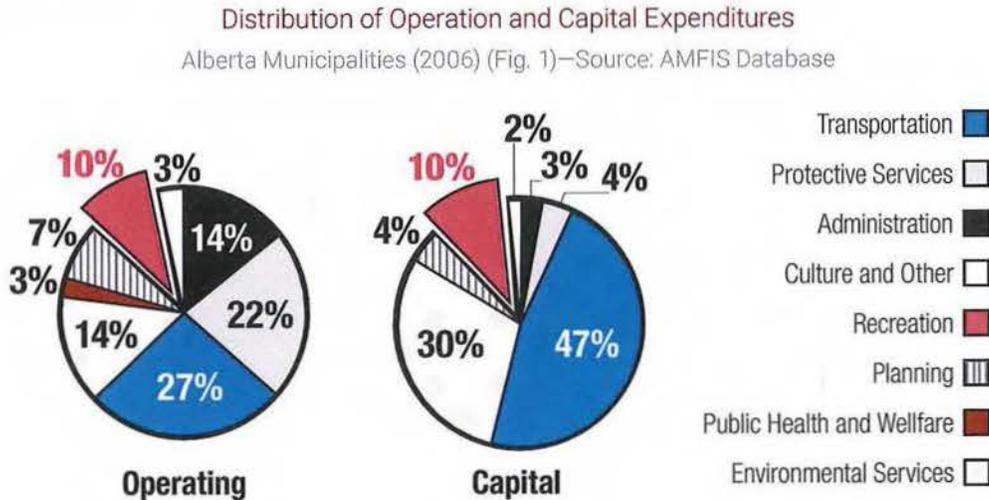
4 [http://www.canadainfrastructure.ca/downloads/Canadian\\_Infrastructure\\_Report\\_2016.pdf](http://www.canadainfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf)

# Funding Public Recreation and Culture Infrastructure

In the Alberta context, municipalities are the primary provider of recreation facilities which facilitate the programs, events and activities that take place in them. Over the past decade, many urban municipalities in the province have experienced high levels of growth which has resulted in increasing demands for "quality of life infrastructure" such as recreation and culture facilities.

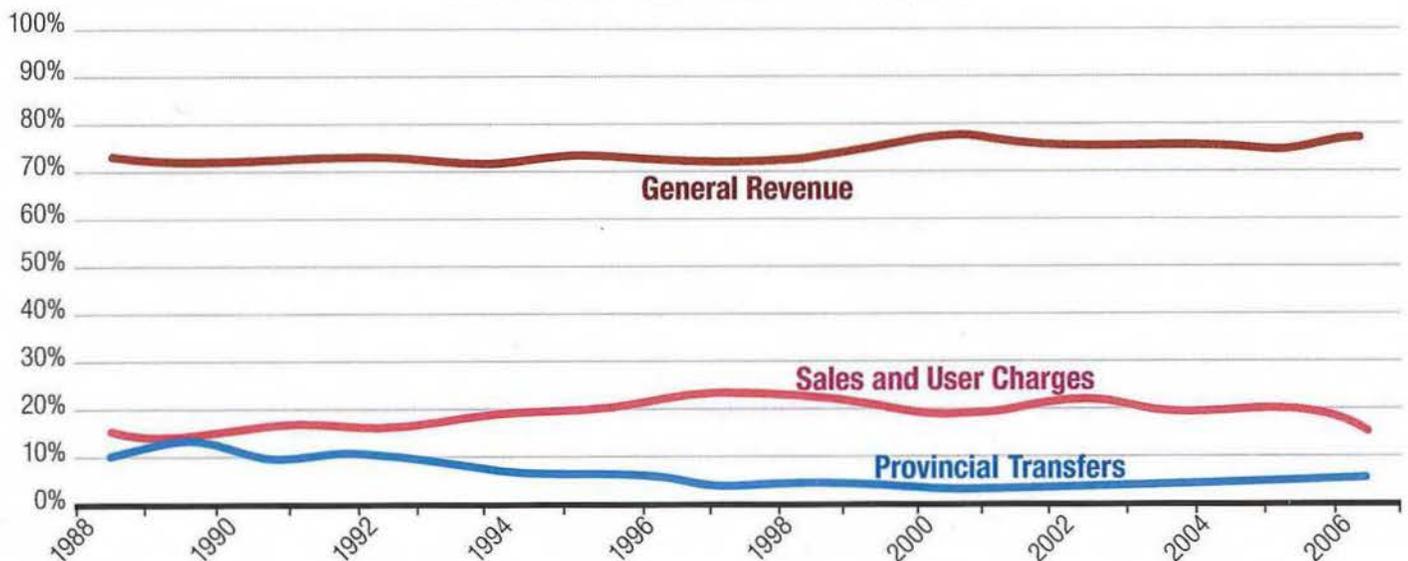
In 2008, the Alberta Parks and Recreation Association published a report titled **Public Funding of Recreation in Alberta**. While the report is somewhat dated, the landscape under which recreation and culture opportunities are provided in Alberta remains similar.

The following graphs from the report provide an overview of municipal investment in recreation and culture by Alberta municipalities (average of 12 – 13% of all municipal expenditures).



As also illustrated in the following graphs, municipalities fund the majority of operating and capital expenditures for recreation through General Revenues (tax revenue) with minimal other sources of revenue available to them.

Percentage Funding of Total Municipal Operating and Capital Expenditures on Recreation  
By Funding Sources; Alberta (1988 – 2006) (Fig. 6)



In order to meet demands that result from growth, municipalities will need to have ongoing dialogue with citizens and community organizations to determine the best methods to fund recreation and culture infrastructure. Given that municipalities are facing infrastructure and operational funding challenges across numerous service areas, it is unlikely that tax revenues will be sufficient to fund all in-demand projects. As such, it will be incumbent upon municipalities to work with their communities to find new and innovative ways to fund recreation and culture infrastructure

## Ensuring Accessibility

Many current recreation and cultural facilities are putting a significant focus on ensuring that user experiences are comfortable including meeting accessibility requirements and incorporating designs that can accommodate various body types. Programming is made as accessible as possible via “layering” to provide the broadest appeal possible to intellectual preferences.

Meeting the needs of various user groups is also an important aspect of accessibility. Incorporating mobile technologies, rest spaces, child-friendly spaces, crafts areas, and educational multi-purpose rooms for classes and performances is an emerging trend. Accessibility guidelines set by governments, as well as an increased understanding of the needs of different types of visitors is fuelling this trend. Technology is also being embraced as a modern communication tool useful for effectively sharing messages with younger, more technologically savvy audiences.

## Revenue Generating Spaces

Facility operators of community facilities are being required to find creative and innovative ways to generate the revenues needed to both sustain current operations and fund future expansion or renovation projects. By generating sustainable revenues outside of regular government contributions, many facilities are able to demonstrate increased financial sustainability and expand service levels.

Lease spaces provide one such opportunity. Many facilities are creating new spaces or redeveloping existing areas of their facility that can be leased to food and beverage providers and other retail businesses. Short term rental spaces are another major source of revenue for many facilities. Lobby areas, program rooms, and event hosting spaces have the potential to be rented to the corporate sector for meetings, team building activities, holiday parties, and a host of other functions.

## Social Amenities

The inclusion of social amenities provides the opportunity for multi-purpose community recreation and culture facilities to maximize the overall experience for users as well as to potentially attract non-traditional patrons to the facility. Examples of social amenities include attractive lobby areas, common spaces, restaurants and cafeterias, spectator viewing areas, meeting facilities, and adjacent outdoor parks or green space. It is also becoming increasingly uncommon for new public facilities, especially in urban areas, to not be equipped with public wireless Internet.

Another significant benefit of equipping facilities with social amenities is the opportunity to increase usage and visitation to the facility during non-peak hours. Including spaces such as public cafeterias and open lobby spaces can result in local residents visiting the facility during non-event or non-program hours to meet friends or is simply a part of their daily routine. Many municipalities and non-profit organizations have encouraged this non-peak hour use in order to ensure that the broader populace perceives that the facility is accessible and available to all members of the community.

## Providing Quality Parks and Outdoor Spaces

Research supports that individuals continue to place a high value on the availability and quality of parks, trails, and outdoor spaces. A 2013 Canadian study commissioned by the TD Friends of the Environment Foundation found that nearly two-thirds of respondents (64%) indicated that local parks were “very important” to them and their family. Additionally, 68% of Canadians are concerned about the loss of green space in their community.<sup>5</sup>

Another 2011 study of over 1,100 parents of 2 to 12 year olds in the United States, Canada, and the United Kingdom found that the more time a family spends together at a playground, the greater their overall sense of family wellbeing. Three-quarters also wished that their family had time to visit a playground more often.<sup>6</sup>

Parks and outdoor spaces also play a key role in helping to combat “nature deficit disorder” amongst children and youth. This phrase, first coined by Richard Louv in his bestselling book “Last Child in the Woods,” suggests that children are becoming estranged from nature and natural play, which results in a number of cognitive, physical, and developmental issues.

While all residents benefit from the availability of quality park spaces, a significant amount of research and attention has been given to the myriad of benefits that result from children and youth being able to play and interact in outdoor settings. Findings include:

- Children who play regularly in natural environments show more advanced motor fitness, including coordination, balance, and agility, and they are sick less often.<sup>7</sup>
- Exposure to natural environments improves children’s cognitive development by improving their awareness, reasoning, and observational skills.<sup>8</sup>
- Children who play in nature have more positive feelings about each other.<sup>9</sup>
- Outdoor environments are important to children’s development of independence and autonomy.<sup>10</sup>
- Children with views of and contact with nature score higher on tests of concentration and self-discipline. The greener, the better the scores.<sup>11</sup>

5 TD Friends of the Environment Foundation survey. Conducted by IPSOS-REID (2013).

6 Harris Interactive (2011). Playgrounds Increase Sense Of Family Well-Being. Washington, District of Columbia. Foresters.

7 Grahm, P., Martensson, F., Llinblad, B., Nilsson, P., & Ekman, A., (1997). UTE pa DAGIS, Stad & Land nr. 93/1991 Sveriges lantbruksuniversitet, Alnarp.

8 Pyle, Robert (1993). The thunder trees: Lessons from an urban wildland. Boston: Houghton Mifflin.

9 Moore, Robin (1996). Compact Nature: The Role of Playing and Learning Gardens on Children’s Lives, Journal of Therapeutic Horticulture, 8, 72-82

10 Bartlett, Sheridan (1996). Access to Outdoor Play and Its Implications for Healthy Attachments. Unpublished article, Putney, VT

11 Taylor, A.F., Kuo, F.E. & Sullivan, W.C. (2002). Views of Nature and Self-Discipline: Evidence from Inner City Children, Journal of Environmental Psychology, 22, 49-63

## Active Transportation

Active transportation refers to any form of human-powered transportation, such as walking, cycling, using a wheelchair, in-line skating, or skateboarding<sup>12</sup>. In 2011 in Canada, 5.7% of commuters walked to work regularly while 1.3% cycled, accounting for over one million Canadians.<sup>13</sup>

A generational trend is that younger professionals are using active modes of transportation more now than ever. A number of factors are contributing to this such as people are becoming more environmentally conscious, financial limitations (active transportation is generally a cheaper mode of transportation), and a trend is occurring in which people are moving back from the suburbs into urban communities in which places of work are closer in proximity to place of residence.

Urban parks encourage active traffic through its boundaries if they are adjacent to a roadway or can provide a shortcut through the community. Pathway systems that connect neighbourhoods across the municipality are becoming increasingly important to accommodate alternative methods of transportation. Multi-use pathway systems are often seen as being a given with park design as they facilitate a wide range of recreational uses and serve a transportation function.

Relationships should be constantly analyzed to enhance pathway systems such as the amenities on pathways and user numbers, lighting and its effects on night usage, and the surface material and the types of usage (e.g. bicycling, walking). An analysis of why certain pathways receive high usage can be applied to other corridors that do not attract as much active traffic volume. Gathering utilization data with trail trackers is a practice that municipalities are beginning to undertake on a regular basis.

## Preserving Heritage and Culture

Preserving and further developing the historical aspects of an urban parks system embed the importance of these spaces within the community and increase resident interest and utilization. Municipalities can showcase the history of a community via its prominent community builders and significant events from the past by dedicating the name of a park, including interpretative information, and displaying art installations that contribute to a sense of place.

Aspects of culture can be celebrated and preserved in parks. In Chinese gardens, for example, plants are carefully selected for their symbolic association and installed to dictate the arrangement of spaces. The idea that a garden should invite aesthetic appreciation and the enjoyment of nature is important to Chinese park visitors, but may not be limited to a single culture. Festival venues, art displays, amphitheatres, and garden features are examples of culture infrastructure in urban parks that can set a municipality apart by providing identity-defining features and iconic places.

## Cultural and Heritage Districts

Cultural or heritage districts are another trend that is taking hold on a worldwide basis. Entire districts of a town or city are being developed or revitalized to serve as cultural hub. In some cases these districts evolve organically while in other cases they are master planned. In many instances a combination of both occurs, often through collaboration between the community and the municipality.

Districts with strong heritage infrastructure and history are often prime candidates to be revitalized into signature cultural and heritage districts. This "theming" can help increase community appeal, sense of place and re-generation.

### Trend Considerations in Leduc

- The City of Leduc 2012 Downtown Master Plan (DMP) suggests that arts and culture focused development should be part of future revitalization efforts.

## Service Delivery Trends

### Partnerships

Partnerships in the provision of recreation and culture infrastructure continue to be important and in many cases are becoming more prevalent. These partnerships can take a number of forms, and include government, not for profit organizations, schools and the private sector. While the provision of recreation and culture services has historically relied on municipal levels of the government, many municipalities are increasingly looking to form partnerships that can enhance service levels and more efficiently lever public funds.

Examples of partnerships include facility naming and sponsorship arrangements, lease/contract agreements, the contracted operation of spaces, entire facilities, or delivery of programs. According to one study,<sup>14</sup> over three-quarters (76%) of Canadian municipalities work with schools in their communities to encourage the participation of municipal residents in physical activities. Just under half of Canadian municipalities work with local non-profits (46%), health settings (40%), or workplaces (25%) to encourage participation in physical activities amongst their residents. Seventy-six percent (76%) of municipalities with a population of 1,000 to 9,999 to 80% of municipalities over 100,000 in population have formed agreements with school boards for shared use of facilities. In fact since 2000, the proportion of municipalities that have reported working with schools, health settings, and local non-profit organizations has increased by 10% to 20%.

12 Public Health Agency of Canada. <http://www.phac-aspc.gc.ca/hp-ps/hl-mvs/pa-ap/at-ta-eng.php>

13 Statistics Canada. 2011. Commuting to Work. [https://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-012-x/99-012-x2011003\\_1-eng.cfm](https://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-012-x/99-012-x2011003_1-eng.cfm)

14 "Municipal Opportunities for Physical Activity" Bulletin 6: Strategic partnerships. 2010, Canadian Fitness & Lifestyle Research Institute.

## Social Inclusion

The concept of social inclusion is becoming an issue communities are addressing. While always an important issue, its significance has risen as communities have become more diversified through immigration.

Social inclusion is about making sure that all children and adults are able to participate as valued, respected, and contributing members of society. It involves the basic notions of belonging, acceptance, and recognition. For immigrants, social inclusion would be manifested in full and equal participation in all facets of a community including economic, social, cultural, and political realms. It goes beyond including "outsiders" or "newcomers". In fact social inclusion is about the elimination of the boundaries or barriers between "us" and "them".<sup>15</sup> There is a recognition that diversity has worth unto itself and is not something that must be overcome.<sup>16</sup> Recreation and culture continue to be utilized as important social inclusion "vehicles" and provide a mechanism to bring together residents of different backgrounds.

## The Evolving Nature of Volunteerism

Volunteers continue to be vitally important to the planning and delivery of numerous events and programs. Identified as follows are a number of pertinent trends in volunteerism that may impact or have relevancy to the delivery of programming and facility operations. Findings are from the 2010 Canada Survey of Giving, Volunteering and Participating; Alberta data tables.<sup>17</sup>

- Albertans volunteer at a higher rate (54.7%) than the national average (47.0%).
- The highest volunteer rate in Alberta is among adults aged 35 to 44 (63.4%) followed by ages 15 to 24 (56.7%) and ages 55 to 64 (51.3%).
- Although seniors (65 years and older) had the lowest volunteer rate (49.6%), they had the highest average of annual volunteer hours (206 hours on average per year).

### Trend Considerations in Leduc

- Leduc has relied upon, and benefited from, the contributions of volunteers (individuals and groups) for a number of years.
- The evolving nature of volunteerism suggests that organizations may increasingly look to the City to provide organizational capacity building support, funding assistance and potentially even incremental operational support of currently not-for-profit operated facilities.

The following are nine current trends in volunteerism as identified by Volunteer Canada.<sup>18</sup>

- **Much comes from the few.** While 47% of Canadians volunteer, over one-third (34%) of all volunteer hours were contributed by 5% of total volunteers.
- **The new volunteer.** Young people volunteer to gain work related skills (Canadians aged 15 – 24 volunteer more than any other age group). New Canadians also volunteer to develop work experience and to practice language skills. Persons with disabilities may volunteer as a way to more fully participate in community life.
- **Volunteer job design.** Volunteer job design can be the best defense for changing demographics and fluctuations in funding.
- **Mandatory volunteering.** There are mandatory volunteer programs through Workfare, Community Service Order and school mandated community work.
- **Volunteering by contract.** The changing volunteer environment is redefining volunteer commitment as a negotiated and mutually beneficial arrangement rather than a one-way sacrifice of time by the volunteer.
- **Risk management.** Considered part of the process of job design for volunteers, risk management ensures the organization can place the right volunteer in the appropriate activity.
- **Borrowing best practices.** The voluntary sector has responded to the changing environment by adopting corporate and public sector management practices including standards, codes of conduct, accountability and transparency measures around program administration, demand for evaluation, and outcome measurement.
- **Professional volunteer management.** Managers of volunteer resources are working toward establishing an equal footing with other professionals in the voluntary sector.
- **Board governance.** Volunteer boards must respond to the challenge of acting as both supervisors and strategic planners.

15 Omidvar, Ratna, Ted Richmand (2003). Immigrant Settlement and Social Inclusion in Canada. The Laidlaw Foundation.

16 Harvey, Louise (2002). Social Inclusion Research in Canada: Children and Youth. The Canadian Council on Social Development's "Progress of Canada's Children".

17 Data compiled by Statistics Canada. <http://www.statcan.gc.ca/pub/89-649-x/2011001/tbl/tbl210-eng.htm>

18 Alberta Heritage Community Foundation. <http://www.abheritage.ca/volunteer/index.html>

## An Increased Focus on Physical Literacy

Service providers are increasingly aware of physical literacy thinking and best practices and integrating these into recreation and wellness programming. Doing so ensures that appropriate opportunities exist for participants of all ages and abilities. An increased focus on skill development, particularly among children and youth, has positive long term impacts by providing fundamental movement skills that can be used throughout life.



### Physical literacy

is the...



Canadian Sport for Life (CS4L) is regarded as the national leader in physical literacy advocacy and resource support. CS4L is led by Sport for Life Society, a federal not for profit society that was incorporated in September 2014 and comprises experts from sport, health, recreation, and academia who are employed as independent contractors, yet work cooperatively to promote the movement's goals. The movement introduces two important concepts that influence how recreation and sport activity should be planned, promoted, organized, and delivered.

The Long-Term Athlete Development (LTAD) is a seven-stage training, competition, and recovery pathway guiding an individual's experience in sport and physical activity from infancy through all phases of adulthood. Physical literacy is the motivation, confidence, physical competence, knowledge, and understanding to value and take responsibility for engagement in physical activities for life.

Canadian Sport for Life, with Long-Term Athlete Development and physical literacy, represents a paradigm shift in the way Canadians lead and deliver sport and physical activity. The movement calls on municipalities to help further these two important concepts in a variety of ways as outlined below. As it relates to the provision of indoor recreation services and facilities, it is important to consider these roles and the fundamentals of the two concepts as they define a broader social good that is delivered through recreation, ensuring that these concepts are catalyzed through all municipal recreation services, will optimize the benefits and value for public investment in facilities and infrastructure.

Identified areas where municipalities can help further the CS4L movement:

1. Physical Literacy Program Development
2. Municipal Planning and Sport Strategy Development
3. Sport Councils
4. Facility Planning
5. Access and Allocation

## Best Practices in Facility Allocations

Many municipalities struggle with facility allocations, specifically balancing "historical rights" to facility time with the needs of new or emerging groups. 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.

Canadian Sport for Life (CS4L) has developed a series of best practices and principles that it recommends to be followed in the allocation of facility time to user groups:

- Allocation practices are based on "standards of play" principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups.
- Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.

## Increasing Demand for Artificial Turf

A significant trend impacting the provision of athletic fields is the growing user preference and demand for artificial turf fields. Historically, this field type was often reserved for elite levels of sport with no or limited community use. However in many urban centres community and recreational level users are increasingly looking to access artificial turf fields in order to expand their season of use, limit rain-outs and field condition related cancellations, optimize the use of limited public park land, and enhance overall participant experience. Advancements in artificial turf technologies have also fuelled this trend. Newer synthetic grass types of artificial turf have the ability to better accommodate activities such as soccer and football than previous types of artificial turf. However, the cost of providing artificial turf surfaces remains significant and often results in user fees that are higher than many community level groups can afford.

### Trend Considerations in Leduc

- Currently, local high school football programs are required to play games in Edmonton because an artificial turf field is not available in Leduc.
- The increased provision of artificial turf across the province, including in smaller communities, is likely to increase the demand for such an amenity in Leduc.

## The Economic Value of Culture and Sport

### The Economic Impact of the Arts and Culture

The Provincial and Territorial Culture Indicators Report used data from Statistics Canada to estimate the economic value of the arts and cultural sector to the Canadian economy. The following bullets represent the breakdown of the key areas of culture activities and their contribution to the Canadian economy (M = million, B = billion).

- Written and published works: \$854.9M
- Education and training: \$431.1M
- Sound recording: \$43.3M
- Live Performances: \$254.5M
- Visual and Applied Arts: \$1.2B
- Heritage and Libraries: \$199.1M
- Governance, Funding and Professional Support: \$664M

Specific to Alberta, the Report found that overall culture contributed \$5.7B to the Alberta economy in 2014, up from \$4.7B in 2010. The Report also found that the cultural sector accounted for 2.4% of Alberta's total employment sector (55,518 jobs).

### Trend Considerations in Leduc

- The Maclab Centre for the Performing Arts hosts numerous shows and events throughout the year which attracts visitors from throughout the region.
- Consultation with cultural stakeholders indicates that there is a belief that the community's arts and cultural sector and expertise has not been fully leveraged and requires further prioritization.

## Sport Tourism

Sport Tourism is often a driver of partnerships and infrastructure development. Available 2016 Statistics Canada data indicates that the sports tourism industry in Canada is worth \$6.5 billion dollars. In contrast to other segments of the tourism industry, sport tourism in Canada continues to grow and is largely driven by the domestic, overnight market.

Many municipalities are reacting to the growth and opportunities associated with sport tourism by dedicating resources to the attraction and retention of events. The emergence of sport councils (or similar entities) is a trend that is continuing in many communities and regions. These organizations often receive public support and are tasked with building sport tourism capacity and working with community sport organizations and volunteers in the attraction and hosting of events. Some municipalities also dedicate internal staff resources to sport tourism through the creation of new positions or re-allocation of roles.

Sport tourism generates non-local spending in a community and region (economic impact), can offset operating costs of facilities (through rentals), and can enhance community profile at the provincial, national, and international level. Sport tourism can also generate opportunities for local athlete development and can lead to varying forms of community legacy such as infrastructure development and endowment funds.

While sport tourism can be highly beneficial to a community, it is important to consider a number of factors when allocating resources in order to ensure that investment provides positive and long-lasting impacts. This is especially the case when considering the pursuit of larger scale events and competitions. Best practices that should be followed include:

- Infrastructure investment (enhancement or new development) needs to be sustainable and beneficial to a wide array of residents.
- Volunteer capacity needs to be accurately assessed and deemed appropriate.
- The pursuit of events needs to be strategically aligned with community values and goals.

### Trend Considerations in Leduc

- The City of Leduc is viewed as a regional leader in sport tourism.
- In 2014, the City developed a Sport Tourism Strategic Master Plan which identifies the community's competition, capacity and outlines a hosting policy and implementation plan

## In This Section

- Summary of the comparative infrastructure research findings.

Comparative research was undertaken in order to assess how Leduc compares with other urban municipalities of similar and larger populations in the provision of public recreation and culture infrastructure.<sup>1</sup> *It is important to note that this research focused only on the quantity of the facility/amenity provided and does not take into account qualitative or subjective factors such as quality, capacity, age, etc.*

### **Municipalities Included in the Benchmarking Comparison**

**Similar Sized Municipalities:** Airdrie, Okotoks, Spruce Grove, Fort Saskatchewan

**Larger Municipalities:** St. Albert, Red Deer, Lethbridge, Medicine Hat, Kamloops, Strathcona County

These communities were picked by the study team due to their size and location relative to larger centres. Of note is that communities the same size as Leduc were selected as well as those larger which the City will compare better to in the future as it grows. In some instances other community characteristics were also considered as was the case with Kamloops being compared to Leduc due to its focus on sport tourism. Below is a summary of the comparative research. The detailed analysis charts (quantity and provision ratios) can be found in the appendices.

### Comparison with Similar Sized Municipalities

- Overall, the City of Leduc provides the majority of recreation and culture facilities/amenities at **consistent levels** to similar sized municipalities.
- Facilities/amenities provided at **better** provision levels in Leduc in comparison to similar sized municipalities: curling sheets, heritage facilities, interpretive facilities, outdoor skating areas, paddling facilities, track and field facilities.
- Facilities/amenities provided at **lesser** provision levels in Leduc in comparison to similar sized municipalities: artificial turf fields, tennis/pickleball courts.

### Comparison with Larger Municipalities

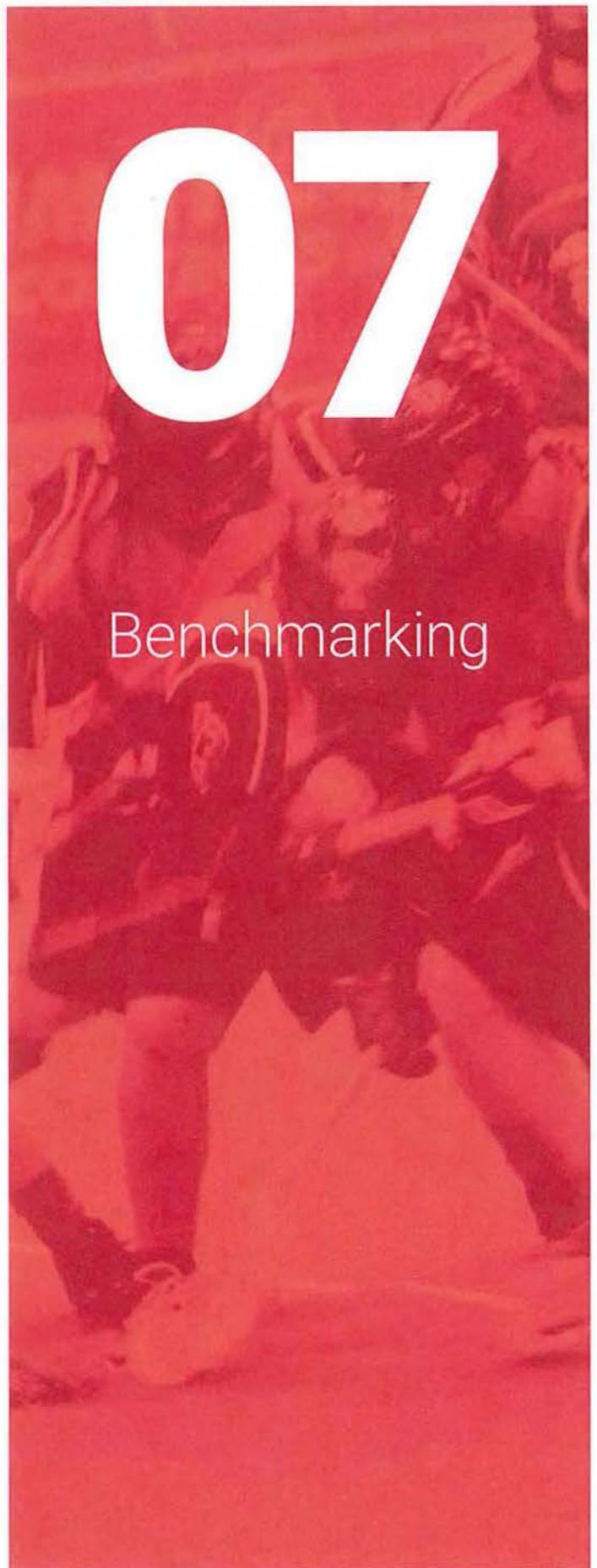
- On a provision ratio basis (# of residents per unit or provision), Leduc provides indoor ice arenas at a far better level than larger communities.
  - » Leduc: 1 arena for every 7,498 residents
  - » Average of larger municipalities: 1 arena for every 16,397 residents

*\* Generally in the provision of major recreation and culture facilities/amenities, provision ratios expand (worsen) as communities grow.*

- Facilities/amenities provided in most of the larger municipalities that are not currently available in Leduc: artificial turf fields, 50 metre pools, performance baseball stadium, art and cultural centres (full service, major "hub" facility), indoor agricultural facility.
- The majority of larger municipalities provide multiple (2+) of the following major facility/amenity types (Leduc currently provides 1 of): library branches, water spray parks, skateboard/BMX parks, indoor pools, indoor walking/running tracks, and fitness centres.

# 07

## Benchmarking



1 Privately operated facilities/amenities are also not included in the comparison.

## In This Section

- Summary of key research and engagement findings.
- Initial ranking of facilities/amenities based on demand indicators.

Identified in the chart on the following pages are **key findings** based on the research presented in Sections 2 – 7 of this document. The expected potential impact(s) of each key finding is also identified.

# 08

## Summary: Analysis and Key Findings

## Key Findings and Potential Impacts

The following table outlines key findings from the needs assessment process and suggests potential future impacts of each.

| Key Finding  | Supporting Research <i>(from Sections 2 – 7)</i>   | Potential Future Impact(s) <i>(What is likely to occur?)</i>   |
|--|--|--|
| Residents place a high value on recreation and culture services.                   | <ul style="list-style-type: none"> <li>99% of residents agree that recreation and culture facilities and spaces contribute to a strong and vibrant community.</li> <li>Trends and provincial/national research support the value of recreation and culture to communities and individuals.</li> <li>Stakeholders expressed the value and benefits of recreation and culture to the community.</li> </ul>                               | <ul style="list-style-type: none"> <li>Continued resident support for investment in recreation and culture initiatives.</li> <li>Continued high service level expectations.</li> </ul>   |
| Satisfaction levels are relatively strong.   | <ul style="list-style-type: none"> <li>84% of residents are satisfied with recreation and culture facilities in Leduc (47% are "very satisfied", 37% are "somewhat satisfied"). Only 2% of residents are dissatisfied.</li> <li>Many stakeholder expressed positive viewpoint regarding the City's investment in recreation and culture facilities.</li> </ul>   | <ul style="list-style-type: none"> <li>Future satisfaction levels will be dependent on investment undertaken by the City, growth and regional dynamics.</li> </ul>   |
| The Leduc region has many strong community organizations.                          | <ul style="list-style-type: none"> <li>86% of Community Group Questionnaire respondents expect to grow in the future.</li> <li>The stakeholder interviews confirmed the successes of many groups and ongoing diversification of the community.</li> </ul>  | <ul style="list-style-type: none"> <li>Strong levels of advocacy for continued investment.</li> <li>Competing projects/initiatives brought forth by groups.</li> <li>Continued reliance on community groups in recreation and culture service provision may present future challenges as a result of changing nature of volunteerism.</li> </ul> |
| Demand exists for new facility development.  | <ul style="list-style-type: none"> <li>48% of residents believe new or enhanced facilities are needed (33% were "unsure" and 19% don't believe new development is needed).</li> <li>Many groups in the Leduc area expressed needs/wishes for future development.</li> <li>A number of facilities are operated at relatively high capacity during prime hours (arenas, field house, aquatics centre, selected sport fields).</li> </ul> | <ul style="list-style-type: none"> <li>The City will be unlikely to meet all demands and wishes for new projects (prioritization will need to occur).</li> <li>Partnerships will become more important.</li> </ul>   |
| There is a belief that recreation has been prioritized more than arts and culture. | <ul style="list-style-type: none"> <li>Arts and cultural stakeholders commonly expressed this viewpoint during the stakeholder sessions.</li> <li>The City has undertaken significant recreation and sport focused investment over the past decade.</li> </ul>   | <ul style="list-style-type: none"> <li>Increased collaboration/organization of arts and cultural groups to advocate for facility investment.</li> </ul>  |

| Key Finding   | Supporting Research (from Sections 2 – 7)  | Potential Future Impact(s) (What is likely to occur?)   |
|---|--|---|
| <p>The City and region continues to experience growth and is projected to continue growing.</p> | <ul style="list-style-type: none"> <li>• Leduc grew by 23% from 2011 to 2016.</li> <li>• Since 1996, the population of Leduc has more than doubled.</li> <li>• Population projections indicate that the population of Leduc could double in approximately 25 years.</li> </ul>   | <ul style="list-style-type: none"> <li>• Challenging for the City to maintain overall service levels (provision ratios).</li> <li>• New communities and neighbourhoods will expect amenities to be provided at similar levels to mature areas.</li> <li>• As the majority of municipalities in the region continue to grow there will be an increased need for dialogue.</li> <li>• The updated Municipal Government Act (effective April 2018) will require the development of Intermunicipal Collaboration Frameworks between neighbouring municipalities and Joint Use Planning Agreements between municipalities and school boards. These new requirements will set the foundation for discussions on new and innovative ways to delivery recreation and culture services.</li> </ul> |
| <p>Benchmarking research suggests that expectations will evolve as the community grows.</p>     | <ul style="list-style-type: none"> <li>• Benchmarking research identified artificial turf fields, 50 metre pools, performance baseball stadium, and an art and cultural centre (full service, major “hub” facility) as facility types provided by most municipalities &gt;60,000 residents.</li> <li>• Benchmarking research identified that most municipalities &gt;60,000 residents provide multiples of library branches, water spray parks, skateboard parks, indoor pools, indoor walking/running tracks, and fitness centres.</li> </ul> | <ul style="list-style-type: none"> <li>• Demand for new types of facilities or expanded provision of existing facility types.</li> <li>• Increased user group expectations.</li> </ul>  |
| <p>Utilization of many major facilities is high.</p>  | <ul style="list-style-type: none"> <li>• Prime time, peak season ice utilization &gt;85%.</li> <li>• Utilization of the field house has grown by 20% over the past five years.</li> <li>• Pool utilization data indicates that utilization is high during peak times and seasons.</li> </ul>   | <ul style="list-style-type: none"> <li>• Revisiting of allocations and fee procedures and policies (to identify opportunities for efficiency).</li> <li>• Demand for incremental (expanded) provision of high utilization facility types.</li> </ul>  |
| <p>Cost is a barrier to facility access.</p>  | <ul style="list-style-type: none"> <li>• Facility admissions/program fees were identified as a barrier by nearly half (48%) of residents.</li> <li>• Trends and best practices research suggest that this issue is provincial/national in nature and a priority area for many municipalities.</li> <li>• The City of Leduc offers a subsidy program and is a supporter of Canadian Tire JumpStart.</li> </ul>  | <ul style="list-style-type: none"> <li>• Increased demand for program/ membership subsidization.</li> </ul>   |

# Facility and Amenity Demand Indicators

The following chart presents an initial ranking of recreation and culture facilities/amenities based on demand indicators from the research and engagement (as presented in Sections 2 – 7). This ranking is an input into the Amenity Prioritization Framework presented in Section 9.

## Indoor

| Amenity  | Resident Survey (Coded) | Resident Survey (Open) | Community Group Questionnaire | Stakeholder Consultation | Utilization and Capacity Data | Benchmarking Research | Rank |
|--|-------------------------|------------------------|-------------------------------|--------------------------|-------------------------------|-----------------------|------|
| Leisure Swimming Pool  | ✓✓                      | ✓                      | ✓                             | ✓                        | ✓                             |                       | 1    |
| Library  | ✓✓                      | ✓                      | ✓                             |                          |                               | ✓                     | 2    |
| Fitness/Wellness Facilities (e.g. aerobics/strength training)                                | ✓✓                      | ✓                      |                               |                          |                               | ✓                     | 3    |
| Youth Centre Spaces  | ✓✓                      | ✓                      | ✓                             |                          |                               |                       | 3    |
| Fine Arts Spaces (e.g. studios, galleries, etc.)   | ✓                       |                        | ✓                             | ✓                        |                               | ✓                     | 3    |
| Lane Swimming Pool   | ✓                       |                        | ✓                             | ✓                        | ✓                             |                       | 3    |
| Indoor Child Play Spaces   | ✓✓                      | ✓                      |                               |                          |                               |                       | 4    |
| Seniors Activity Spaces  | ✓                       | ✓                      | ✓                             |                          |                               |                       | 4    |
| Program Spaces (multi-use, i.e. yoga, aerobics, etc.)  | ✓                       |                        | ✓                             | ✓                        |                               |                       | 4    |
| Performing Arts Theatre  | ✓                       |                        | ✓                             | ✓                        |                               |                       | 4    |
| Indoor Ice Arena Sports Facilities   |                         | ✓                      |                               | ✓                        | ✓                             |                       | 4    |
| Multi-purpose Sport Surface (e.g. cement pad for roller/ball hockey, roller derby, lacrosse) |                         | ✓                      |                               | ✓                        | ✓                             |                       | 4    |
| Show Facilities (e.g. concerts/trade fairs)  | ✓                       |                        |                               | ✓                        |                               |                       | 5    |
| Agricultural Facilities  | ✓                       |                        |                               |                          |                               | ✓                     | 5    |
| Indoor Pool Climbing Wall  | ✓                       | ✓                      |                               |                          |                               |                       | 5    |
| Indoor Courts/Gymnasium Spaces (e.g. tennis, basketball, volleyball, etc.)                   |                         | ✓                      |                               |                          | ✓                             |                       | 5    |
| Social/Banquet Facilities  |                         |                        | ✓                             | ✓                        |                               |                       | 5    |
| Indoor Field Sports (e.g. soccer)  |                         |                        |                               | ✓                        | ✓                             |                       | 5    |
| Indoor Track for Fitness/Jogging/Walking   | ✓                       |                        |                               |                          |                               | ✓                     | 5    |
| Rifle/Archery Range  | ✓                       |                        |                               |                          |                               |                       | 6    |
| Historical Display Spaces  | ✓                       |                        |                               |                          |                               |                       | 6    |
| Court Sports (e.g. racquetball/squash)   | ✓                       |                        |                               |                          |                               |                       | 6    |
| Meeting Spaces   |                         |                        | ✓                             |                          |                               |                       | 6    |
| Community Group Office Spaces  |                         |                        | ✓                             |                          |                               |                       | 6    |
| Indoor Ice Leisure Skating   |                         |                        |                               |                          |                               |                       | 7    |
| Dance Program Spaces   |                         |                        |                               |                          |                               |                       | 7    |
| Indoor Event Facilities (dedicated)  |                         |                        |                               |                          |                               |                       | 7    |
| Indoor Curling Facilities  |                         |                        |                               |                          |                               |                       | 7    |
| Combative Sports space (e.g. judo, karate)   |                         |                        |                               |                          |                               |                       | 7    |

Resident Survey (Coded): 2 checks ( ✓✓ ) if a top 5 survey response, 1 check ( ✓ ) if a 6 – 15 survey response.

Resident Survey (Open): 1 check ( ✓ ) if a top 10 survey priority.

Community Group Questionnaire: 1 check ( ✓ ) if a top 10 survey response.

Stakeholder Consultation: Identified as a priority in the stakeholder interviews/discussion sessions.

Utilization and Capacity Data: Available utilization data suggests that capacity issues may exist or are likely to exist in the future.

Benchmarking Research: Potential gaps based on the comparative research (current gaps in comparison to similar sized municipalities and/or potential gaps that are likely to emerge as the community grows).

# Outdoor

| Amenity                                       | Resident Survey (Coded) | Resident Survey (Open) | Community Group Questionnaire | Stakeholder Consultation | Utilization and Capacity Data* | Benchmarking Research | Rank |
|---|-------------------------|------------------------|-------------------------------|--------------------------|--------------------------------|-----------------------|------|
| Multi-Use Trails (non-mechanized)             | ✓✓                      |                        | ✓                             | ✓                        |                                |                       | 1    |
| Outdoor Swimming Pool                         | ✓✓                      | ✓                      | ✓                             |                          |                                |                       | 1    |
| Dog Walking Areas                             | ✓✓                      | ✓                      | ✓                             |                          |                                |                       | 1    |
| Outdoor Water/Spray Parks                     | ✓✓                      |                        | ✓                             |                          |                                | ✓                     | 1    |
| Natural Areas                                 | ✓✓                      |                        | ✓                             |                          |                                |                       | 2    |
| Picnic Areas                                  | ✓✓                      | ✓                      |                               |                          |                                |                       | 2    |
| Toboggan Hills                                | ✓                       | ✓                      | ✓                             |                          |                                |                       | 2    |
| More Trees                                    | ✓                       | ✓                      | ✓                             |                          |                                |                       | 2    |
| Event Grounds for Special Events              | ✓                       |                        | ✓                             | ✓                        |                                |                       | 2    |
| Playgrounds and Tot Lots                      | ✓                       | ✓                      | ✓                             |                          |                                |                       | 2    |
| Outdoor Bandstands/Amphitheatres              | ✓                       |                        | ✓                             | ✓                        |                                |                       | 2    |
| Campgrounds (with services)                   | ✓                       | ✓                      |                               |                          |                                |                       | 3    |
| Fire Pits                                     | ✓                       | ✓                      |                               |                          |                                |                       | 3    |
| Cross Country Ski/Snowshoe Trails             |                         | ✓                      | ✓                             |                          |                                |                       | 3    |
| BMX Bicycle Parks                             |                         | ✓                      |                               |                          |                                | ✓                     | 3    |
| Soccer Fields                                 |                         |                        |                               | ✓                        |                                | ✓                     | 3    |
| Football Fields                               |                         |                        |                               | ✓                        |                                | ✓                     | 3    |
| Tennis Courts                                 |                         |                        | ✓                             |                          |                                | ✓                     | 3    |
| Ornamental Parks                              | ✓                       |                        |                               |                          |                                |                       | 4    |
| Winter Skating Trails                         | ✓                       |                        |                               |                          |                                |                       | 4    |
| Mountain Bike Park                            | ✓                       |                        |                               |                          |                                |                       | 4    |
| Golf Courses                                  | ✓                       |                        |                               |                          |                                |                       | 4    |
| Outdoor Recreation Skating                    |                         |                        | ✓                             |                          |                                |                       | 4    |
| Downtown Landscaping                          |                         |                        | ✓                             |                          |                                |                       | 4    |
| Hard Surfaces                                 |                         |                        | ✓                             |                          |                                |                       | 4    |
| Skateboard Parks                              |                         |                        |                               |                          |                                | ✓                     | 4    |
| Heritage Preservation Areas                   |                         |                        |                               |                          |                                |                       | 5    |
| Outdoor Hockey Rinks                          |                         |                        |                               |                          |                                |                       | 5    |
| Ball Diamonds                                 |                         |                        |                               |                          |                                |                       | 5    |
| Pickleball Courts                             |                         |                        |                               |                          |                                |                       | 5    |
| Agricultural Areas (i.e. equestrian areas)    |                         |                        |                               |                          |                                |                       | 5    |
| Athletic Grounds (track and field)            |                         |                        |                               |                          |                                |                       | 5    |
| Mechanized Trails (i.e. ATV's, skidoos, etc.) |                         |                        |                               |                          |                                |                       | 5    |
| Beach Volleyball Courts                       |                         |                        |                               |                          |                                |                       | 5    |
| Outdoor Interpretive Areas                    |                         |                        |                               |                          |                                |                       | 5    |
| Disc Golf                                     |                         |                        |                               |                          |                                |                       | 5    |
| Rugby Fields                                  |                         |                        |                               |                          |                                |                       | 5    |

\* The nature of outdoor amenities and spaces is such that limited utilization data currently exists. Available data for scheduled spaces (e.g. ball diamonds and soccer fields) does not suggest that current facilities are at capacity (thus a "check mark" was not awarded).

Resident Survey (Coded): 2 checks ( ✓ ✓ ) if a top 5 survey response, 1 check ( ✓ ) if a 6 – 15 survey response.

Resident Survey (Open): 1 check ( ✓ ) if a top 10 survey priority.

Community Group Questionnaire: 1 check ( ✓ ) if a top 10 survey response.

Stakeholder Consultation: Identified as a priority in the stakeholder interviews/discussion sessions.

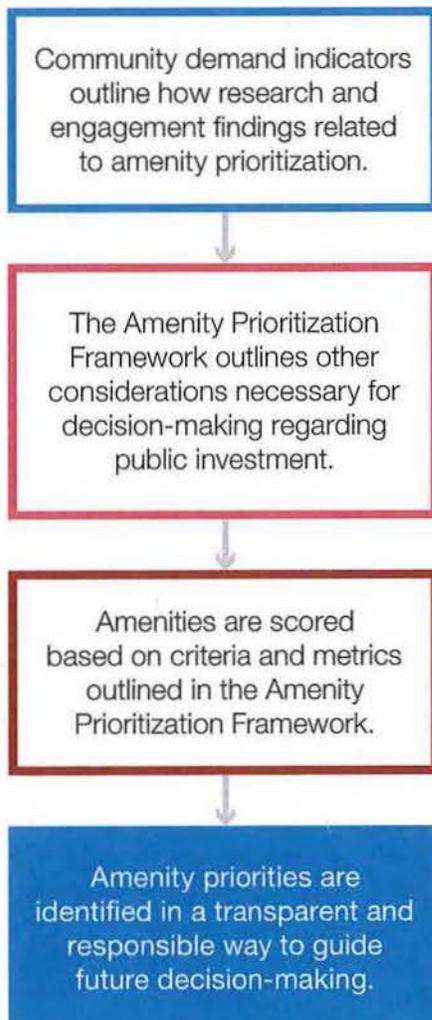
Utilization and Capacity Data: Available utilization data suggests that capacity issues may exist or are likely to exist in the future.

Benchmarking Research: Potential gaps based on the comparative research (current gaps in comparison to similar sized municipalities and/or potential gaps that are likely to emerge as the community grows).

## In This Section

- Amenity Prioritization Framework and rankings (indoor and outdoor amenities).
- List of preliminary amenity priorities (based on the Framework scoring and ranking).
- Additional recommendations and considerations.

There are a variety of recreational interests throughout the city. Residents and stakeholders have indicated desire to see investment in a number of recreational amenities and everyone has their own passion and opinion regarding where limited public investment should be placed. The Amenity Prioritization Framework on the following page has been developed to score and rank recreation and culture amenity types. The Framework takes into account a number of important factors, including the Facility Demand Indicators presented in Section 8 along with other considerations that the City must balance when determining how to best invest public funds. *It is important to reiterate that these rankings are preliminary and will require further exploration through the update of the City's Long Term Facilities Master Plan and other planning.*



# 09

## Preliminary Infrastructure Priorities and Recommendations

# Amenity Prioritization Framework

The following table outlines criteria and associated metrics for prioritizing recreation and culture amenities. These criteria and weighting were based on input received from the general public, groups, and the guidance of City's Parks, Recreation, and Culture Advisory Board.

| Criteria   | Metric  |  |  |  | Weight |
|--|---|--|--|--|--------|
|  | 3 Points  | 2 Points   | 1 Point  | 0 Points   |        |
| Market Demand<br>(Facility Demand Indicators) <sup>A</sup> | For "#1 – 2" Facility Demand Indicators.  | For "#3 – 4" Facility Demand Indicators.   | For "#5+" community amenity priorities.  | For community amenity priorities that are not in scope.  | 4      |
| Current Availability<br>(Current Provision in Leduc)       | 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 the majority of residents.                                    | 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.                                | N/A  | The amenity has minimal economic impact (primarily service a local population).                      | 1      |
| 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      |
| Capital Cost <sup>B</sup>                                  | 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).  | 1      |

A See Section 8.

B Amenity capital cost estimates provided in the appendices.

# Amenity Rankings

The following charts present the ranked list of indoor and outdoor amenity rankings based on the Amenity Prioritization Framework presented on the previous page. As reflected in the scoring charts in the appendices, two of the scoring criteria (Capital Partnerships and City Planning Alignment) have not been scored at this time and will require further exploration through project specific planning (e.g. feasibility analysis and business case development) and the refreshment of overarching City strategic planning documents (e.g. the Long Term Facility Master Plan). It is also suggested that the City re-score these amenity types every 2 – 3 years or as new information becomes available.

## Indoor

| Amenity  | Rank |
|--|------|
| Fine Arts Spaces (e.g. studios, galleries, etc.)   | 1    |
| Indoor Child Play Spaces   | 2    |
| Program Spaces (multi-use, i.e. yoga, aerobics, etc.)  | 2    |
| Leisure Swimming Pool  | 3    |
| Multi-purpose Sport Surface (e.g. cement pad for roller/ball hockey, roller derby, lacrosse) | 4    |
| Seniors Activity Spaces  | 5    |
| Historical Display Spaces  | 5    |
| Youth Centre Spaces  | 6    |
| Indoor Ice Arena Sports Facilities   | 7    |
| Indoor Courts/Gymnasium Spaces (e.g. tennis, basketball, volleyball, etc.)                   | 8    |
| Meeting Spaces   | 8    |
| Fitness/Wellness Facilities (e.g. Aerobics/Strength Training)                                | 9    |
| Agricultural Facilities  | 10   |
| Indoor Event Facilities (dedicated)  | 10   |
| Indoor Field Sports (e.g. soccer)  | 10   |
| Lane Swimming Pool   | 11   |
| Show Facilities (e.g. concerts/trade fairs)  | 11   |
| Community Group Office Spaces  | 12   |
| Court Sports (e.g. racquetball/squash)   | 13   |
| Library  | 13   |
| Social/Banquet Facilities  | 13   |
| Indoor Ice Leisure Skating   | 14   |
| Performing Arts Theatre  | 15   |
| Indoor Track for Fitness/Jogging/Walking   | 15   |
| Combative Sports space (e.g. judo, karate)   | 16   |
| Dance Program Spaces   | 17   |
| Indoor Pool Climbing Wall  | 18   |
| Indoor Curling Facilities  | 19   |
| Rifle/Archery Range  | 20   |

## Outdoor

| Amenity                                       | Rank |
|---|------|
| Outdoor Bandstands/Amphitheatres              | 1    |
| Natural Areas                                 | 2    |
| Multi-Use Trails (non-mechanized)             | 3    |
| Toboggan Hills                                | 4    |
| Event Grounds for Special Events              | 5    |
| More Trees                                    | 5    |
| BMX Bicycle Parks                             | 6    |
| Playgrounds and Tot Lots                      | 6    |
| Dog Walking Areas                             | 7    |
| Mountain Bike Park                            | 8    |
| Outdoor Recreation Skating                    | 9    |
| Picnic Areas                                  | 10   |
| Hard Surfaces                                 | 10   |
| Outdoor Water/Spray Parks                     | 11   |
| Soccer Fields                                 | 11   |
| Winter Skating Trails                         | 11   |
| Football Fields                               | 12   |
| Fire Pits                                     | 13   |
| Ornamental Parks                              | 13   |
| Tennis Courts                                 | 13   |
| Skateboard Parks                              | 13   |
| Downtown Landscaping                          | 14   |
| Pickleball Courts                             | 15   |
| Outdoor Swimming Pool                         | 16   |
| Agricultural Areas (i.e. Equestrian Areas)    | 16   |
| Cross Country Ski/Snowshoe Trails             | 17   |
| Campgrounds (with services)                   | 17   |
| Heritage Preservation Areas                   | 17   |
| Rugby Fields                                  | 17   |
| Ball Diamonds                                 | 18   |
| Outdoor Interpretive Areas                    | 18   |
| Golf Courses                                  | 19   |
| Disc Golf                                     | 19   |
| Outdoor Hockey Rinks                          | 20   |
| Mechanized Trails (i.e. ATV's, skidoos. Etc.) | 21   |
| Athletic Grounds (track and field)            | 22   |
| Beach Volleyball Courts                       | 22   |

## Additional Recommendations

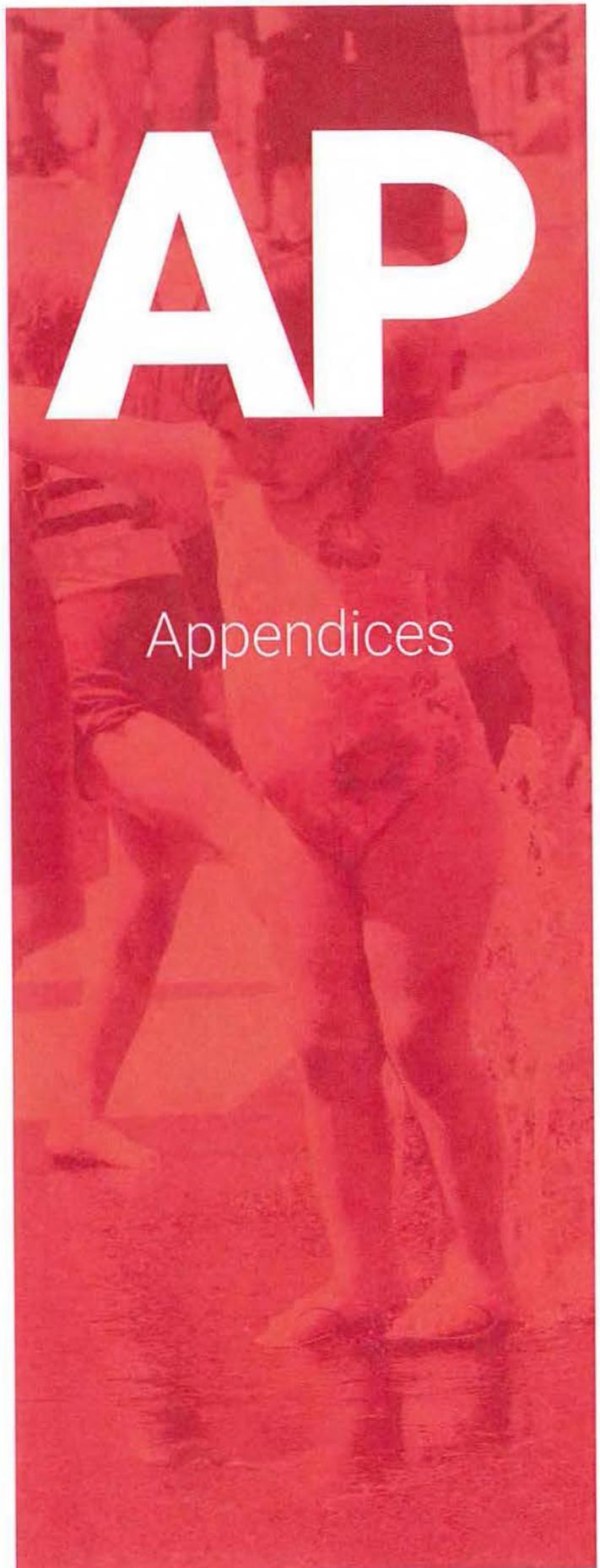
Identified below are a number of additional recommendations that the consulting team suggests the City take into consideration when planning future recreation and culture facilities.

- Continue to place a priority on sustaining and refreshing existing recreation and culture infrastructure. The City's asset base of recreation and culture infrastructure is significant and re-investment should be prioritized before new development is considered.
- Undertake further analysis on the top ranked amenities identified in the Amenity Prioritization Framework. This could occur through a combination of the update to the City's Long Term Facility Master Plan and feasibility analysis.
- Work with stakeholders, community partners and user groups to address storage issues and identify other opportunities to make more effective use of existing facility spaces.
- Continue to collaborate and communicate with regional municipalities. Where possible, identify opportunities to encourage use of under-utilized facilities in the region.
- Refresh allocation and fee procedures and policies for high use amenities such as ice arenas, sport fields and the field house/court space. Where possible, Canadian Sport for Life and Long Term Athletic Development Framework and National Recreation Framework principles and suggest practices should be applied.
- Geographic balance should be a key consideration and priority when determining future projects and priorities.
- Develop a more rigorous classification system for all recreation and culture assets.
- The City will need to find the balance between hours booked and people served in or order to effectively show utilization as a trigger for future facility development priorities.

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# A

## Community Group Questionnaire: Responding Organizations

1. 1st Leduc Scouting
2. 831 Black Knight Cadets
3. Black Gold Health Foundation
4. Boys and Girls Club of Leduc
5. Covenant Bay Bible Camp
6. Girl Guides of Canada
7. Hot in Leduc
8. Kinette Club of Leduc
9. Leduc & County Basketball Association
10. Leduc & District Emergency Shelter Association
11. Leduc and District Senior Centre
12. Leduc Art Club
13. Leduc Arts Foundry
14. Leduc Kanata Gymnastics
15. Leduc Public Library
16. Leduc School Of Music
17. Leduc Seniors Aquacize and Swim Club
18. Leduc Strathcona Services for Children
19. Maclab Centre for the Performing Arts
20. Piatta Forma Singers
21. PRC Board
22. Triton Competitive Swim Society

# B

## Stakeholder Interviews and Group Discussions: Participating Organizations

1. 831 Black Knights Air Cadets
2. AG Rythmics Gymnastics Club
3. Black Gold Regional School Division
4. Black Gold Volleyball Club
5. City of Leduc Staff
6. Christ the King High School
7. Leduc & District Seniors Centre
8. Leduc Arts Foundry
9. Leduc Black Gold Pro Rodeo Association
10. Leduc County
11. Leduc Curling Club
12. Leduc Drama Society
13. Leduc Farmers Market
14. Leduc Figure Skating Club
15. Leduc Golf and Country Club
16. Leduc Junior Athletic Club
17. Leduc Kanata Gymnastics Club
18. Leduc Minor Baseball Association
19. Leduc Minor Football
20. Leduc Minor Hockey
21. Leduc Minor Soccer
22. Leduc Minor Softball
23. Leduc Old Blades Hockey
24. Leduc Ringette Association
25. Leduc Scouting - 2nd Division
26. Leduc Seniors Aquasize
27. Leduc Soccer Association
28. Leduc Synchro Silhouettes
29. Leduc Track and Field Club
30. Lifemark Physiotherapy & Massage
31. Maclab Centre for Performing Arts
32. Moo's Canada (LRC concession provider)
33. Outlaws Cheer Posse
34. SPN Alberta
35. Boys and Girls Club of Leduc
36. Town of Beaumont
37. Town of Calmar
38. Town of Devon
39. Town of Thorsby
40. Triton Swimming
41. Village of Warburg
42. Youth representatives

# C

## Benchmarking Research Data and Analysis

### Indoor

#### Similar Sized Municipalities (Overall Provision)

| Municipality         | Population<br>(2016 Statistics<br>Canada) | Indoor Ice<br>Arenas<br>(# of sheets) | Curling Rinks<br>(# of sheets) | Performing Arts<br>Theatre<br>(>300 seats) | 25 Metre<br>Pool Tanks | 50 Metre<br>Pool Tanks |
|----------------------|---|---------------------------------------|--------------------------------|--|------------------------|------------------------|
| Airdrie <sup>A</sup> | 61,581                                    | 5                                     | 8                              | 1  | 1                      | 0                      |
| Okotoks              | 28,881                                    | 4                                     | 6                              | 0  | 1                      | 0                      |
| Spruce Grove         | 34,066                                    | 4                                     | 6                              | 1  | 1                      | 0                      |
| Fort Saskatchewan    | 24,149                                    | 2                                     | 6                              | 1  | 1                      | 0                      |
| <b>Average</b>       | <b>37,169</b>                             | <b>3.8</b>                            | <b>6.5</b>                     | <b>0.8</b>                                 | <b>1.0</b>             | <b>0.0</b>             |
| <b>Leduc</b>         | <b>29,993</b>                             | <b>4</b>                              | <b>8</b>                       | <b>1</b>                                   | <b>1</b>               | <b>0</b>               |

| Municipality         | Population<br>(2016 Statistics<br>Canada) | Pools with<br>Leisure Aquatics<br>Areas | Field House<br>Facilities<br>(multi-purpose<br>surface) | Field House<br>Facilities<br>(un-boarded with<br>indoor turf field) | Fitness Centres | Walking/<br>Running Tracks |
|----------------------|---|---|---|---|-----------------|----------------------------|
| Airdrie <sup>A</sup> | 61,581                                    | 1                                       | 1   | 0   | 1               | 1                          |
| Okotoks              | 28,881                                    | 0                                       | 1   | 0   | 1               | 2                          |
| Spruce Grove         | 34,066                                    | 1                                       | 1   | 0   | 1               | 1                          |
| Fort Saskatchewan    | 24,149                                    | 1                                       | 1   | 0   | 1               | 1                          |
| <b>Average</b>       | <b>37,169</b>                             | <b>0.8</b>                              | <b>1.0</b>  | <b>0.0</b>  | <b>1.0</b>      | <b>1.3</b>                 |
| <b>Leduc</b>         | <b>29,993</b>                             | <b>1</b>                                | <b>1</b>  | <b>0</b>  | <b>1</b>        | <b>1</b>                   |

| Municipality         | Population<br>(2016 Statistics<br>Canada) | Art and<br>Cultural Centre<br>(full service program<br>facility) | Heritage Facility<br>(local history<br>museum) | Interpretive<br>Facility<br>(e.g. science centre,<br>nature centre, provincial<br>history/hall of fame) | Libraries  | Indoor<br>Agricultural<br>Facilities<br>(riding arenas) |
|----------------------|---|--|--|---|------------|---|
| Airdrie <sup>A</sup> | 61,581                                    | 0  | 1  | 0   | 1          | 0   |
| Okotoks              | 28,881                                    | 0  | 1  | 0   | 1          | 0   |
| Spruce Grove         | 34,066                                    | 1  | 1  | 0   | 1          | 0   |
| Fort Saskatchewan    | 24,149                                    | 0  | 1  | 0   | 1          | 0   |
| <b>Average</b>       | <b>37,169</b>                             | <b>0.3</b>   | <b>1.0</b>                                     | <b>0.0</b>  | <b>1.0</b> | <b>0.0</b>  |
| <b>Leduc</b>         | <b>29,993</b>                             | <b>0</b>   | <b>2</b>                                       | <b>1</b>  | <b>1</b>   | <b>0</b>  |

A Airdrie included in similar sized communities comparison as population has doubled in the previous 5 years (was similar to Leduc until recently).

### Larger Municipalities (Overall Provision)

| Municipality          | Population<br>(2016 Statistics<br>Canada) | Indoor Ice<br>Arenas<br>(# of sheets) | Curling Rinks<br>(# of sheets) | Performing Arts<br>Theatre<br>(>300 seats) | 25 Metre<br>Pool Tanks | 50 Metre<br>Pool Tanks |
|-----------------------|---|---------------------------------------|--------------------------------|--|------------------------|------------------------|
| St. Albert            | 65,589                                    | 5                                     | 6                              | 1  | 2                      | 0                      |
| Red Deer <sup>B</sup> | 100,418                                   | 6                                     | 16                             | 1  | 3                      | 0*                     |
| Lethbridge            | 92,729                                    | 6                                     | 10                             | 1  | 3                      | 1                      |
| Medicine Hat          | 63,260                                    | 6                                     | 8                              | 1  | 2                      | 1                      |
| Kamloops              | 90,280                                    | 6                                     | 14                             | 1  | 1                      | 1                      |
| Strathcona County     | 98,044                                    | 7                                     | 16                             | 1  | 4                      | 0                      |
| <b>Average</b>        | <b>85,053</b>                             | <b>6.0</b>                            | <b>11.7</b>                    | <b>1.0</b>                                 | <b>2.5</b>             | <b>0.6</b>             |
| <b>Leduc</b>          | <b>29,993</b>                             | <b>4</b>                              | <b>6</b>                       | <b>1</b>                                   | <b>1</b>               | <b>0</b>               |

| Municipality          | Population<br>(2016 Statistics<br>Canada) | Pools with<br>Leisure Aquatics<br>Areas | Field House<br>Facilities<br>(multi-purpose<br>surface) | Field House<br>Facilities<br>(un-boarded with<br>indoor turf field) | Fitness Centres | Walking/<br>Running Tracks |
|-----------------------|---|---|---|---|-----------------|----------------------------|
| St. Albert            | 65,589                                    | 1                                       | 1   | 0   | 1               | 1                          |
| Red Deer <sup>B</sup> | 100,418                                   | 2                                       | 1   | 1   | 4               | 2                          |
| Lethbridge            | 92,729                                    | 1                                       | 2   | 0   | 2               | 2                          |
| Medicine Hat          | 63,260                                    | 1                                       | 1   | 0   | 2               | 1                          |
| Kamloops              | 90,280                                    | 1                                       | 1   | 1   | 4               | 2                          |
| Strathcona County     | 98,044                                    | 2                                       | 1   | 0   | 3               | 2                          |
| <b>Average</b>        | <b>85,053</b>                             | <b>1.3</b>                              | <b>1.2</b>  | <b>0.3</b>  | <b>2.7</b>      | <b>1.7</b>                 |
| <b>Leduc</b>          | <b>29,993</b>                             | <b>1</b>                                | <b>1</b>  | <b>0</b>  | <b>1</b>        | <b>1</b>                   |

| Municipality          | Population<br>(2016 Statistics<br>Canada) | Art and<br>Cultural Centre<br>(full service program<br>facility) | Heritage Facility<br>(local history<br>museum) | Interpretive<br>Facility<br>(e.g. science centre,<br>nature centre, provincial<br>history/hall of fame) | Libraries  | Indoor<br>Agricultural<br>Facilities<br>(riding arenas) |
|-----------------------|---|--|--|---|------------|---|
| St. Albert            | 65,589                                    | 0  | 2  | 0   | 1          | 0   |
| Red Deer <sup>B</sup> | 100,418                                   | 1  | 2  | 1   | 3          | 1   |
| Lethbridge            | 92,729                                    | 1  | 2  | 2   | 2          | 1   |
| Medicine Hat          | 63,260                                    | 1  | 2  | 0   | 2          | 1   |
| Kamloops              | 90,280                                    | 1  | 1  | 1   | 2          | 1   |
| Strathcona County     | 98,044                                    | 1  | 1  | 1   | 1          | 0   |
| <b>Average</b>        | <b>85,053</b>                             | <b>0.8</b>   | <b>1.7</b>                                     | <b>0.8</b>  | <b>1.8</b> | <b>0.7</b>  |
| <b>Leduc</b>          | <b>29,993</b>                             | <b>0</b>   | <b>2</b>                                       | <b>1</b>  | <b>1</b>   | <b>0</b>  |

B Red Deer has an outdoor 50 metre pool facility.

Similar Sized Municipalities (Provision Ratio: # of Residents per Facility/Amenity)

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Indoor Ice<br>Arenas<br>(# of sheets) | Curling Rinks<br>(# of sheets) | Performing Arts<br>Theatre<br>(>300 seats) | 25 Metre<br>Pool Tanks | 50 Metre<br>Pool Tanks |
|-------------------|---|---------------------------------------|--------------------------------|--|------------------------|------------------------|
| Airdrie           | 61,581                                    | 12,316                                | 7,698                          | 61,581                                     | 61,581                 | N/A                    |
| Okotoks           | 28,881                                    | 7,220                                 | 4,814                          | N/A  | 28,881                 | N/A                    |
| Spruce Grove      | 34,066                                    | 8,517                                 | 5,678                          | 34,066                                     | 34,066                 | N/A                    |
| Fort Saskatchewan | 24,149                                    | 12,075                                | 4,025                          | 24,149                                     | 24,149                 | N/A                    |
| <b>Average</b>    | <b>37,169</b>                             | <b>10,032</b>                         | <b>5,553</b>                   | <b>39,932</b>                              | <b>37,169</b>          | <b>N/A</b>             |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>7,498</b>                          | <b>3,749</b>                   | <b>29,993</b>                              | <b>29,993</b>          | <b>N/A</b>             |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Pools with<br>Leisure Aquatics<br>Areas | Field House<br>Facilities<br>(multi-purpose<br>surface) | Field House<br>Facilities<br>(un-boarded with<br>indoor turf field) | Fitness Centres | Walking/<br>Running Tracks |
|-------------------|---|---|---|---|-----------------|----------------------------|
| Airdrie           | 61,581                                    | 61,581                                  | 61,581  | N/A   | 61,581          | 61,581                     |
| Okotoks           | 28,881                                    | N/A                                     | 28,881  | N/A   | 28,881          | 14,441                     |
| Spruce Grove      | 34,066                                    | 34,066                                  | 34,066  | N/A   | 34,066          | 34,066                     |
| Fort Saskatchewan | 24,149                                    | 24,149                                  | 24,149  | N/A   | 24,149          | 24,149                     |
| <b>Average</b>    | <b>37,169</b>                             | <b>39,932</b>                           | <b>37,169</b>   | <b>N/A</b>  | <b>37,169</b>   | <b>33,559</b>              |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>29,993</b>                           | <b>29,993</b>   | <b>N/A</b>  | <b>29,993</b>   | <b>29,993</b>              |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Art and<br>Cultural Centre<br>(full service program<br>facility) | Heritage Facility<br>(local history<br>museum) | Interpretive<br>Facility<br>(e.g. science centre,<br>nature centre, provincial<br>history/hall of fame) | Libraries     | Indoor<br>Agricultural<br>Facilities<br>(riding arenas) |
|-------------------|---|--|--|---|---------------|---|
| Airdrie           | 61,581                                    | N/A  | 61,581   | N/A   | 61,581        | N/A   |
| Okotoks           | 28,881                                    | N/A  | 28,881   | N/A   | 28,881        | N/A   |
| Spruce Grove      | 34,066                                    | 34,066   | 34,066   | N/A   | 34,066        | N/A   |
| Fort Saskatchewan | 24,149                                    | N/A  | 24,149   | N/A   | 24,149        | N/A   |
| <b>Average</b>    | <b>37,169</b>                             | <b>34,066</b>  | <b>37,169</b>                                  | <b>N/A</b>  | <b>37,169</b> | <b>N/A</b>  |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>N/A</b>   | <b>14,997</b>                                  | <b>7,498</b>  | <b>29,993</b> | <b>N/A</b>  |

Larger Municipalities (Provision Ratio: # of Residents per Facility/Amenity)

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Indoor Ice<br>Arenas<br>(# of sheets) | Curling Rinks<br>(# of sheets) | Performing Arts<br>Theatre<br>(>300 seats) | 25 Metre<br>Pool Tanks | 50 Metre<br>Pool Tanks |
|-------------------|---|---------------------------------------|--------------------------------|--|------------------------|------------------------|
| St. Albert        | 65,589                                    | 13,118                                | 10,932                         | 65,589                                     | 32,795                 | N/A                    |
| Red Deer          | 100,418                                   | 10,932                                | 6,276                          | 100,418                                    | 33,473                 | N/A                    |
| Lethbridge        | 92,729                                    | 10,932                                | 9,273                          | 92,729                                     | 30,910                 | 92,729                 |
| Medicine Hat      | 63,260                                    | 10,932                                | 7,908                          | 63,260                                     | 31,630                 | 63,260                 |
| Kamloops          | 90,280                                    | 10,932                                | 6,449                          | 90,280                                     | 45,140                 | 90,280                 |
| Strathcona County | 98,044                                    | 9,370                                 | 6,128                          | 98,044                                     | 24,511                 | N/A                    |
| <b>Average</b>    | <b>85,053</b>                             | <b>11,036</b>                         | <b>7,827</b>                   | <b>85,053</b>                              | <b>33,076</b>          | <b>82,090</b>          |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>16,397</b>                         | <b>4,999</b>                   | <b>29,993</b>                              | <b>29,993</b>          | <b>N/A</b>             |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Pools with<br>Leisure Aquatics<br>Areas | Field House<br>Facilities<br>(multi-purpose<br>surface) | Field House<br>Facilities<br>(un-boarded with<br>indoor turf field) | Fitness Centres | Walking/<br>Running Tracks |
|-------------------|---|---|---|---|-----------------|----------------------------|
| St. Albert        | 65,589                                    | 65,589                                  | 65,589  | N/A   | 65,589          | 65,589                     |
| Red Deer          | 100,418                                   | 50,209                                  | 100,418   | 100,418   | 25,105          | 50,209                     |
| Lethbridge        | 92,729                                    | 92,729                                  | 46,365  | N/A   | 46,365          | 46,365                     |
| Medicine Hat      | 63,260                                    | 63,260                                  | 63,260  | N/A   | 31,630          | 63,260                     |
| Kamloops          | 90,280                                    | 90,280                                  | 90,280  | 90,280  | 22,570          | 45,140                     |
| Strathcona County | 98,044                                    | 49,022                                  | 98,044  | N/A   | 32,681          | 49,022                     |
| <b>Average</b>    | <b>85,053</b>                             | <b>68,515</b>                           | <b>77,326</b>   | <b>95,349</b>   | <b>37,323</b>   | <b>53,264</b>              |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>29,993</b>                           | <b>29,993</b>   | <b>N/A</b>  | <b>29,993</b>   | <b>29,993</b>              |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Art and<br>Cultural Centre<br>(full service program<br>facility) | Heritage Facility<br>(local history<br>museum) | Interpretive<br>Facility<br>(e.g. science centre,<br>nature centre, provincial<br>history/hall of fame) | Libraries     | Indoor<br>Agricultural<br>Facilities<br>(riding arenas) |
|-------------------|---|--|--|---|---------------|---|
| St. Albert        | 65,589                                    | N/A  | 32,795   | N/A   | 65,589        | N/A   |
| Red Deer          | 100,418                                   | 100,418  | 50,209   | 100,418   | 33,473        | 100,418   |
| Lethbridge        | 92,729                                    | 92,729   | 46,365   | 46,365  | 46,365        | 92,729  |
| Medicine Hat      | 63,260                                    | 63,260   | 31,630   | N/A   | 31,630        | 63,260  |
| Kamloops          | 90,280                                    | 90,280   | 90,280   | 90,280  | 45,140        | 90,280  |
| Strathcona County | 98,044                                    | 98,044   | 98,044   | 98,044  | 98,044        | N/A   |
| <b>Average</b>    | <b>85,053</b>                             | <b>88,946</b>  | <b>58,220</b>                                  | <b>83,777</b>   | <b>46,393</b> | <b>16,553</b>   |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>N/A</b>   | <b>14,997</b>                                  | <b>16,397</b>   | <b>N/A</b>    | <b>0</b>  |

# Outdoor

## Similar Sized Municipalities (Overall Provision)

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Ball Diamonds | Rectangular<br>Sport Fields | Artificial Turf<br>Fields | Performance<br>Ball Stadiums | Off Leash Dog<br>Parks |
|-------------------|---|---------------|-----------------------------|---------------------------|------------------------------|------------------------|
| Airdrie           | 61,581                                    | 23            | 38                          | 0                         | 0                            | 5                      |
| Okotoks           | 28,881                                    | 15            | 18                          | 0                         | 1                            | 1                      |
| Spruce Grove      | 34,066                                    | 12            | 14                          | 2                         | 0                            | 2                      |
| Fort Saskatchewan | 24,149                                    | 29            | 15                          | 1                         | 0                            | 1                      |
| <b>Average</b>    | <b>37,169</b>                             | <b>19.8</b>   | <b>21.3</b>                 | <b>0.8</b>                | <b>0.3</b>                   | <b>2.3</b>             |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>14</b>     | <b>26</b>                   | <b>0</b>                  | <b>0</b>                     | <b>2</b>               |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Skateboard<br>Parks/<br>BMX Parks | Water Spray<br>Parks | Outdoor Pools | Tennis/<br>Pickleball Courts<br>(#courts) | Playgrounds |
|-------------------|---|-----------------------------------|----------------------|---------------|---|-------------|
| Airdrie           | 61,581                                    | 1                                 | 1                    | 0             | 8   | 67          |
| Okotoks           | 28,881                                    | 1                                 | 1                    | 0             | 5   | 49          |
| Spruce Grove      | 34,066                                    | 1                                 | 1                    | 0             | 5   | 48          |
| Fort Saskatchewan | 24,149                                    | 1                                 | 1                    | 0             | 5   | 27          |
| <b>Average</b>    | <b>37,169</b>                             | <b>1.0</b>                        | <b>1.0</b>           | <b>0.0</b>    | <b>5.8</b>                                | <b>47.8</b> |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>1</b>                          | <b>1</b>             | <b>1</b>      | <b>4</b>                                  | <b>30</b>   |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Outdoor Skating<br>Areas | Paddling<br>Facilities | Track and Field<br>Facilities |
|-------------------|---|--------------------------|------------------------|-------------------------------|
| Airdrie           | 61,581                                    | 11                       | 0                      | 1                             |
| Okotoks           | 28,881                                    | 9                        | 0                      | 0                             |
| Spruce Grove      | 34,066                                    | 6                        | 0                      | 0                             |
| Fort Saskatchewan | 24,149                                    | 5                        | 0                      | 0                             |
| <b>Average</b>    | <b>37,169</b>                             | <b>7.8</b>               | <b>0.0</b>             | <b>0.3</b>                    |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>12</b>                | <b>1</b>               | <b>1</b>                      |

### Larger Municipalities (Overall Provision)

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Ball Diamonds | Rectangular<br>Sport Fields | Artificial Turf<br>Fields | Performance<br>Ball Stadiums | Off Leash Dog<br>Parks |
|-------------------|---|---------------|-----------------------------|---------------------------|------------------------------|------------------------|
| St. Albert        | 65,589                                    | 33            | 35                          | 1                         | 0                            | 2                      |
| Red Deer          | 100,418                                   | 84            | 78                          | 0                         | 0                            | 2                      |
| Lethbridge        | 92,729                                    | 60            | 69                          | 1                         | 2                            | 3                      |
| Medicine Hat      | 63,260                                    | 46            | 44                          | 1                         | 1                            | 5                      |
| Kamloops          | 90,280                                    | 35            | 40                          | 1                         | 2                            | 4                      |
| Strathcona County | 98,044                                    | 102           | 108                         | 1                         | 0                            | 2                      |
| <b>Average</b>    | <b>85,053</b>                             | <b>60.0</b>   | <b>62.3</b>                 | <b>0.8</b>                | <b>0.8</b>                   | <b>3.0</b>             |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>14</b>     | <b>26</b>                   | <b>0</b>                  | <b>0</b>                     | <b>2</b>               |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Skateboard<br>Parks/<br>BMX Parks | Water Spray<br>Parks | Outdoor Pools | Tennis/<br>Pickleball Courts<br>(#courts) | Playgrounds |
|-------------------|---|-----------------------------------|----------------------|---------------|---|-------------|
| St. Albert        | 65,589                                    | 1                                 | 2                    | 1             | 24  | 77          |
| Red Deer          | 100,418                                   | 2                                 | 3                    | 1             | 52  |             |
| Lethbridge        | 92,729                                    | 2                                 | 2                    | 2             | 24  | 32          |
| Medicine Hat      | 63,260                                    | 1                                 | 4                    | 3             |   |             |
| Kamloops          | 90,280                                    | 1                                 | 3                    | 1             |   |             |
| Strathcona County | 98,044                                    | 2                                 | 6                    | 0             | 19  |             |
| <b>Average</b>    | <b>85,053</b>                             | <b>1.5</b>                        | <b>3.3</b>           | <b>1.3</b>    | <b>29.8</b>                               | <b>54.5</b> |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>1</b>                          | <b>1</b>             | <b>1</b>      | <b>4</b>                                  | <b>30</b>   |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Outdoor Skating<br>Areas | Paddling<br>Facilities | Track and Field<br>Facilities |
|-------------------|---|--------------------------|------------------------|-------------------------------|
| St. Albert        | 65,589                                    | 20                       | 0                      | 1                             |
| Red Deer          | 100,418                                   | 62                       | 1                      | 1                             |
| Lethbridge        | 92,729                                    |                          | 1                      | 1                             |
| Medicine Hat      | 63,260                                    |                          | 1                      | 1                             |
| Kamloops          | 90,280                                    |                          | 1                      | 1                             |
| Strathcona County | 98,044                                    | 23                       | 0                      | 1                             |
| <b>Average</b>    | <b>85,053</b>                             | <b>35.0</b>              | <b>0.7</b>             | <b>1.0</b>                    |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>12</b>                | <b>1</b>               | <b>1</b>                      |

Similar Sized Municipalities (Provision Ratio: # of Residents per Facility/Amenity)

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Ball Diamonds | Rectangular<br>Sport Fields | Artificial Turf<br>Fields | Performance<br>Ball Stadiums | Off Leash Dog<br>Parks |
|-------------------|---|---------------|-----------------------------|---------------------------|------------------------------|------------------------|
| Airdrie           | 61,581                                    | 2,677         | 1,621                       | N/A                       | N/A                          | 12,316                 |
| Okotoks           | 28,881                                    | 1,925         | 1,605                       | N/A                       | 28,881                       | 28,881                 |
| Spruce Grove      | 34,066                                    | 2,839         | 2,433                       | 17,033                    | N/A                          | 17,033                 |
| Fort Saskatchewan | 24,149                                    | 833           | 1,610                       | 24,149                    | N/A                          | 24,149                 |
| <b>Average</b>    | <b>37,169</b>                             | <b>2,069</b>  | <b>1,817</b>                | <b>N/A</b>                | <b>N/A</b>                   | <b>20,595</b>          |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>2,142</b>  | <b>1,154</b>                | <b>N/A</b>                | <b>N/A</b>                   | <b>14,997</b>          |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Skateboard<br>Parks/<br>BMX Parks | Water Spray<br>Parks | Outdoor Pools | Tennis/<br>Pickleball Courts<br>(#courts) | Playgrounds  |
|-------------------|---|-----------------------------------|----------------------|---------------|---|--------------|
| Airdrie           | 61,581                                    | 61,581                            | 61,581               | N/A           | 7,698                                     | 919          |
| Okotoks           | 28,881                                    | 28,881                            | 28,881               | N/A           | 5,776                                     | 589          |
| Spruce Grove      | 34,066                                    | 34,066                            | 34,066               | N/A           | 6,813                                     | 710          |
| Fort Saskatchewan | 24,149                                    | 24,149                            | 24,149               | N/A           | 4,830                                     | 894          |
| <b>Average</b>    | <b>37,169</b>                             | <b>37,169</b>                     | <b>37,169</b>        | <b>N/A</b>    | <b>6,279</b>                              | <b>778</b>   |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>29,993</b>                     | <b>29,993</b>        | <b>29,993</b> | <b>7,498</b>                              | <b>1,000</b> |

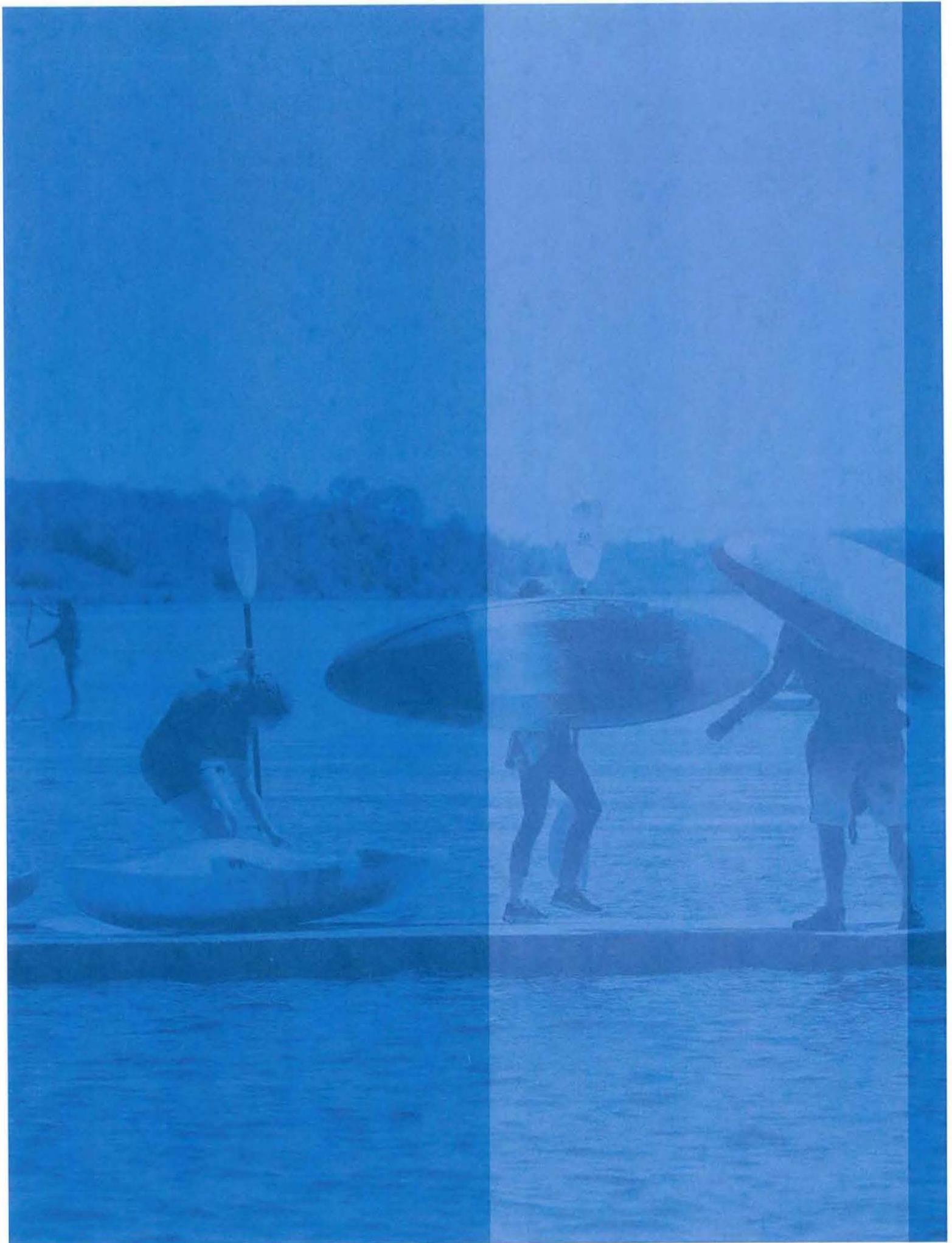
| Municipality      | Population<br>(2016 Statistics<br>Canada) | Outdoor Skating<br>Areas | Paddling<br>Facilities | Track and Field<br>Facilities |
|-------------------|---|--------------------------|------------------------|-------------------------------|
| Airdrie           | 61,581                                    | 5,598                    | N/A                    | 61,581                        |
| Okotoks           | 28,881                                    | 3,209                    | N/A                    | N/A                           |
| Spruce Grove      | 34,066                                    | 5,678                    | N/A                    | N/A                           |
| Fort Saskatchewan | 24,149                                    | 4,830                    | N/A                    | N/A                           |
| <b>Average</b>    | <b>37,169</b>                             | <b>4,829</b>             | <b>N/A</b>             | <b>N/A</b>                    |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>2,499</b>             | <b>29,993</b>          | <b>29,993</b>                 |

Larger Municipalities (Provision Ratio: # of Residents per Facility/Amenity)

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Ball Diamonds | Rectangular<br>Sport Fields | Artificial Turf<br>Fields | Performance<br>Ball Stadiums | Off Leash Dog<br>Parks |
|-------------------|---|---------------|-----------------------------|---------------------------|------------------------------|------------------------|
| St. Albert        | 65,589                                    | 1,988         | 1,874                       | 65,589                    | N/A                          | 32,795                 |
| Red Deer          | 100,418                                   | 1,195         | 1,287                       | N/A                       | N/A                          | 50,209                 |
| Lethbridge        | 92,729                                    | 1,545         | 1,344                       | 92,729                    | 46,365                       | 30,910                 |
| Medicine Hat      | 63,260                                    | 1,375         | 1,438                       | 63,260                    | 63,260                       | 12,652                 |
| Kamloops          | 90,280                                    | 2,579         | 2,257                       | 90,280                    | 45,140                       | 22,570                 |
| Strathcona County | 98,044                                    | 961           | 908                         | 98,044                    | N/A                          | 49,022                 |
| <b>Average</b>    | <b>85,053</b>                             | <b>1,607</b>  | <b>1,518</b>                | <b>81,980</b>             | <b>51,588</b>                | <b>33,026</b>          |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>2,142</b>  | <b>1,154</b>                | <b>N/A</b>                | <b>N/A</b>                   | <b>14,997</b>          |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Skateboard<br>Parks/<br>BMX Parks | Water Spray<br>Parks | Outdoor Pools | Tennis/<br>Pickleball Courts<br>(#courts) | Playgrounds  |
|-------------------|---|-----------------------------------|----------------------|---------------|---|--------------|
| St. Albert        | 65,589                                    | 65,589                            | 32,795               | 65,589        | (#courts)                                 | 852          |
| Red Deer          | 100,418                                   | 50,209                            | 33,473               | 100,418       | 1,931                                     | N/A          |
| Lethbridge        | 92,729                                    | 46,365                            | 46,365               | 46,365        | 3,864                                     | 2,898        |
| Medicine Hat      | 63,260                                    | 63,260                            | 15,815               | 21,087        | N/A                                       | N/A          |
| Kamloops          | 90,280                                    | 90,280                            | 30,093               | 90,280        | N/A                                       | N/A          |
| Strathcona County | 98,044                                    | 49,022                            | 16,341               | N/A           | 5,160                                     | N/A          |
| <b>Average</b>    | <b>85,053</b>                             | <b>60,787</b>                     | <b>29,147</b>        | <b>N/A</b>    | <b>3,652</b>                              | <b>N/A</b>   |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>29,993</b>                     | <b>29,993</b>        | <b>29,993</b> | <b>7,498</b>                              | <b>1,000</b> |

| Municipality      | Population<br>(2016 Statistics<br>Canada) | Outdoor Skating<br>Areas | Paddling<br>Facilities | Track and Field<br>Facilities |
|-------------------|---|--------------------------|------------------------|-------------------------------|
| St. Albert        | 65,589                                    | 3,279                    | N/A                    | 65,589                        |
| Red Deer          | 100,418                                   | 1,620                    | 100,418                | 100,418                       |
| Lethbridge        | 92,729                                    | N/A                      | 92,729                 | 92,729                        |
| Medicine Hat      | 63,260                                    | N/A                      | 63,260                 | 63,260                        |
| Kamloops          | 90,280                                    | N/A                      | 90,280                 | 90,280                        |
| Strathcona County | 98,044                                    | 4,263                    | N/A                    | 98,044                        |
| <b>Average</b>    | <b>85,053</b>                             | <b>3,054</b>             | <b>N/A</b>             | <b>85,053</b>                 |
| <b>Leduc</b>      | <b>29,993</b>                             | <b>2,499</b>             | <b>29,993</b>          | <b>29,993</b>                 |





IX.

# **BYLAWS**

There are no Bylaws for the Agenda

# **PUBLIC COMMENTARY**

XI.

# **IN-CAMERA ITEMS**

There are no In-Camera Items

XII.

**RISE & REPORT FROM  
IN-CAMERA ITEMS**

2<sup>nd</sup> DRAFT: 'Letter to the Editor' on the subject of Light Pollution

Dear Madam or Sir:

We are all familiar with the adverse effects of air pollution and water pollution. Less well appreciated are the adverse effects of *light pollution*. Light pollution results from the use of too much light of the wrong type in the wrong place at the wrong time. Excess light is a waste of energy and money, and a contributor – if the energy production process uses non-renewable energy sources – to greenhouse gas emission.

Exposure to light, especially blue light (a component of most glaring white lights) reduces the production of the *hormone melatonin* in all animals, including us. It is well-established that a disruption in the normal daily cycle of melatonin production can contribute to the development in humans of breast and prostate cancers, and may be a factor in several other serious illnesses. The *American Medical Association* has declared light pollution to be a “probable carcinogen”, and disruption of the circadian rhythm is identified as a “class 2A carcinogen”. Similar adverse consequences of light pollution are recognized in life forms throughout the natural environment.

The City of Leduc is in the late stages of replacing its old incandescent and sodium vapour street lights with LEDs mounted in full-horizontal-cutoff fixtures that eliminate sky illumination, reduce light trespass onto neighbouring properties and consume substantially less energy. The next step in making Leduc a light efficient community is to work together with owners of commercial, business and private properties to voluntarily replace overly-bright exterior light fixtures that are excessive to need; that create glare on public roads and sidewalks; that are positioned so as to produce light spill into neighbouring properties; and are on at inappropriate times.

As a simple exercise for everyone is to drive in either direction along 45<sup>th</sup> Street between 52<sup>nd</sup> and 65<sup>th</sup> Avenues and note the excessively bright security [sic] lights, and the number of those lights that shine directly into the eyes of drivers. There are many other areas within Leduc and Leduc County where bad lighting can be found.

Another illuminating exercise for both homeowners and business owners is to look at *your* property at night. Ask yourself the following: Is the exterior lighting effective in maintaining the security of your property. Remember that every light generates *shadows* in which someone of ill intent can hide. A *steadily burning* light does *not* attract attention, but a *motion sensor* light that responds to an intruder *does*. Are the exterior lights on your property shining into someone else's property? Does your business benefit from illuminated billboard advertising after midnight? Does your business benefit from a high-noon-level of property brightness at 3 o'clock in the morning?

The solution to poor lighting is the use of LEDs which are energy efficient, LEDs with an amber tint to reduce the blue component that the eye detects as glare, and proper shielding to prevent light trespass and sky glow.

For residents of this Province, 'Energy Efficient Alberta' rebates are available. This is the best time to upgrade exterior lighting to dark sky compliant energy efficient LED fixtures that are well shielded and controlled by motion sensors.

For additional information go to *youtube.com* and search for 'light efficient communities'; or search on the Internet for 'light pollution'.

Respectfully,

Members of the Leduc Environmental Advisory Board

3<sup>rd</sup> DRAFT:

To The Owner/Manager  
Name of Business  
Address ... Leduc

xx February 2018

Dear Madam or Sir;

The City of Leduc is well-advanced in its program to replace the old incandescent and sodium vapour street lights with full-cutoff LED luminaires that are more energy efficient, that eliminate sky illumination, and that produce less light spill – light trespass – onto neighbouring properties. The next step in making Leduc a light efficient community (LEC) is to work together with owners of private property to re-assess the exterior lights on their property and to reduce their contributions to light pollution.

An exterior light that is excessive to need, that illuminates surrounding properties including public roads and sidewalks, that is on at inappropriate times, or that is of a colour that may have adverse effects on human health and on the natural environment, is a waste of energy – hence of the owner's money – and may adversely affect the safety of drivers and pedestrians, and on the comfort of neighbours.

We would appreciate your assistance in determining if there are exterior lights on your property that contribute to local light pollution as described above. To the mutual benefit of you and of the community we recommend that you make an objective assessment at *night* of the light fixtures on your property. Do they provide real security for your business? Do they shine directly into the eyes of drivers on nearby roadways? Do they shine into neighbouring properties where light at night might not be welcome? Do they effectively advertise your business at appropriate times of day and night? Do they leave casual passersby with a favourable opinion of your business?

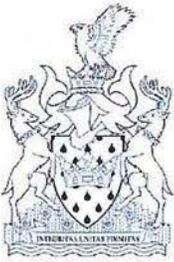
A member of the LEAB would be pleased to meet with you, or with a member of your staff, to help in assessing the quality of your exterior lights and, perhaps, recommend improvements.

For information about light pollution do a search on the Internet for 'light pollution' or go to [www.youtube.com](http://www.youtube.com) and search for 'light efficient communities'.

Thank you for your consideration of an issue that is relevant to the quality of life in our community.

Respectfully,

Members of the Leduc Environmental Advisory Board



**Mayor's Report  
February 5 - 18, 2018**

February 5, 2018:

- Economic Development and Trade Announcement - Aurora Cannabis
- Meeting with Bill Blais, Maclab Developments

February 6, 2018:

- Speech Coach
- Leduc Regional Housing

February 7, 2018:

- Economic Development with Barbara McKenzie, LNEDA
- Testimonial recording for LNEDA
- Meeting at Falcon Water Solutions, Edmonton
- Meeting with Councillor Beckett

February 8, 2018:

- EMRB - Board Meeting
- North Telford Renewal Information Session

February 9, 2018:

- ECA Builders Connect Luncheon

February 10, 2018:

- Hearts and Heroes Fundraising Dinner and Dance

February 11, 2018:

- Maclab Developments - Grand Opening of Blackstone Ice Rink

February 12, 2018:

- Speech Coach
- Minister Shaye Anderson and Brent Croucher
- Elana Hansen - Volunteer Appreciation Banquet
- CoW and Council Agenda Review
- Committee-of-the-Whole Meeting
- Regular Council Meeting

February 13, 2018:

- Youth Movie Night
- "Your ideas. Your future. Your FCM" webinar with FCM CEO Brock Carlton
- Tour / Presentation: RCMP Leduc Detachment
- Leduc #1 Anniversary Fundraiser
- Lions Meeting

February 14, 2018:

- Leduc Regional Housing Foundation Board agenda prep
- State of the Region prep meeting
- Briefing for Airport Accord

February 15, 2018:

- Protein Industries Canada (PIC), Investors Forum (Calgary)

February 16, 2018:

- Leduc Chamber of Commerce 2018 February Luncheon: Marijuana Legalization & Business Panel
- Meeting with Eli Schrader

Approved by Mayor Bob Young

"Original Signed"

XV.

# **ADJOURNMENT**