

# Recreation Master Plan

City of Regina

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January, 2019

*Final*







# Recreation Master Plan

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. Recreation facilities and spaces enable residents and visitors to be healthier and more connected to each other and their communities.

The City of Regina is actively engaged in the provision of recreation opportunities throughout the city. City operated facilities are available for rent and use, City staff deliver programs and opportunities directly and partner with other organizations to support their delivery of opportunities. Parks and open spaces are available year-round to support recreation experiences.

This Recreation Master Plan provides guidance for the future of publicly supported recreation opportunities and services. It has been developed through meaningful and thorough engagement with key partners, stakeholders, and the general public, combined with diligent research and a realistic and accurate assessment of the current state of recreation in Regina.



# Acknowledgments

The general public, as well as a number of community stakeholders and partners, were involved throughout the development of this Master Plan. Members of surrounding regional communities were also engaged. The City respects and values the efforts of everyone who participated in the process.

The consultants would like to thank residents of the City of Regina and surrounding municipalities for completing surveys and attending public meetings.

Thanks also to local community groups and organizations for providing input at in-person interviews and through questionnaires.

Thanks to members of the Community Advisory Committee for offering their time and opinions, on behalf of their respective organizations, participating in meetings and providing strategic input.

Thanks to City Council and Administration for providing necessary background information and offering strategic guidance throughout the process.

Thanks to the project team, including all City staff and administrators as well as the consulting team, for compiling, analyzing, and addressing issues and considerations related to recreation in the community both today and into the future.



# Executive Summary

Regina is a vibrant and growing prairie city. Over many decades, the City has invested in its public recreation system, which has evolved, expanded, improved and matured into something quite special. The array of facilities is extensive. Service levels and satisfaction levels are both high. The challenges of the future will be about raising the bar and about how to maintain and fine tune existing services.

This Master Plan, the third one in three decades, is more about dealing with problems of success. It is about how to manage aging infrastructure, maintaining satisfaction levels, managing a broad and deep pool of partnerships and relationships, and the fine tuning that comes from maintaining service levels through demographic changes and growth. To that end, this Master Plan provides substantial guidance at two levels; strategic recommendations to point the direction and tactical advice to show at least one way of getting there. The strategic recommendations are highlighted in boxed text. They provide direction on how to improve upon the existing recreation assets and delivery system. The tactical guidance is provided in the body of the report, accompanying the strategic recommendations. But as conditions change over the next several years, other ways of achieving the recommendations may also become evident. Both levels of direction are tied together and summarized in an implementation section at the end. The entire Master Plan is community specific, responding to local unique aspirations, values and constraints. But it is also framed within the context of what is happening in other civic initiatives, provincial foundations and national policies; attempting to find the right balance between locally driven but supported provincially and nationally.

After a brief introduction, chapter two provides the local and national contextual framework in which the Master Plan is developed.

## Vision

Four season sport and recreation opportunities improve quality of life and make Regina a more vibrant and attractive place to live, work, and visit.

## Outcomes

### Goal #1: Enhancing the Wellbeing of All Citizens

1. All citizens have a **basic level of physical literacy**, fitness, and wellbeing;
2. All ages and abilities have **basic skills** in a variety of leisure pursuits;
3. **Advanced level skill development is available for some pursuits**; through partnerships, opportunities exist to compete and excel in leisure pursuits; and
4. Social opportunities and environments support a **sense of inclusion, self-confidence and self-worth**.

### Goal #2: Enhancing Community Health and Wellness

5. Citizens are **proud of their community**, its facilities and spaces, the events and opportunities it offers, and its level of volunteerism;
6. Recreation opportunities are **accessible and welcoming**; connecting and including individuals and families as well as attracting and retaining residents; and
7. Feelings of isolation are minimized and **feelings of inclusion prevail**.

### Goal #3: Providing Healthy Indoor and Outdoor Environments

8. Citizens have access to, appreciate and understand nature; parks and open space provide a medium for residents and visitors to **connect with nature**; and
9. Indoor and outdoor facilities and spaces are **aesthetically pleasing and sustainable**; facilities and spaces are **highly functional and adaptable, accessible**, well maintained, reinvested in, and are planned and operated in an efficient, collaborative, and effective manner.

# Executive Summary

Chapter three provides a summary of the information collected including input from the many forms of public engagement and data analyzed. The detail behind this chapter is provided in a separate document called the State of Recreation Research Report.

Chapter four then lays a solid foundation on which to plan. It includes a vision and nine outcomes that are meant to drive decision making and assess progress over the life of this ten-year planning horizon. It also includes eight values that act as a lens through which all decisions must pass.

Chapter five begins the heart of the Master Plan, with recommendations about indoor and outdoor facilities and spaces. It provides direction on how to approach capital investment decisions with a significant focus on reinvestment in existing assets. It also provides some specific guidance on how to make decisions in the most balanced way possible and prioritizing competing needs. There will be trade-offs and difficult decisions, but the plan calls for raising the bar, focusing on the future and not the past, and also obtaining the greatest year round benefit in return for limited available public investment resources.

The Master Plan also provides a great deal of guidance on how to deliver services both within City operated spaces and in partnership with other agencies that operate facilities and sites. It deals with such issues as collaborative effort, use of volunteers and how to ensure inclusion and access for all.

Specifically, the Master Plan includes strategic directions for improving services and rendering them more sustainable. To support these directions there are specific recommendations. It is interesting to note that in those strategic recommendations, the ones that are most productive in delivering the nine outcomes above don't have any capital investment requirement attached to them. It is also interesting to note that the outcome which would be most advanced by implementing the strategic recommendations would be the ninth one: more aesthetically pleasing, functional and sustainable indoor and outdoor recreation amenities.

As it relates to recreation infrastructure, key overarching takeaways from the indoor and outdoor amenity action plan outlined herein include:

1. **Increase provision, both quantity and quality, of indoor aquatics facilities, off leash dog parks, picnic sites, accessible playgrounds, dedicated athletic fields, cricket pitches, and outdoor skate parks/pods.**

2. **Reduce quantity but enhance quality of indoor ice arenas, ball diamonds, outdoor racquet court areas, outdoor basketball court spaces, outdoor pools, and spray pads.**
3. **Consider partnering but do not initiate the development of indoor fields, community gardens, bmx/bike parks, curling rinks, indoor climbing walls, indoor skate parks, gymnastics spaces, and indoor tennis facilities.**
4. **Consider developing indoor fitness/wellness facilities, indoor playgrounds, and arts and culture program spaces when appropriate opportunities exist to complement other indoor amenities (developing new or repurposing of existing recreation amenities).**
5. **For all other categories of amenities, consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein.**

While the plan identifies many competing needs, the most important indoor recreation need and priority in the short term is enhancement of indoor pool capacity at the City-wide level (i.e. expansion of Lawson Pool). There are several short term outdoor recreation amenity actions outlined including:

- A replacement City-wide outdoor pool in Wascana Park;
- Additional multi-use pathway connections as outlined in the already approved Transportation Master Plan;
- Additional off leash dog areas so that one exists in each zone; and
- Enhanced quality of some athletic fields, ball diamonds, and spray pads.

All of the tactical actions outlined in this Master Plan will be supplemented and complemented by strategic recommendations related to better animating recreation spaces, working more collaboratively with regional municipalities, groups, and existing and new partners, and by generating funds to support recreation services from a combination of new and traditional methods.

The table is set for the City to build upon its success and further optimize the use of scarce public resources in providing four season sport and recreation opportunities to improve quality of life and make Regina a more vibrant and attractive place to live, work, and visit.

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SECTION 1

# Introduction and Methodology

SECTION 1

# Introduction and Methodology

This Recreation Master Plan is intended to provide strategic guidance to City Administration and Council related to public investment in recreation opportunities for the next ten to twenty years. The scope of the Master Plan includes recreation facilities (indoor and outdoor) in addition to programs and services offered directly to residents and visitors as well as to partners and other groups who offer recreational opportunities in the community.

The City acts as a major regional service centre and is also growing. With this responsibility and growth comes pressure on existing facilities and opportunities as well as demands for new things. Changing demographics and external influences such as regional, provincial and national planning initiatives also impact the future of recreation service delivery. The Master Plan addresses:

- Service standards for recreation facility provision;
- Pressures from a growing community;
- Changing demographics/interests;
- Perceived lack of service for some facility types; and
- Aging infrastructure.

It addresses these considerations within a financial environment that requires tough investment decisions between competing interests.

## Work Plan Outline

The Recreation Master Plan was developed over the course of 12+ months and entailed a number of data collection, analysis, and review steps. The following graphic explains:



Throughout the process City Council and Administration were engaged to provide input and strategic guidance. A Community Advisory Committee, comprised of representatives from key partner organizations in the City, was also engaged throughout the process to provide insight and a broader community perspective.

### COMMUNITY ADVISORY COMMITTEE

1. Economic Development Regina
2. Homebuilders Association
3. Provincial Capital Commission
4. Regina Board of Education
5. Regina Catholic School Board
6. Regina Exhibition Associated Limited
7. Regina Police Service
8. Regina Public Library
9. Saskatchewan Health Authority Health Region
10. Saskatchewan Polytechnic
11. University of Regina
12. White Butte Regional Recreation Group
13. YMCA





*So, before we talk about the future, what is the context within which we will be planning?*



SECTION 2

# Planning Context and Alignment

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# Planning Context and Alignment

## The City’s Strategic Framework

The range and scope of services and physical infrastructure provided by the City requires that planning initiatives be undertaken in many business areas and over several time horizons. There are a number of major planning efforts that contribute to the City’s ability to effectively respond to its responsibilities as a municipal government. The City has established a Strategic Framework that allows it to integrate long-term thinking and vision with achievable, planned change and the ongoing delivery of services to residents. The Strategic Framework is depicted below, starting with the Community Vision, which is more clearly articulated through the Community Priorities and Official Community Master Plan, continuing through long-term policy and planning initiatives to short-term action-oriented plans and ultimately to implementation. Financial analysis is completed in each component of the Framework.

This Framework is iterative. Performance monitoring and reporting at each stage of the Framework helps inform and improve planning throughout the Strategic Framework as a whole. Monitoring and reporting organizational performance are key inputs to decision making and when shared outside the organization can help ensure public accountability. Effective monitoring and routine reporting at different levels of the organization also provides an opportunity to remain agile and make informed choices to advance outcomes. It is through deliberate alignment at every stage that the City can continue moving towards the desired future state.

## Community Vision

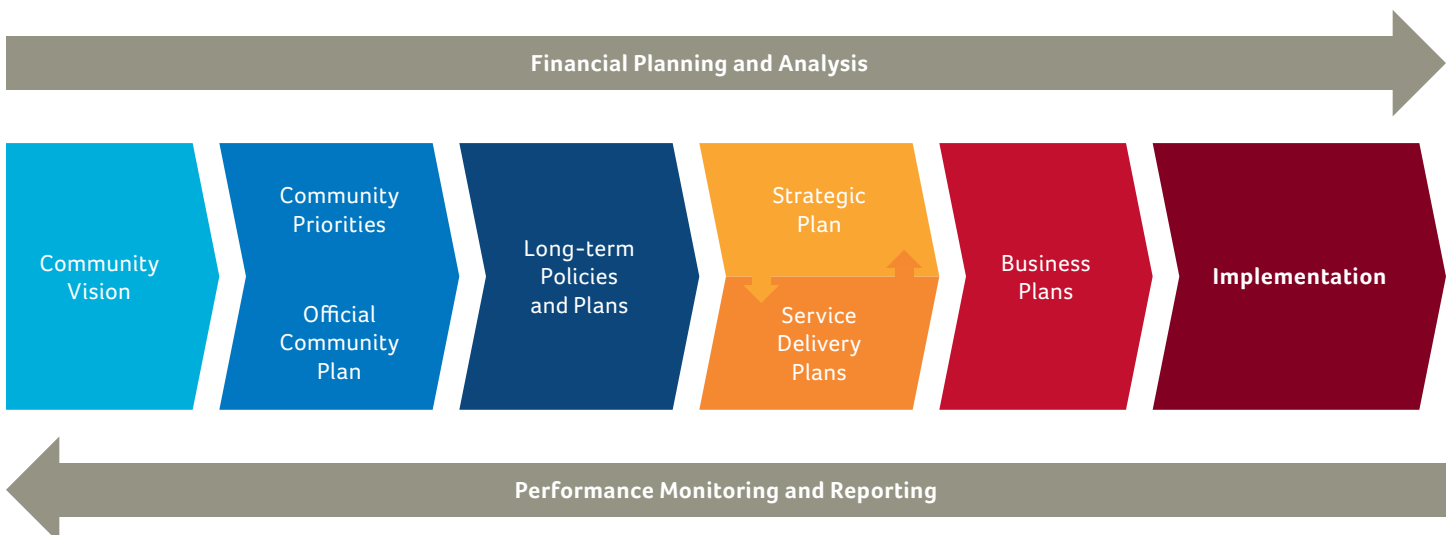
To be Canada’s most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

## Community Priorities and The Official Community Master Plan

The Community Priorities expand on the City’s Vision and articulate what the City and community wish to achieve together. Approved in 2014, the Official Community Master Plan (OCP) directs the City’s land use and provides broad social, economic, environmental, cultural and other important policy goals to achieve the Community Priorities over a 25-year period as Regina grows to 300,000 people. The OCP is the City’s highest order plan and serves as the basis for plan and policy update and creation.

## Long-term Plans and Policies

The City’s long-term planning and policy documents more clearly articulate how the goals within the OCP and the Community Priorities will be achieved. The time horizon for these plans are typically between 10-25 years. While the time horizons are similar to the OCP, the long-term plans and policies are more detailed and dive deeper into specific organizational needs.





## Master Plan Alignment

It is important to note that this Recreation Master Plan builds upon past planning work completed for recreation in the City. The following list outlines other City planning initiatives that have influenced this planning process.

- Recreation Facility Plan 2010-2020
- The Open Space Management Strategy
- Cultural Plan
- Outdoor Pools Facility Report
- Neighbourhood Support Model
- Citizens Satisfaction Survey
- Transportation Master Plan

More specifically related to recreation and sport, the City's Official Community Master Plan (OCP) is founded on the following community priority; this is one of eight community priorities which form the basis of the OCP.

**Embrace built heritage and invest in arts, culture, sport and recreation.**

Enhance quality of life, community identity and pride by supporting heritage preservation, arts, culture and four-season sport and recreation activities which will foster community vibrancy and cohesiveness.

Although the above community priority speaks specifically to recreation, there are a number of other community priorities within the OCP that are pertinent to this Master Plan. They are listed as follows:

- Optimize regional cooperation
- Achieve long term financial viability
- Develop complete neighbourhoods

A clear priority in the City’s OCP is for the **City to work with partners** in providing municipal services. Partners can include regional municipalities, as well as non-profit, institutional, and private sector organizations. The City already works with regional municipalities (to some degree) as well as non-profit and institutional partners in the provision of recreation services.

Recreation facilities and services are major expenses for the City. Long term viability of this investment in quality of life needs to consider user demands and trends, community benefit, balanced and equitable service provision, and sustainability; all within the context of limited financial resources. This Master Plan strives to optimize current and future public investment in recreation by right-sizing services and focusing investment where the most community benefit can be achieved.

Further to OCP influences, the following table outlines how other internal planning efforts influenced this Master Plan.

Initiative	Inform Planning Context	Provide Strategic Influence	Provide Tactical Direction
Recreation Facility Plan 2010 – 2020	✓	✓	✓
The Open Space Management Strategy	✓	✓	
Cultural Plan		✓	
Outdoor Pools Facility Report	✓		✓
Neighbourhood Support Model	✓	✓	✓
Citizens Satisfaction Survey	✓		
Transportation Master Plan		✓	

These initiatives are referenced throughout the Master Plan where pertinent.

## Higher Level Plans

Beyond these City planning initiatives are a number of provincial and national planning influences that have been considered in this process. These include the following:

- Pathways to Wellbeing: A Framework for Recreation in Canada
- The Canadian Sport for Life movement
- The Government of Saskatchewan Ministry of Parks, Culture, and Sport Plan for 2015-2016
- Strategic planning of the Saskatchewan Parks and Recreation Association (Strategic plan and others)

A Framework for Recreation in Canada: Pathways to Wellbeing was developed by a variety of stakeholders within the national recreation community and ultimately was endorsed by the Provincial, Territorial, and Federal Ministers responsible for recreation in February of 2015. The Framework outlines a number of key goals, priorities, and considerations for all stakeholders involved in public recreation delivery. Ensuring alignment with national initiatives such as this creates strength in the delivery system and positions the City best in obtaining support and resources from other levels of government when available. It also enables the City to learn from and share best practices with the national recreation community to best serve residents. The Framework outlines five goals and a number of priorities for all recreation stakeholders to strive to achieve; most of which have direct pertinence to municipalities.



### Goal 1: Active Living

Foster active living through physical recreation.



### Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.



### Goal 3: Connecting People with Nature

Help people connect to nature through recreation.



### Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.



### Goal 5: Building Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.

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

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

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

The Canada Sport for Life (CS4L) movement is a related but broader initiative that is based on the premise that children, youth and adults need to do the right things at the right time to develop in their sport or activity and in their individual physical development (to facilitate physical literacy) — whether they want to be hockey players, dancers, figure skaters or gymnasts. It is led by the Sport for Life Society, a federal not for profit society that incorporated in September 2014. The movement introduces two important concepts that influence how recreation and sport activity should be planned, promoted, organized, and delivered: Long-Term Athlete Development and Physical Literacy. The CS4L Long-Term Athlete Development (LTAD) describes the things athletes need to be doing at specific ages and stages. There are seven stages within the basic LTAD model:

Stage 1: Active Start (0 – 6 years)

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

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

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

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

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

Stage 7: Active for Life (any age participant)



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

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

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

SPRA has a number of tools and supports available for all municipalities throughout the province. These tools include, but are not limited to, research outlining local perspectives on the value of recreation and related preferences, promotional materials outlining the benefits of recreation, and capacity building supports (financial and non-financial). As the provincial advocacy body for recreation and as a key recreation stakeholder throughout Canada, alignment with SPRA strategic direction is valuable and warranted.

Although the City of Regina is primarily responsible for the provision of public recreation spaces and opportunities in the city, much can be gained from aligning with other external recreation initiatives and groups. While this Master Plan is unique to Regina, alignment is demonstrated throughout this Master Plan where applicable to show that **the City is part of a larger provincial and national network striving for similar goals and objectives and aiming to create healthier, more connected citizens and communities.**

### *The SPRA Vision*

*SPRA is the recognized leader for the wellbeing of people and communities through recreation. We envision a Saskatchewan in which all citizens have equitable access to recreation experiences that:*

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



*Before laying a base on which to plan and then setting direction within it, let's start with an inventory and assessment process designed to figure out where we are now.*



SECTION 3

# The Current State of Recreation

SECTION 3

# The Current State of Recreation

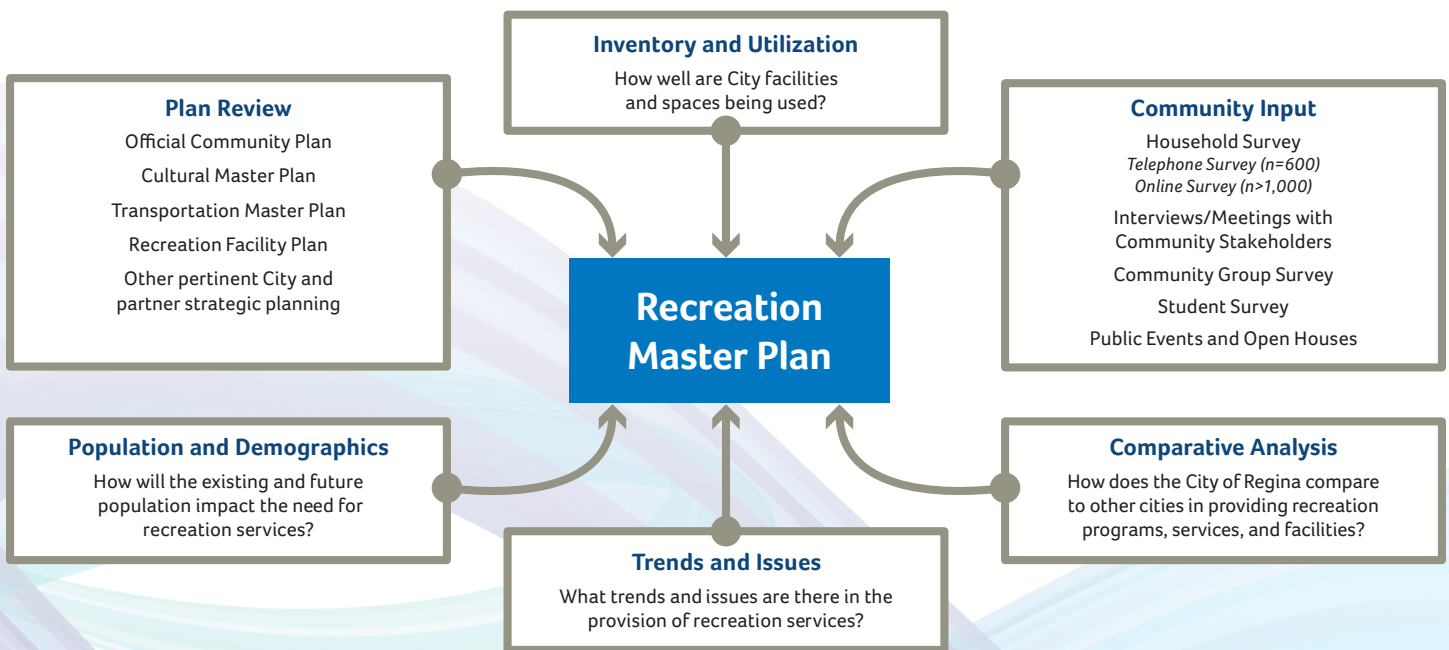
During the development of this Recreation Master Plan a variety of primary and secondary research was conducted to understand the current and expected future recreation context in the city Census Metropolitan Area. A review of existing facility and space inventories, trends, and how Regina compares to other municipalities was completed. As well, thorough and broad public and stakeholder engagement was facilitated to give residents a chance to provide insight into current service levels as well as to identify preference for the future of recreation in the city. The following section provides a summary of the research gathered; the State of Recreation Report (2018) can be found under separate cover.

**Benefits of Recreation**

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

**Community Profile**

- The city’s population continues to grow. The 2016 census identifies a population of 215,106 residents which is an 11.4% increase from 2011.
- By 2031, it is possible that the City of Regina could be serving over 300,000 residents.
- The City is a regional hub serving a CMA population of 236,481.
- 8,020 new Canadians moved to Regina from 2006 – 2011.
- Nearly 10% of Regina’s population identifies as Indigenous (2011).
- The City is split into 5 Recreation Zones and 27 Community Associations.
- Community Association populations range from 675 to 28,485.





### Background Review

- The City's vision is: Regina will be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.
- The City has a number of planning documents already approved and being implemented that build support and justification for recreation services and are relevant when contemplating future recreation services.
- There are also provincial and national planning influences that need to be considered such as the A Framework for Recreation in Canada and the Canadian Sport for Life movement.
- The renewed definition of recreation: Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing (A Framework for Recreation in Canada).

### Facility Inventory

- Regina's recreation spaces are aging as they have an average age of 37 years.
- The replacement value of the City's recreation facilities is over \$199 million; modernized replacement value is likely beyond \$377 million.
- The City invests over \$8 million annually to operate recreation facilities.
- The average age of the five outdoor swimming pools is 64 years.

### Facility Utilization

- From 2013 to 2017, monthly/yearly leisure pass purchases have dropped by 21 percent, this trend is especially seen from young adults.
- Prime ice utilization at City-operated facilities is approximately 67 percent which suggests that these ice arenas are underutilized.
- The number of total indoor swims has remained relatively stable over the past seven years with an average of 577,333 swims from 2011 to 2017.
- There were over 95,000 visits (total) to the City's five outdoor pools in 2017, 33,179 of which were free drop-in visits.
- Excess demand exists for swim lessons (wait lists).

### Program Review

- The City directly and indirectly delivers a variety of recreation programs. Unaffiliated recreation opportunities that are provided without any formal City support are also available to residents.
- Introductory and recreational sport, aquatic safety, and arts and culture programs are available for each age category via direct delivery.
- There are no directly delivered nature interpretation/outdoor education programs; however, there are programs related to nature interpretation provided by the Regina Floral Conservatory and the Provincial Capital Commission.

### Partnership Review

- The City relies on partnerships to deliver recreation opportunities to residents.
- Partnership agreements in place include, but are not limited to, facility lease agreements, operating agreements and joint-use agreements.
- Some facilities are accessible through operating authority (e.g. Regina Soccer Association controls access to EventPlex turf).
- Limited formal process/policy in place to guide the selection and development of partnerships.
- Key partners include, but are not limited to: Community Associations, Regina Exhibition Association Ltd., Provincial Capital Commission, school boards, community groups, sport organizations, Government of Saskatchewan, SPRA.
- Some groups (e.g. YMCA, curling clubs, skateboard association) have expressed an interest in partnering with the City.

### **Trends**

- Unstructured/spontaneous recreation activities are among the most popular activities (e.g. walking, bicycling, drop-in sports).
- Recreation is important to residents of Saskatchewan.
- ParticipACTION assigned a D-rating for “overall physical activity” of youth and children in Canada.
- Aging infrastructure is a concern Canada-wide. Compared to other municipal infrastructure types, Canada’s sport and recreation facilities are in the worst state.
- Partnerships with non-profit, private and public sector organizations are key to providing publicly accessible recreation opportunities.
- Volunteers are vital components of the recreation delivery system and volunteerism is changing ; for example levels of volunteerism are decreasing and volunteers are looking for shorter term engagements that provide professional development opportunities.

### **Leading Practices**

- Partnership frameworks are used to guide the development and accountability of partnerships in a formalized process.
- In most cases, both financial and non-financial supports are provided by municipalities to neighbourhood community associations. Non-financial supports include assistance with strategic planning sessions and templates, promotions and marketing, volunteer recognition and recruitment, training opportunities, and networking opportunities.
- Regina provides proportionately more indoor ice sheets per capita than comparable cities and less indoor aquatics centres.

### **Consultation**

- The most utilized recreation spaces among residents are spontaneous outdoor assets (walking/running trails and pathways, passive parks, City Square Plaza/Victoria Park, playgrounds).
- Lack of quality spaces and not being able to get access to spaces are the top challenges for community groups.
- Among youth, leisure pools and outdoor swimming pools were the top indoor and outdoor needs respectively.



A group of people are sitting on the grass in a park, listening to a speaker. The scene is outdoors with trees and a picnic table in the background. The people are dressed in casual, athletic wear. The speaker is in the foreground, seen from the back, wearing a black shirt and a small earpiece. The background is slightly blurred, showing a picnic table and more people sitting on the grass.

***Now that the research base is clear, can we lay a foundation on which to plan? That seems prudent before we set the direction for the future.***

***From here on, strategic direction is provided in numbered, boxed recommendations. Tactical guidance providing more detail on how to proceed with each direction is embedded before and after the boxed recommendations. Over time, there may be other ways of achieving the strategic directions than the ones described in the text. Nonetheless, the boxed recommendations will endure as high level priorities.***



SECTION 4

# Recreation Foundations

## SECTION 4

# Recreation Foundations

Recreation spaces and opportunities create value and provide numerous benefits to both individuals and the communities in which they live. The array of benefits that are derived from recreation in Regina include, but are not limited to, healthier residents, more connected communities, increased economic activity, reduced anti-social behaviours, and positive environmental impacts. These benefits are further articulated in the State of Recreation Report.

Public investment in recreation is necessary for many activities to be provided in the city. As a core public service, recreation is a social good; recreation activity creates benefits that all residents, whether they use the services directly or not, cannot escape. Ninety-one percent (91 percent) of households in Regina agree that recreation programs and service in Regina are important to their quality of life; 97 percent agree that the community as a whole benefits from the recreation programs and services in Regina whether or not they benefit directly.



Considering the City of Regina's demonstrated commitment to recreation, as evidenced by investment in infrastructure and programs, an extensive profile in strategic planning, and in aligning municipal interests with other pertinent initiatives and stakeholders (as discussed earlier), the following vision has been developed for the next 20+ years of publicly funded recreation opportunities.

**Four season sport and recreation opportunities improve quality of life and make Regina a more vibrant and attractive place to live, work, and visit.**

In order to achieve this vision, further articulation regarding desired outcomes of public investment in recreation is necessary. The following nine outcomes have been created to synthesize and interpret the intent of the City as it relates to the recreation delivery system. These outcomes are organized under three headings; citizen wellbeing, community health and wellness, and the health of indoor and outdoor environments.

Outcomes related to enhancing the **wellbeing of all citizens.**

1. All citizens have **a basic level of physical literacy, fitness, and wellbeing;**
2. All ages and abilities have **basic skills** in a variety of leisure pursuits;
3. **Advanced level skill development is available for some pursuits;** through partnerships, opportunities exist to compete and excel in leisure pursuits; and
4. Social opportunities and environments support a **sense of inclusion, self-confidence and self-worth.**

Outcomes related to enhancing **community health and wellness.**

5. Citizens are **proud of their community,** its facilities and spaces, the events and opportunities it offers, and its level of volunteerism;
6. Recreation opportunities are **accessible and welcoming;** connecting and including individuals and families as well as attracting and retaining residents; and
7. Feelings of isolation are minimized and **feelings of inclusion prevail.**

## CITY OF REGINA VISION

Regina will be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

## A Framework for Recreation in Canada

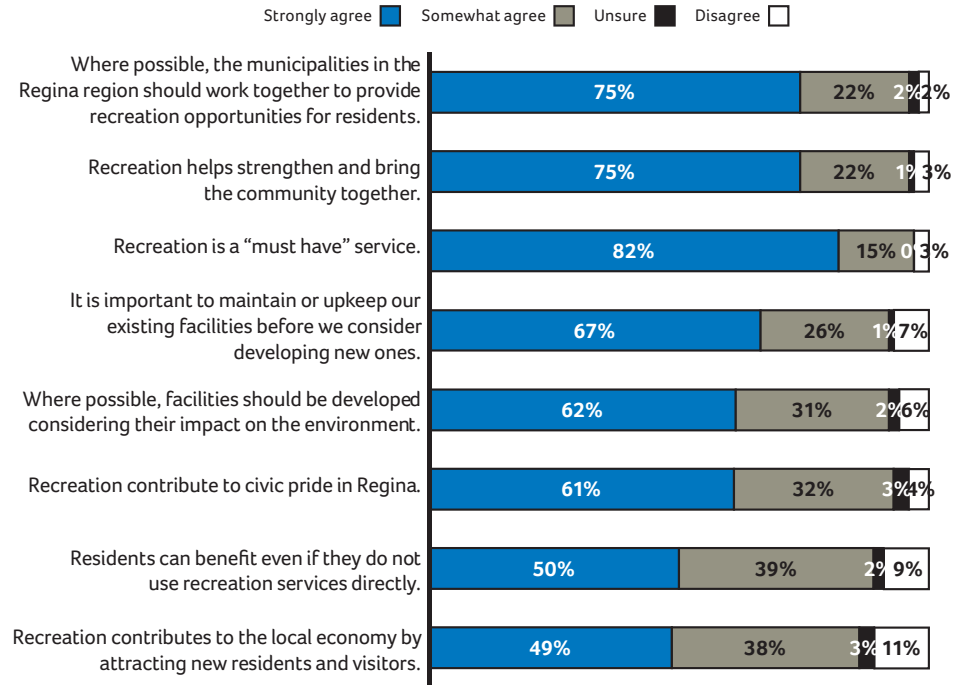
We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

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

Outcomes related to providing **healthy indoor and outdoor environments.**

8. Citizens have access to, appreciate and understand nature; parks and open space provide a medium for residents and visitors to **connect with nature;** and
9. **Indoor and outdoor facilities and spaces are aesthetically pleasing and sustainable;** facilities and spaces are highly functional, multipurpose and adaptable, accessible, well maintained, reinvested in, and are planned and operated in an efficient, collaborative, and effective manner.

### Development and Delivery of Recreation Programs, Services, and Facilities (telephone survey)





The following values for public recreation services, facilities, and spaces have been developed based upon information contained in the OCP, the 2010 Recreation Facility Plan, and other sources. These values provide further strategic guidance related to the provision of recreation facilities and spaces as well as the overall delivery of public recreation services. They act as a lens through which all significant decisions about the delivery of public recreation services must pass.

**Essential:** Public recreation is essential to the quality of life for residents and visitors alike. These valued public services facilitate healthier, more connected residents and communities.

**Accessible:** All residents in the City shall have equitable access (financially, physically, and socially) to public recreation opportunities.

**Inclusive:** Public recreation opportunities will be planned, located, developed and operated such that they are as inclusive, safe, and accessible as possible to all people, regardless of age, gender, ability, how they travel to the facility, their recreational preferences, skill level, special needs, ethnic or cultural background or financial resources.

**Complementary:** Public recreation facilities and opportunities are intended to complement rather than replace or compete with those which can be provided by the private and non-profit sectors. There will be no municipal involvement where community needs can be met consistently by other providers.

**Aligned:** Plans will be aligned with the Official Community Plan (OCP) and with other corporate and community initiatives.

**Clustered:** Where appropriate, public recreation opportunities, facilities, and spaces will be grouped with other sport, culture and recreation opportunities to achieve economic efficiencies, expand use, and maximize the provision of sport, culture and recreation opportunities at centralized locations.

**Co-located:** Where possible, public recreation opportunities, facilities, and spaces will be co-located with other public infrastructure that include elements of community life, such as schools, libraries and health services. Integration includes collaborative planning, design, and delivery of services.

**Flexible, Multi-use, Multi-season, Multi-generational and Innovative Design:** Public recreation facilities and spaces will be able to accommodate diverse and changing needs and interests to create synergies in skill and interest development. Where appropriate recreation facilities and spaces will be designed for year-round use recognizing Regina as a winter city.

## A Framework for Recreation in Canada

### Values:

- Public good
- Inclusion and equity
- Sustainability
- Lifelong Participation

### Principles:

- Outcome driven
- Quality and Relevance
- Evidence-Based
- Partnerships and Collaboration
- Innovation



Public recreation facilities and spaces that provide opportunities for all generations will be preferred over facilities and spaces that serve a targeted generation; as such, spaces within multi-use facilities may be established to target the needs of a particular generation or other segment of the population.

Leading practices in recreation facility and space design (focusing on environmental sustainability, physical activity, safety; and other aspects) will be considered as part of the planning and design processes.

This vision and set of outcomes aligns this Recreation Master Plan with the OCP, A Framework for Recreation in Canada, the Canada Sport for Life movement, the Government of Saskatchewan, and the Saskatchewan Parks and Recreation Association.



## Recommendation #1: Adopt the vision, outcomes, and values herein to guide future planning and the provision of recreation services in Regina.

### Alignment with A Framework for Recreation in Canada and the Official Community Plan



Active Living



Inclusion and Access



Connecting People with Nature



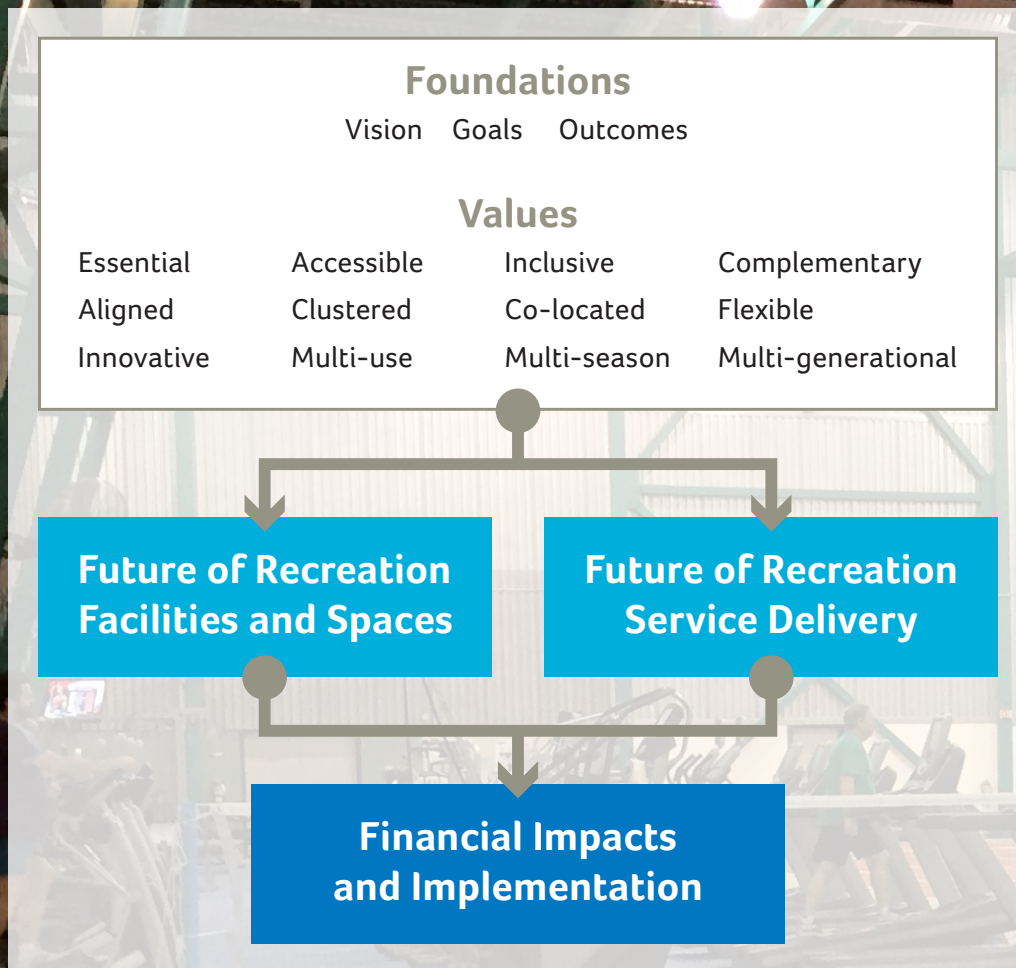
Supportive Environments



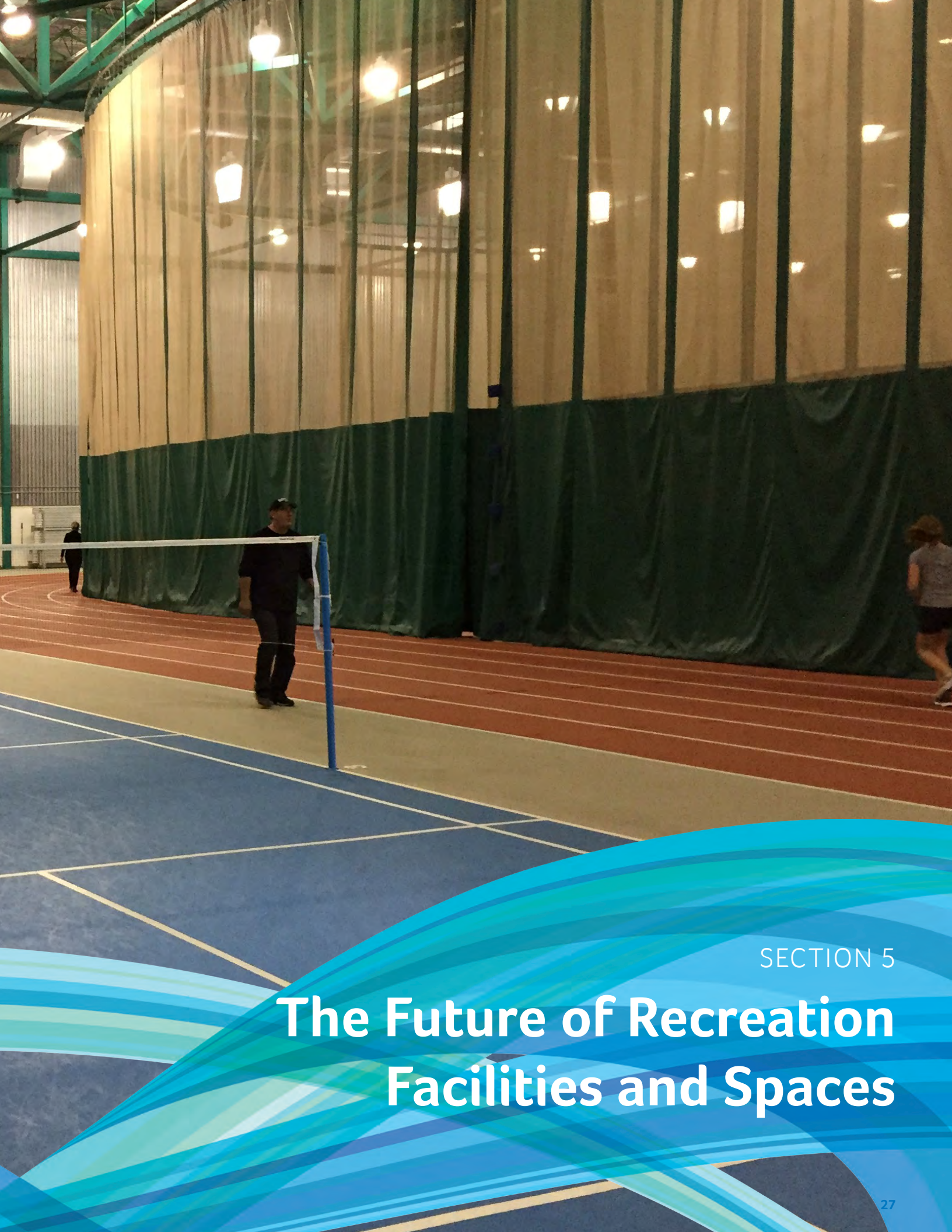
Building Recreation Capacity



Official Community Plan



*Now that this foundation for providing public recreation has been laid, let's start setting direction for the future. Subsequent sections of this Master Plan are intended to help the City, its partners, and other recreation stakeholders achieve an enhanced state of recreation benefit throughout the City. This can be done through strategic direction related to public recreation infrastructure as well as more tactical level recommendations which are more specific in nature and demonstrate how to move in the desired directions. These include internal protocols, procedures, and policies of the City related to recreation.*



SECTION 5

# The Future of Recreation Facilities and Spaces

## SECTION 5: THE FUTURE OF RECREATION

# Facilities and Spaces

The City of Regina owns hundreds of recreation facilities and spaces, many of which are operated directly by City staff. These include indoor recreation amenities such as arenas and pools and outdoor amenities like athletic fields and playgrounds. The types of facilities and spaces (and the amenities within them) currently offered by the City is a product of both historical tradition and user/resident demand.

Many of the current major indoor recreation facilities and spaces were built when the City was different; it was smaller in population size and less diverse.

With an average age of some facility categories ranging beyond 60 years, City Administration and partners are challenged with operating existing infrastructure to meet modern user needs while optimizing efficiency and implementing leading practices. As is the case with any asset, lifecycle investment in repairs and maintenance is required. The issue of investing in existing recreation infrastructure to simply sustain service levels is not unique to Regina but nonetheless will need to be a major focus moving into the future. With significant growth and increased diversity expected in Regina, the provision of new spaces to meet overall community needs must also be balanced.

- The City has three indoor pools, 15 ice arenas (not all available to the public full time), 12 community centres (including 2 seniors centres), 1 community arts centre, and 1 field house.
- The City also has 5 outdoor pools, 15 spray pads, 163 bookable ball diamonds and 60 dedicated sport fields.
- Regina's recreation spaces and support facilities are aging and indoor recreation facilities have an average age of 37 years.
- The replacement value of the City's recreation facilities is over \$199M, although the practical replacement value with modern facilities would be much higher (in excess of \$377.5M); the City invests more than \$8 million annually to operate recreation facilities.
- The average age of the outdoor swimming pools is 64 years (of the five outdoor pools, useful life expectancy ranges from 1 – 5 years); arenas 43 years; community centres 34 years, and indoor pools 34 years.

*\* Note that the typical expected lifespan of a public recreation facility is between 40 – 50 years.*

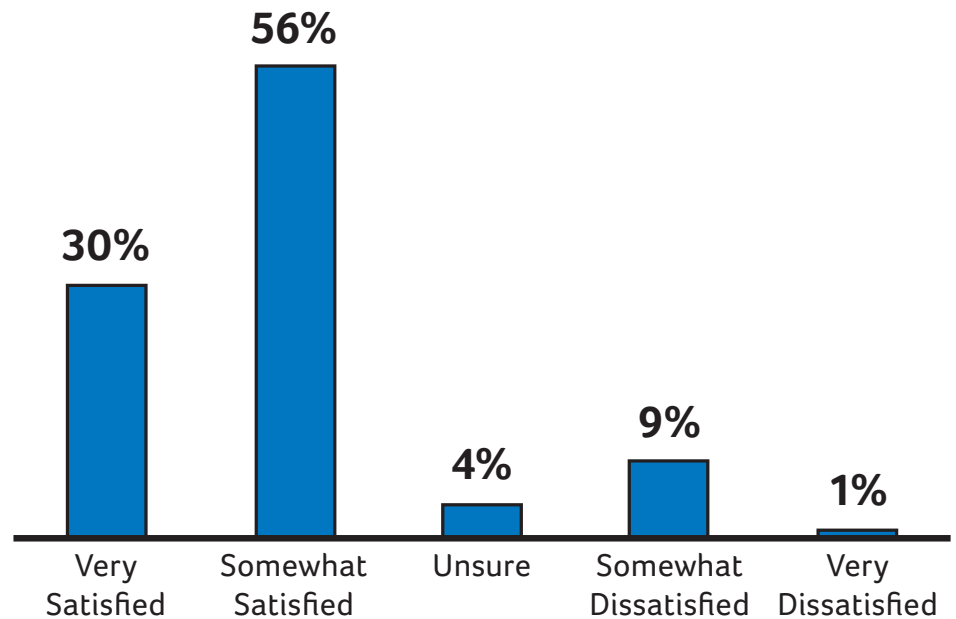
A **recreation facility or space** is a publicly accessible venue for recreation activity to occur; a recreation facility or space can include any combination of recreation amenities. Examples of recreation facilities or spaces are the Sandra Schmirler Leisure Centre, Sportplex, and Douglas Park.

A **recreation amenity** is a specific component within a recreation facility or space. Athletic fields, swimming pools, and ice arenas are examples of recreation amenities.

Although many recreation facilities and spaces in the city are aging and in some cases lack contemporary features, the level of household and stakeholder group satisfaction with facilities is high.

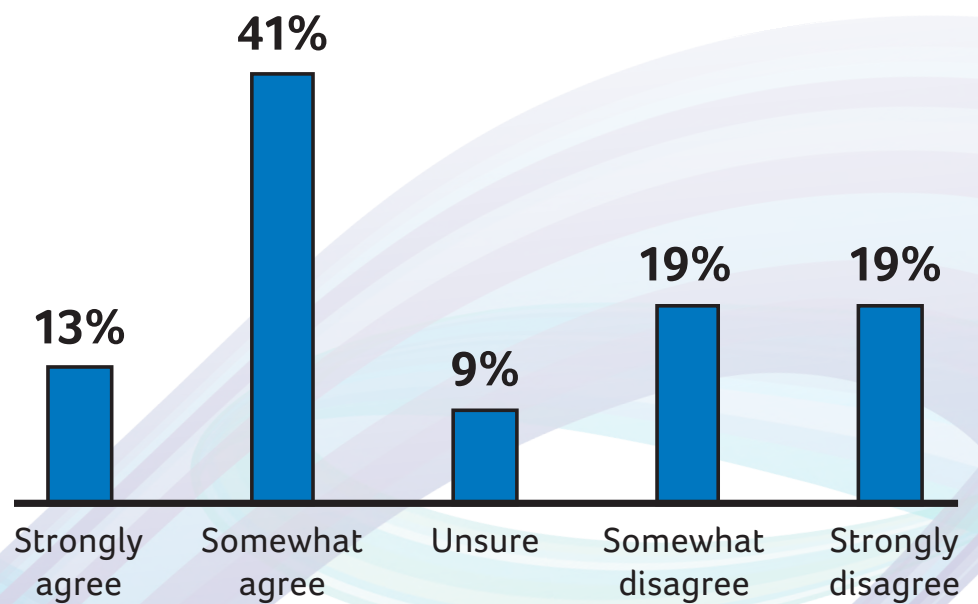
### Satisfaction with Recreation Programs and Services

Household satisfaction with recreation.



### “The current recreation facilities and spaces in Regina meet the needs of our organization.”

Stakeholder group satisfaction with recreation facilities and spaces.

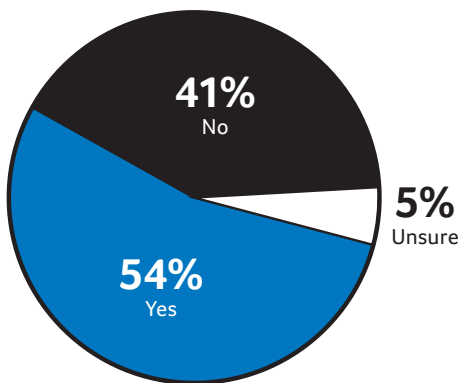


**When considering the future of recreation services in a municipality, it is important to understand perspectives of both organized user groups as well as households. Both inputs represent community interest; sometimes the loudest “voices” do not represent the majority of residents.**

There is a demand for new recreation facilities and spaces but that is coupled with correspondingly low willingness to pay (taxes and/or user fees) to support additional development.

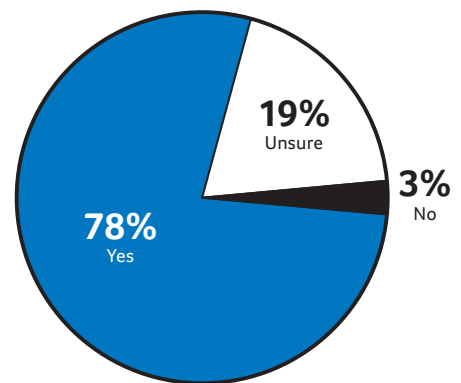
**Need for New/Upgraded Recreation Facilities**

Household demand for new/upgraded recreation facilities.



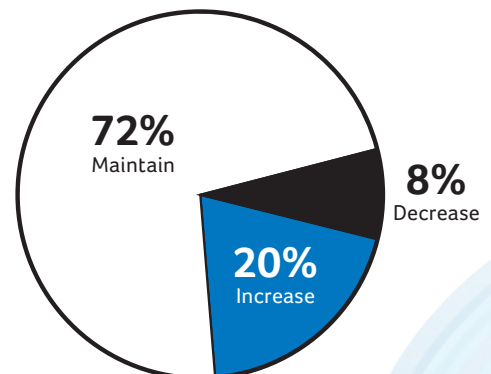
**Need for New/Enhanced Recreation Facilities**

Stakeholder group demand for new or enhanced recreation facilities.



**Increase Maintain, or Decrease Level of Tax Support**

Household preference for future tax support of recreation services.





## A Framework for Recreation in Canada

### Priority 4.3:

Enable communities to renew recreational infrastructure as required and to meet the need for green spaces by:

- Securing dedicated government funding at all levels, as well as partnerships with the private and not-for-profit sectors for the necessary development, renewal and rehabilitation of facilities and outdoor spaces;
- Developing assessment tools and evidence-based guidelines for investing and reinvesting in aging recreation infrastructure; and
- Developing and adopting innovative renewal strategies that will endure over time, use less energy and provide affordable access for all.

## A Base Level of Service for Recreation

**Aging infrastructure requires investment to simply sustain existing service levels. This is coupled with a growing and increasingly diverse community with demands for additional and new recreation infrastructure. However, there are limited resources and low community willingness to pay to invest in more recreation infrastructure. The task is daunting and will require tough decisions based on sound logic. Decisions regarding infrastructure must first consider a defined base level of service.**

Defining a base level of service for resident access to recreation is complex. Recreation preferences are dynamic, diverse, and subjective; matching a base level of service to exact resident amenity preference is impossible. Instead, the City's focus has to be on providing reasonable access to recreation facilities and spaces (regardless of the specific amenities within them), balancing user expectations, social good and appropriate activity levels.

It is not possible for the City to provide exactly the same recreation service in each of its neighbourhoods or communities. It is more realistic for the City to provide equitable resident access (financial, geographic and physical) to recreation opportunities. Equitable access does not mean equal access; provision of recreation amenities in certain areas of the city or for certain demographics may entail different operating parameters. For example, the City currently offers free access to outdoor swimming pools in some areas of the city while other outdoor pools require user fees. The following base level of service statement explains the City's intent for providing equitable access to recreation opportunities for all residents. It recognizes that the various recreation facilities and spaces throughout the city are part of a system of services offered to residents with no one facility being offered independently from the other.

It also assumes that recreation facilities or spaces (leisure centre, community centre, neighbourhood park, etc.) could include a combination of recreation amenities (athletic fields, ice arenas, aquatics facilities, etc.).

### BASE LEVEL OF SERVICE STATEMENT

Every resident will have reasonable access to publicly supported recreation opportunities.

At the most basic level, the target of providing a park (which in almost all cases includes a specific recreation amenity) approximately 800m from most residences (85% within a defined area) further defines what is meant by “reasonable access” from a geographic perspective. Differing expectations for user fees also influence what is considered reasonable access. Physical accessibility to recreation facilities and spaces is considered to be a fundamental “given” for all new recreation spaces.

This base level of service relates to resident access to a recreation opportunity. It does not pertain to a specific interest or amenity type such as swimming pools or ice arenas. Base level of service for recreation amenities are explained through the identification of provision targets which are outlined in the “Amenity Strategies” section of the Master Plan.

## A Framework for Recreation in Canada

### Priority 2.1:

*Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.*

### Priority 2.2:

*Enable people of all ages to participate in recreation. Address constraints to participation faced by children and youth from disadvantaged families and older adults who are frail and/or isolated.*

## Recommendation #2: Incorporate the base level of service statement when contemplating future recreation provision.

### Alignment with A Framework for Recreation in Canada and the OCP



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



Building Recreation Capacity



Official Community Plan

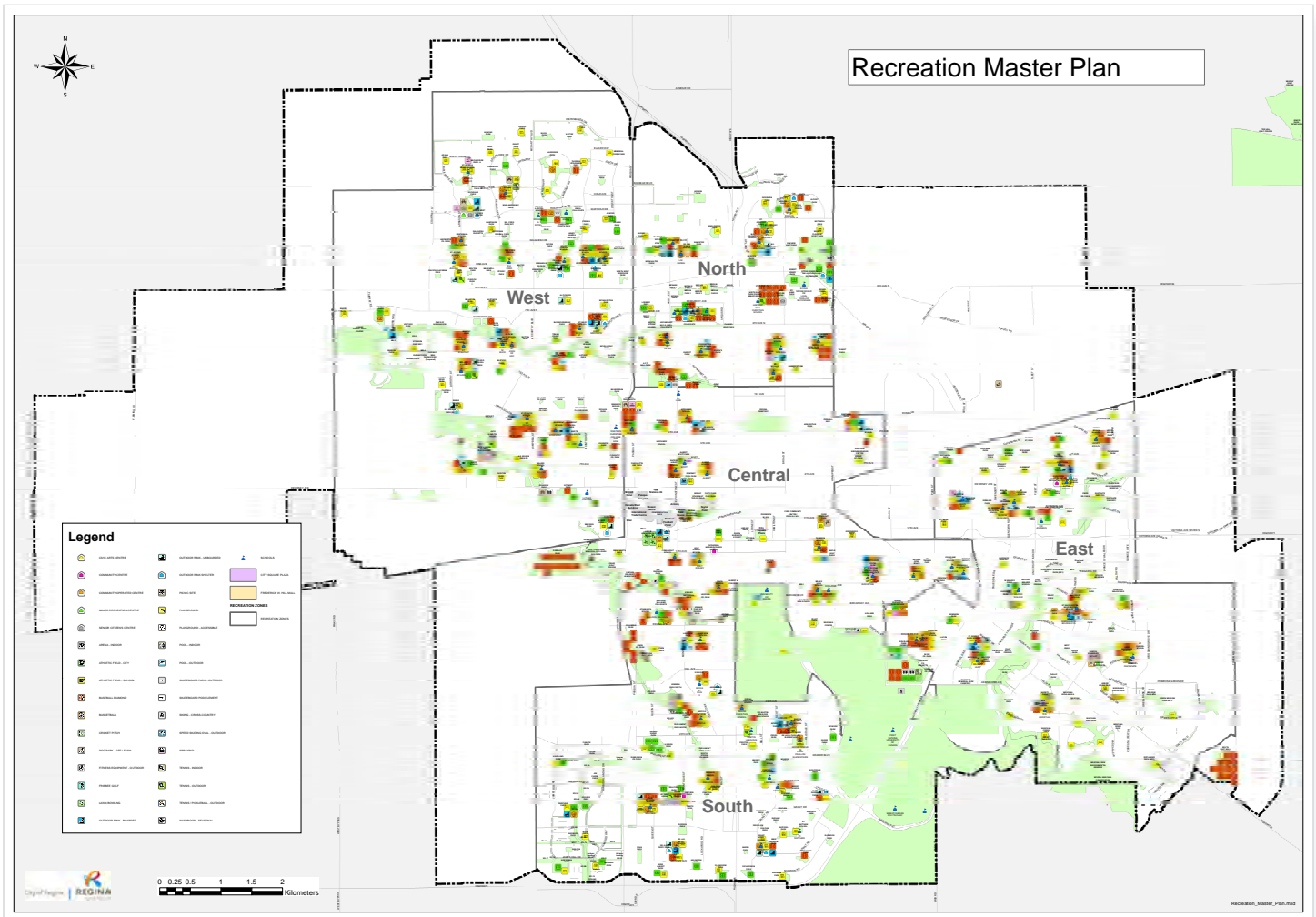
## Infrastructure Inventory and Management

***Now that a base level has been established, the City must manage its existing and future infrastructure inventory to meet the intended base level and achieve the outcomes outlined in the foundation for recreation. Managing infrastructure includes looking after what we have as well as planning for new or enhanced levels of service.***

Every recreation facility or space under the control or influence of the City is part of a system of publicly supported recreation opportunity provision. In order to ensure that the entire system is planned, designed, and maintained to meet the intentions of the City, as outlined in the vision and outcomes in previous sections, some existing facilities and spaces will need to be reinvested in, decommissioned, or repurposed. As the city grows and demands and preferences change, new facilities and spaces will also have to be introduced. The following section outlines considerations for the future provision of recreation facilities and spaces.

## Current Inventory and Classification

There are a number of City owned recreation facilities and spaces throughout Regina. The City owns and operates 64+ indoor recreation assets with an average age of almost 37 years and replacement value (modernized) of over \$377M.<sup>1</sup>



<sup>1</sup> Modern replacement value

Amenity Type	Number of Facilities	Average Age (in 2017)	Replacement Value (as is)	Modern Replacement Value	Annual Expenses
Aquatic Centres	3	34	\$45,210,592	\$100M+	\$2,580,782
Ice Arenas	8	43	\$56,348,704	\$120M+	\$2,246,506
Fieldhouses	1	30	\$22,964,690	\$30M+	\$728,631
Arts Centres	1	35	\$4,408,155	\$15M+	\$217,300
Community Centres	12	34	\$47,042,402	\$60M+	\$1,902,011
Spray Pads	15	22	\$3,042,342	\$7.5M+	\$60,820.66
Outdoor Pools	5	64	\$11,048,611	\$35M+	\$881,247
Support Spaces	19	37	\$9,319,688	\$10M+	\$134,501
<b>Total</b>	<b>64</b>	<b>37</b>	<b>\$199,385,184</b>	<b>\$377.5M+</b>	<b>\$8,751,799</b>

Note: In addition to the above noted City owned and operated facilities, there are many other facilities in the city and some are on sites that the City owns. For example, there are many additional assets on the Regina Exhibition site, which are owned by the City but operated by a third party.

Outdoor recreation amenities supported by the City include, but are not limited to the following.

Amenity Type	Number of Facilities	Modern Replacement Value	Annual Expenses
Outdoor rinks	60 at 40 sites	\$5,000,000	\$483,000
Racquet courts (tennis and pickleball)	40 at 17 locations	\$2,125,000	\$40,000
Ball diamonds	163	\$40,750,000	\$843,000
Sports fields	60	\$30,000,000	\$360,000
Skateboard parks	3 plus 1 pod	\$3,500,000	\$4,000
Playgrounds	500+	\$50,000,000	\$94,000
Off leash dog parks	2 plus 5 seasonal sites	\$1,000,000	\$20,000
<b>Total</b>		<b>\$132,375,000</b>	<b>\$1,844,000</b>

It is important to note that the figures in the preceding tables do not include the value of land which each amenity is situated on.

Of course, the above noted recreation facilities and spaces include a variety of different types of recreation amenities. In order to further understand the role of the City in providing different types of recreation amenities, the following continuum of municipal involvement was introduced in the Recreation Facility Plan 2010-2020 and remains pertinent today.

**Primary Amenities<sup>2</sup>**

*Established primarily through municipal leadership and financial contributions.*

**Examples:** *indoor aquatics, outdoor athletic fields*

These amenities are more highly subsidized through public dollars and are established through municipal leadership. In most cases, the municipality would operate these amenities, though partnerships may exist.

- Amenities in which an individual's participation positively impacts the community-at-large (i.e. basic skill development to encourage lifelong participation in sport, culture and recreation activities).
- Amenities that serve a large segment of the population and are more likely to provide opportunities for children, youth, families and segments that are at risk of encountering increased barriers to participation.
- Amenities that are not likely to be provided without a high degree of municipal involvement.
  - » May also include facilities that offer competitive or advanced levels of instruction where the private sector would not be involved, if such an amenity contributes to encouraging high levels of participation in basic services.
  - » May include complementary services that are also provided in the private sector (such as strength and conditioning centres within aquatics facilities), in an effort to improve the return on investment and encourage higher levels of participation in core services, and possibly motivate participants to go on to private sector services for higher levels of activity.
  - » May include competitive amenities that are consistent with other municipalities in Canada.

**Secondary Amenities**

*Established primarily through community leadership, with some degree of municipal contribution towards capital and/or operating costs.*

**Examples:** *indoor fields, community gardens*

These amenities are established and operated by the private and/or non-profit sectors with municipal investment to provide public access.

- Amenities in which an individual's participation impacts, but to a lesser degree than primary amenities, the community-at-large.
- Amenities that serve a narrower segment of the population and are less targeted at the city's broader population segments.
- The community (private or non-profit sector) will typically play a leadership role in building and operating the facility; the City may contribute public funds to ensure base level of public access.

**Tertiary Amenities**

*Established through community leadership, with no municipal involvement.*

**Examples:** *private sector fitness studios*

- Amenities in which there is no rationale for public sector involvement because participation in the opportunity does not provide significant benefits to the community-at-large and/or the service can be provided without public money.
- If the public sector is involved (for example, for historical reasons or because provision of the service is complementary and helps offset costs of another amenity), its involvement is on a full cost recovery basis.
- Includes facility types where existing amenities already meet the needs of the community.

<sup>2</sup> Note the 2010 continuum references primary, secondary, and tertiary "facilities". For the sake of this plan, the reference has been changed to "amenities".

Facilities and spaces that include the primary and secondary categories of amenities presented can be, and typically are, located on City owned land and in most cases form part of a park site.

The following classification system has been adapted slightly from the Recreation Facility Plan 2010 – 2020 to help the City plan and manage the system of recreation facilities and spaces.

Recreation Facility or Site Classification			
Parameter	City-wide Facilities and Spaces	Community Destination Facilities and Spaces	Neighbourhood Destination Facilities and Spaces
Population Served	All residents	40,000 – 50,000 residents	7,500 - 12,500 residents
General Characteristics	<ul style="list-style-type: none"> <li>• Intended to serve all residents</li> <li>• Provides a specialized service</li> <li>• Located adjacent to other elements of community life               <ul style="list-style-type: none"> <li>» i.e. libraries, high schools, parks</li> </ul> </li> <li>• Provides outdoor amenities to complement indoor amenities</li> <li>• May attract non residents</li> <li>• Includes tournament level facilities with spectator support</li> <li>• Typically larger in scope and size than community destinations or neighbourhood hubs</li> </ul>	<ul style="list-style-type: none"> <li>• Serve as hubs of activity within the community</li> <li>• Located adjacent to other elements of community life               <ul style="list-style-type: none"> <li>» i.e. libraries, high schools, parks</li> </ul> </li> <li>• Provides outdoor amenities to complement indoor amenities</li> <li>• May be customized to meet the needs of target groups within a specific community</li> <li>• May be provided in partnership with organized user or community groups and non-profit organizations</li> <li>• May respond to organized interests and events but are designed with recreational use in mind</li> </ul>	<ul style="list-style-type: none"> <li>• May serve as the “neighbourhood hub” as defined in the Official Community Plan</li> <li>• Include facilities that attract a high proportion of local residents in each neighbourhood, with few barriers to participation</li> <li>• Focus on informal, unstructured recreation uses</li> <li>• More common in neighbourhoods with economic or geographic barriers</li> <li>• May include similar amenities as community destinations</li> <li>• May exist as a hub or a stand-alone facility if there are conditions that prevent the clustering of facilities</li> </ul>
Common Approach	<ul style="list-style-type: none"> <li>• Generally accessed by vehicle or public transit, but linked by pathways and on street bike routes where possible to provide increased access</li> </ul>	<ul style="list-style-type: none"> <li>• A community destination facility would be established in each primary geographic area</li> </ul>	<ul style="list-style-type: none"> <li>• Neighbourhood facilities would be accessed primarily without a vehicle and would be established with existing facilities such as neighbourhood centres and existing park spaces</li> <li>• These hubs would typically be developed through partnerships with other levels of government, school boards, etc.</li> </ul>

Recreation Facility or Site Classification			
Parameter	City-wide Facilities and Spaces	Community Destination Facilities and Spaces	Neighbourhood Destination Facilities and Spaces
Population Served	All residents	40,000 – 50,000 residents	7,500 - 12,500 residents
Example Amenities	<ul style="list-style-type: none"> <li>• Indoor:                             <ul style="list-style-type: none"> <li>» 50M pools</li> <li>» Major leisure aquatics</li> <li>» Major performance venues</li> <li>» Field house facilities</li> </ul> </li> <li>• Outdoor:                             <ul style="list-style-type: none"> <li>» Festival event venues</li> <li>» Civic plazas</li> <li>» Track and field facilities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Indoor:                             <ul style="list-style-type: none"> <li>» Ice arenas</li> <li>» 25M pools with leisure amenities</li> <li>» Indoor playgrounds</li> <li>» Full sized gymnasiums (non-school)</li> </ul> </li> <li>• Outdoor:                             <ul style="list-style-type: none"> <li>» Spray pads</li> <li>» Skateboard parks</li> <li>» Cricket pitches</li> <li>» Tennis courts</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Indoor:                             <ul style="list-style-type: none"> <li>» Community centres</li> </ul> </li> <li>• Outdoor:                             <ul style="list-style-type: none"> <li>» Athletic fields</li> <li>» Ball diamonds</li> <li>» Playgrounds</li> <li>» Boarded outdoor rinks</li> </ul> </li> </ul>
Location Considerations	<ul style="list-style-type: none"> <li>• Centrally located and/or on major transportation routes</li> <li>• If more than one, geographic balance should be considered</li> </ul>	<ul style="list-style-type: none"> <li>• Centrally located within the community (zone) on major transportation routes</li> </ul>	<ul style="list-style-type: none"> <li>• Located within neighbourhood at locations accessible to the majority of residents</li> </ul>
Current Examples	<ul style="list-style-type: none"> <li>• Lawson Aquatic Centre</li> <li>• Canada Games Athletic Complex</li> <li>• Fieldhouse</li> <li>• Neil Balkwill Civic Arts Centre</li> </ul>	<ul style="list-style-type: none"> <li>• North West Leisure Centre</li> <li>• Sandra Schmirler Leisure Centre</li> <li>• Lakeridge Sports Park</li> <li>• Wascana Skateplaza</li> </ul>	<ul style="list-style-type: none"> <li>• Coleman Park Playground</li> <li>• Dr. Perry Outdoor Rink</li> <li>• Core-Ritchie Neighbourhood Centre</li> <li>• North East Community Centre</li> </ul>



## Lifecycle Budgeting for Indoor and Outdoor Spaces

Recreation facilities and spaces require significant investment to construct and operate. As with any asset, as recreation infrastructure ages it requires continued investment simply to sustain existing service levels. As the majority of facilities and spaces require ongoing operating subsidies to cover operational costs, lifecycle reinvestment typically comes from the City's tax base.

The average age of City of Regina indoor recreation facilities is nearly 40 years with some outdoor pools over 65 years old and some arenas over 50 years old. The typical lifespan of public recreation facilities is between 40 and 50 years before major reinvestment or replacement is required; many of the City's recreation facilities are approaching (or are at) a time when major reinvestment is required.

The issue of aging municipal infrastructure is apparent across Canada, especially when it comes to recreation infrastructure specifically. The most recent Federation of Canadian Municipalities Infrastructure Report Card identified recreation facilities as being in the poorest condition of all municipal infrastructure.

**The City should continue to implement its' Asset Management System for recreation facilities and spaces; the scope of this type of lifecycle reserve planning and budgeting should include indoor recreation facilities as well as outdoor recreation facilities and parks including soft (trees, vegetation, granular/nature trails, etc.) and hard (courts, hard surface multi-purpose pathways, etc.) infrastructure.**

## Recommendation #3: Incorporate recreation facility and space (indoor and outdoor) lifecycle allocations in operational budgeting

### Alignment with A Framework for Recreation in Canada and the OCP



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



Building Recreation Capacity



Official Community Plan

## Recreation Infrastructure Planning Processes

Public investment in recreation infrastructure requires due diligence and proper planning. The City of Regina is accountable to its residents when major investments are made. This means that City Council and Administration have to make decisions in the best interests of the community as a whole and have to do so armed with accurate and appropriate information.

Typically, major recreation and parks projects go through four phases of effort from original conception to opening the doors:

- **Determine the Need:** A Needs Assessment is often incorporated in a strategic level planning process like this Master Plan.
- **Investigate Feasibility:** Once the need is clear, the feasibility of meeting the need must be studied.
- **Prioritization:** If the project is feasible, it still might not be a sufficiently high enough priority to proceed it to the next phase.
- **Implementation:** However, if it is a sufficiently high priority, a decision is made to proceed and only then is detailed planning, design and construction initiated.

## Asset Management

The effectiveness of recreation facilities and spaces is in their ability to not only facilitate recreation activity from a program perspective but also to attract users and visitors and meet user expectations. As residents are exposed to new types of facilities and amenities are developed in the province and throughout Canada (and beyond), facilities and spaces and the amenities within them are improved.

The City of Regina recreation facilities are older, (with an average age of 40 years) they lack modern amenities and thus do not meet contemporary expectations of some users. Much of the City of Regina facilities portfolio, including recreation facilities, are at capacity or reaching the end of their useful life and will need significant capitalization to continue to deliver services effectively.

The City utilizes a long term strategic plan for prioritization

management and investment in corporate facility assets. The framework for long term decision making uses quantitative information (e.g. facility's physical condition, operating and maintenance costs) and qualitative information (e.g. facility alignment with program objectives) to develop quantitative scores. This framework allows for an objective review of the current physical space and make recommendations to guide investments in facilities.

When contemplating whether or not a facility or space should be sustained or decommissioned, the approach (considering modernization) needs to include broader considerations that look beyond only the physical state of infrastructure. Presented in order of importance, a list of broader considerations that should be used to assess a facility's future is presented as follows:

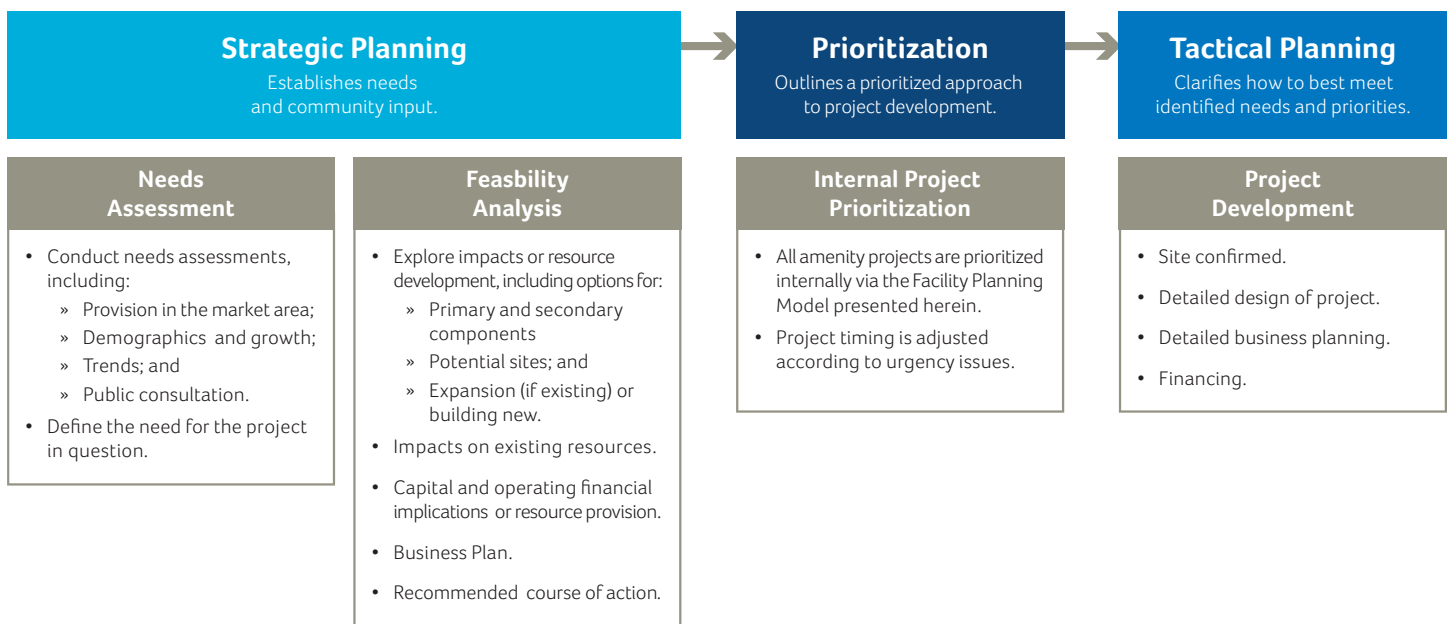
1. How well is the existing facility or space **currently used**?
2. Is the facility or space a **community priority** (i.e. does the cost effectively deliver on the benefit based outcomes and is it a strongly demonstrated need in the community)?
3. Is the existing facility or space in **alignment with the City's current strategic intentions** (as outlined in the OCP, the Recreation Master Plan or other sources)?
4. The **Facility Condition Index (FCI) ratio** of the facility or space **including modernization considerations**.
5. The ability to enhance **operational efficiency** with reinvestment or replacement.

## Sustaining Service Levels

Lifecycle reserve budgeting focuses on the replacement of or reinvestment in specific facilities. From an overall recreation facility and space provision perspective, recreation facilities and spaces and the amenities within them are part of a broader network or system of recreation assets that help the City achieve its intended vision and outcomes for recreation (as outlined in previous sections). The entire network provides a specific level to residents. It is important to note that maintaining the system and sustaining service levels does not have to mean sustaining specific facilities or spaces. System management requires the development of new facilities and spaces, reinvestment in some existing facilities and spaces, and the decommissioning of other facilities and spaces.

The City is entering a period where decisions related to decommissioning or replacement of recreation facilities and spaces will be required. When these decisions are made, consideration of the entire system will be necessary as some facilities and spaces that do not warrant replacement in their current form will still have clear public support for their upkeep. The City must look at replacement and decommissioning as an opportunity to improve efficiencies and modernize the user experience. This may mean replacing existing amenities, like outdoor pools or arenas, in one area of the city with different types of amenities that better meet user needs and enable economies of scale. For example, the decommissioning of an outdoor pool may provide the opportunity for the redevelopment of an existing site to introduce more modern and impactful recreation amenities in a neighbourhood while enabling the consolidation and enhancement of outdoor aquatics experiences in centralized and accessible areas. Closure of stand-alone arenas in the city may also warrant replacement in multi-sheet facilities improving the user experience and capitalizing on operating economies of scale. **The City should consider the entire network of recreation facilities and spaces and the amenities within them when contemplating decommissioning and replacement of existing infrastructure. The City should also ensure that when a facility or space is decommissioned in a community that a more appropriate, impactful amenity is put in its place when at all warranted.**

This section focuses on the first two of those four phases of effort, Needs Assessment and Feasibility Analysis.



In the City of Regina, no major recreation capital project decisions, including new development and major enhancements, should be made without undertaking market feasibility analysis and business planning. This applies not only to initiatives championed by the City, but also to projects led by non-profit groups and associations where public funds are being sought or required for capital and/or ongoing operations. This process is not meant to circumvent the provision of recreation spaces through the City’s new land development process. The entire process, including needs assessment, feasibility analysis, prioritization, design, and construction can take between 24 and 36 months (or longer) and requires the input of a variety of internal and external stakeholders.

Undertaking feasibility analysis requires investment and sets public expectations. The following feasibility planning “triggers” outline when to initiate (or facilitate in the case of a non-profit based project) feasibility analysis and business planning.

1. Facility spaces currently being offered grow from 90 percent to 100 percent utilization on a sustained basis.
2. Facility spaces currently in use have less than 25 percent remaining lifecycle as a functional resource (as determined by ongoing lifecycle planning).
3. Current demands and future demands (expression of needs as a function of public input, trends, and majority impact) or market growth can be proven.
4. The facility in question, and program services proposed within it, provides equitable access for all residents as a public service.
5. Facility type and function conform to core recreation service functions or new functional areas within broader strategic planning.
6. Facility type and function are not adequately provided through other agencies or private sector services in Regina or adjacent regional municipalities.
7. The operating or capital non-profit partners of the proposed development are sustainable and collectively represent sufficient membership or market segments to sustain use for the life of the development.
8. The external volunteer and/or non-profit group leading a facility development initiative has, or has access to, significant capital and/or operating resources.

If the need has been established, and a combination of planning triggers are met, further feasibility analysis may be warranted.

General guidelines for feasibility analysis include:

- There should be public engagement in the planning process, preferably through the use of statistically reliable surveys.
- A market assessment for component service delivery functions should be completed.
- A thorough and transparent site/location analysis should be completed.
- There should be a biophysical/environmental impact statement.
- There should be a concept development plan, including infrastructure planning, costs, and impacts of ongoing operations.
- The project should conform to broader municipal strategic planning.
- Business planning outlining capital partners, operating partners, sources of capital, capital amortization, and projection of operating costs should be completed.
- The potential for regional collaboration has been explored via the Regional Collaboration Toolkit (SUMA/SPRA) and associated discussion.
- “Opportunity cost” analysis should be undertaken to demonstrate that the project represents the best way of achieving the service outcome.

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

It is important to note that this planning process will help guide future City of Regina recreation projects and will also apply to those projects that come forward via partnerships with others in the community and region.

In addition to the need for feasibility analysis for new or emerging projects as outlined, further action related to specific recreation sites is also warranted. For example, the future of the Regent Par 3 Golf Course has been the subject of discussion for many years. The Recreation Facility Plan 2010-2020 recommended that the City “develop a site-specific plan to rebuild the Regent Par-3 site as a neighbourhood hub facility that satisfies contemporary needs through a community consultation and visioning process.” Public input related to the site emerged throughout the development of this Master Plan and site-specific consultation is ongoing. As the results of this site-specific consultation are analyzed, **the City should develop a site specific plan to further articulate the future of the site.** This plan should incorporate the findings of this Master Plan, including the amenity strategies outlined, and could include repurposing of the site to meet broader City of Regina Policy Direction.

Similar to the action recommended for the Regent Par 3 site, site specific planning for each City-wide (Municipal) and Community (Zone) level park site should be influenced (either led or approved) by the City (even if, in some cases, it is being done by developers). Some planning already exists for some of these park types but completing plans for each site, in response to this Master Plan and the amenity strategies herein, will address community expectations, articulate a future for each park that can be planned for from capital and operational perspectives, and outline the intentions of the City for each site in the event partnership opportunities exist. The Recreation Facility Plan 2010-2020 suggested that the City should “engage communities to verify that existing park master plans are aligned with the community’s current priorities and with the Recreation Facility Plan” which is still a valid recommendation. **Further to this recommendation the City should develop site specific plans for Community (Zone) and City-wide (Municipal) Parks where they don’t already exist or ensure that such plans are developed (in some cases by developers).**

## Recreation Amenity Prioritization

***The network of recreation facilities and spaces needs to be managed to provide the base level of service to residents; it also must provide for demands of specific recreation interests. As the City cannot afford to meet all needs, the next step is to prioritize effort and investment related to specific recreation interests and associated amenities.***

Resident demand for recreation amenities is diverse. Demand for traditional recreation amenities, such as pools and arenas, remains strong while activities new to Regina, such as cricket and parkour, are constantly emerging which creates pressure for new and different kinds of spaces to accommodate them.

In an ideal situation, the City would be able to provide every recreation amenity demanded by residents. This would lead to the most community and individual benefit and would ensure that all needs are met. Unfortunately, this cannot be the case as public resources allocated to recreation are finite. The following criteria have been assembled and weighted to assist decision makers in allocating limited resources to different recreation amenities. Note that the public and stakeholder engagement process outlined and analyzed in the State of Recreation research report asked for opinions on these criteria; these opinions have been considered and incorporated into the criteria and their weightings.

**Community recreation amenity demand indicators as identified through research into the current state of recreation in Regina.**

**Amenity prioritization framework (criteria and metrics) to compare amenities.**

**List of ranked recreation amenities based on the current State of Recreation in Regina**

Criteria	Metrics				Weight
	3 Points	2 Points	1 Point	0 Points	
Alignment with Master Plan Foundations	<i>The amenity achieves more than three of nine intended outcomes</i>	<i>The amenity achieves three of nine intended outcomes</i>	<i>The amenity achieves one or two of the nine intended outcomes</i>	<i>The amenity does not achieve any of the nine intended outcomes</i>	5
General Public Demand Indicators	<i>For top "#1-3" household survey amenity priorities</i>	<i>For "#4-6" household survey amenity priorities</i>	<i>For "#7-10" household survey amenity priorities</i>	<i>For amenity priorities that are beyond the top #10 and/or not in scope</i>	5
User Group and Stakeholder Demand Indicators	<i>For amenities that have strong indications of support from the majority of user groups and stakeholders</i>	<i>For amenities that have moderate indications of support from the majority of user groups and stakeholders</i>	<i>For amenities that have strong indications of support from one or two user groups or interest areas</i>	<i>For amenities that have no indications of support from user groups and stakeholders</i>	4
Community Accessibility	<i>The amenity would be completely financially and physically accessible to all residents</i>	<i>The amenity would be financially and physically accessible to most residents</i>	<i>The amenity would be accessible to all residents via programmed/rental use only</i>	<i>The amenity would not be accessible to residents</i>	4
Financial Impact (Capital and Operating)	<i>The amenity has a low overall cost impact in relation to the amount of potential use created</i>	<i>The amenity has a moderate overall cost impact in relation to the amount of potential use created</i>	<i>The amenity has a high overall cost impact in relation to the amount of potential use created</i>	<i>The amenity is not likely to be feasible; costs are unreasonably high in relation to the potential for use</i>	4
Alignment with Expected Trends and Demographic/Population Shifts	<i>For amenities that are positioned to respond to more than two observed trends and expected shifts in demographics/population</i>	<i>For amenities that are positioned to respond to two observed trends or expected shifts in demographics/population</i>	<i>For amenities that are positioned to respond to one observed trend or expected shift in demographics/population</i>	<i>For amenities that are not positioned to respond to observed trends or expected shifts in demographics/population</i>	3
Current Provision in the Region	<i>The amenity would add completely new activity to recreation in the region</i>	<i>The amenity would add completely new activity to recreation in the city</i>	<i>The amenity would significantly improve provision of existing recreation activity in the region (including required reinvestment)</i>	<i>The amenity is already adequately provided in the region</i>	3
Cost Savings Through Partnerships or Grants	<i>Partnership and/or grant opportunities exist in development and/or operating that equate to 50% or more of the overall amenity cost</i>	<i>Partnership and/or grant opportunities exist in development and/or operating that equate to 25%–49% of the overall amenity cost</i>	<i>Partnership and/or grant opportunities exist in development and/or operating that equate to 10%–24% of the overall amenity cost</i>	<i>No potential partnership or grant opportunities exist at this point in time</i>	3
Economic Impact	<i>The amenity will draw significant non-local spending into the region and catalyze provincial, national and/or international exposure</i>	<i>The amenity will draw significant non-local spending into the region</i>	<i>The amenity will draw moderate non-local spending into the region</i>	<i>The amenity will not draw any significant non-local spending into the region</i>	2

Using the information contained in the 2018 State of Recreation Research Report and based on the criteria and weighting outlined, the following list of ranked recreation amenities has been developed. This list will help prioritize investment over the coming years. It is important to note that as new information becomes available, the priorities may change. For example, if a partnership opportunity comes forward that would leverage public investment the ranking of that amenity would change due to the scoring associated with the related criteria. It is also important to note that this ranking system is meant to help guide decision making; it is not meant to tie the hands of decision makers.

Indoor Amenity	Score	Rank
Aquatics centres	63	1
Indoor playgrounds	56	2
Fitness facilities	44	3
Gymnasium spaces	43	4
Multipurpose arts and culture facilities	40	5
Indoor skateboard parks	37	6
Community centres	36	7
Indoor fields	36	7
Gymnastics studios	35	9
Indoor Track and Field Gymnastics studios	33	9
Indoor tennis facilities	32	11
Ice arenas	30	12
Indoor climbing walls	30	13
Curling rinks	26	14

Outdoor Amenity	Score	Rank
Multi-purpose pathways	72	1
Playgrounds	67	2
Outdoor picnic sites	56	3
Passive park spaces	55	4
Rectangular sports fields	45	5
Spray pads	44	6
Outdoor court spaces	44	6
Sand/beach volleyball courts	43	8
Outdoor fitness equipment	43	8
Dog off leash parks	39	10
Outdoor pools	38	11
Outdoor speed skating oval	38	11
Boating facilities (non-motorized)	37	13
Outdoor rinks	36	14
Outdoor skateboard parks	35	15
Outdoor racquet sports	33	16
Ball diamonds	31	17
Lawn bowling	26	18

## Recommendation #4: Use the amenity prioritization system and priorities outlined to guide future investment in recreation amenities and revisit it as new information becomes available.

### Alignment with A Framework for Recreation in Canada and the OCP



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



Building Recreation Capacity



Official Community Plan



## Recreation Amenity Strategies

***Once recreation amenity priorities are set, specific strategies for each amenity area need to be identified and set. These action plans must be based on community input, research, and analysis and under the premise of optimizing the use of public resources allocated to recreation facilities and spaces.***

The following long term recreation amenity strategies have been developed to provide guidance related to specific recreation interests. Although some actual recreation facilities and spaces are mentioned, the focus of this discussion is on the recreation amenity, or program area. Where quantities of specific amenities are identified, they include City-operated amenities unless indicated otherwise. These strategies assume that sufficient resources are available; should that not be the case, the amenity prioritization and subsequent amenity action plan provide more direction as to when, and to what level, each of these strategies will be enacted.

It is important to note that the following strategies assume that:

1. In the long term future, the City will manage facilities inventories to meet the future service level targets identified for each amenity as Regina grows.
2. The City will sustain existing facilities (indoor and outdoor) with regular investment, including program modernization, until such time that FCI analysis suggests replacement.
3. If municipalities outside of Regina agree to collaborate and partner on facility provision, then expanded service levels and strategies would need to be developed by the partners collaboratively. The City will use current and future allocations and user fee policies to help achieve strategic goals for recreation amenities that require scheduling and user fees.
4. The City will continually work to ensure that both user fee and allocations policies are set and implemented so as to best achieve intended goals and outcomes for recreation facilities.

It is also important to note that Regina, like other prairie cities, is a winter city. Providing residents a chance to be outdoors during the winter months is important and involves both specific amenity provision and focused maintenance protocols. The City currently supports the provision of winter amenities such as outdoor rinks and cross country ski trails. Topography in some park sites enables tobogganing to occur and snow clearing occurs on main multi-use pathway routes. **The City should, wherever possible and feasible, make it easy and inviting for residents and visitors to participate in recreation outdoors during the winter months.** Hosting special events and encouraging other groups and organizations to do so can also help to bolster outdoor activity in the winter months.

## Indoor Amenity: Aquatic Centres

### Current Service Level

1 aquatic centre for every 71,702 residents

### Strategic Action

Increase provision, both quantity and quality

Aquatics are one of the most important leisure services a municipality can provide. They cater to a broader cross section of the public than any other recreation amenity, deliver a broader range of benefits and are supported by the vast majority of citizens. The City operates three aquatic facilities with the average age of 43 years. In addition, there are two YMCA facilities, and one University of Regina facility.

In 2010, it was recommended (2010 Recreation Facility Master Plan) that a centrally located city-wide indoor facility be provided to serve both leisure and competitive aquatic needs with complementary fitness amenities.

In terms of utilization of indoor aquatic centres, the number of total swims has remained relatively stable over the past seven years with an average of 577,333 swims from 2011 to 2017, resulting in a decreasing rate of swims per capita. Stable utilization is likely due to capacity being reached and there has also been an excess demand for lessons. When compared to other major Canadian cities, Regina provides one facility per 71,702 residents versus an average of one facility per 50,345 residents. The existing City-operated aquatic facilities cost \$2,580,782 per year to operate. The estimated replacement value of these facilities is \$45.2 M (as is) and over \$100 M if they were replaced to modern standards. Future development of indoor aquatics should consider all potential partnership opportunities with post-secondary, municipal, private, and non-profit partners.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Leisure pools were the 3rd highest indoor priority of households; 91% support development (62% strongly support, 29% somewhat)</li> <li>50m pools were the 17th highest indoor priority; 68% support development (28% strongly support, 40% somewhat)</li> <li>25m pools were the 18th highest indoor priority; 68% support development (29% strongly support, 39% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Leisure aquatics was the top indoor priority of youth (40%)</li> <li>50m and 25m pools were the 15th and 18th priority of youth (14% and 11% respectively)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Leisure aquatics was the 4th indoor priority of groups (24%); 50m and 25m pools were the 16th and 18th priorities of groups (10% and 8% respectively)</li> <li>Strong desire for new indoor aquatic facility with 50m pool and event host capacity</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Modern, leisure components are in demand</li> <li>The design of program pools with event hosting capabilities is important</li> </ul>

Regina has had excellent aquatic services in the past, delivered in a wide range of facilities and sites under three modes of use providing nine categories of aquatic service. That being said, utilization of existing indoor aquatics centres has been stable amidst growth suggesting facilities are at or near capacity. Excess demand exists for lessons and 91% of residents feel that investment in new or enhanced indoor aquatics facilities is warranted (3rd highest of all indoor amenities). Indoor leisure aquatics is a top priority for youth and the 4th highest of local groups as surveyed via the 2018 Recreation Master Plan process. As well, the City provides more outdoor pools per capita and less indoor pools per capita than comparable Canadian municipalities.

Nine Categories of Aquatic Service	Three Modes of Operation		
	Drop-In	Program	Rental
Recreational Swimming (fun)	✓		
Skill Development (swim lessons)		✓	✓
Fitness Swimming (both lane swimming and aquasize programs)	✓	✓	
Sport Training			✓
Special events (e.g. birthday parties, swim meets)		✓	✓
Therapy and Rehabilitation	✓	✓	✓
Leadership Training		✓	
Respite from Summer Heat	✓		
Water Orientation for Toddlers	✓	✓	

Despite past successes, the future has to be different. In Regina, there is need for more capacity to accommodate growth. The City should update some older facilities, which in many cases are at or near end of useful life. Furthermore, the City’s provision of aquatics should shift to more modern amenities that will efficiently deliver the nine categories of service at a higher quality in the future. That means the development of new spaces, the replacement of many older ones, and the closure of some; it means the evolution of the public aquatic experience.

It is intended that indoor aquatic centres in Regina will meet the needs and expectations of residents for fitness aquatics, competitive aquatics and having a modern leisure aquatics program; all nine categories of aquatics services need to be considered and provided to varying degrees. There is a consistent demonstration of support for indoor aquatic centres via public engagement. The current state of infrastructure does not meet most modern user expectations. In terms of demand, the existing facilities are used to a high proportion of their capacity, waiting lists confirm more need than available capacity and usage trends are generally positive.

As such, future service levels will be increased to 1/60,000 and all City operated indoor aquatics facilities will be maintained and refreshed on a regular basis through the Asset Management System. More specifically, that means three major kinds of investment in City aquatic infrastructure:

- The City should add **more indoor capacity** at the city-wide level for leisure, fitness, therapy and special events. That likely means a new free form, shallow water tank added to the Lawson Aquatic Centre with other leisure amenities.
- The City should **invest in its outdoor pools** that are at risk of failing (discussed in subsequent sections).

In essence, aquatics services in Regina will be modernized, enhanced in terms of quality, and enhanced in terms of quantity. The result will be:

- Vastly more aquatic visits overall
- Much reduced net public subsidy per visit – more utilization at fewer venues
- Much higher quality aquatic experiences that better meet future needs and user expectations
- New opportunities currently not available to residents and visitors

Research shows that:

- Quality is more important than quantity. Families will travel past poor quality experiences to get to the better quality ones.
- More advanced and innovative leisure aquatics opportunities and environments are being provided by municipalities; resident expectations drive demand for these types of amenities.

## Indoor Amenity: Ice Arenas

### Current Service Level

1 arena for every 15,365 residents

### Strategic Action

Reduce quantity/service level but enhance quality

The City owns and operates 8 ice arenas with an average age of 43 years. There are another 6 sheets of ice provided at the Cooperators Centre (constructed in 2011) through a partnership between the City and the Regina Exhibition Association Ltd. (REAL). Residents also have access (limited) to a seventh ice arena; the Brandt Centre, which is primarily used for elite level sport and event hosting.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Ice arenas were the 11th highest future indoor priority of households; 79% support development (34% strongly support, 45% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Leisure skating areas were the 8th top indoor priority of youth (23%)</li> <li>Arenas were the 10th priority of youth (18%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Arenas were the 11th priority of groups (13%)</li> <li>Leisure skating areas were the 13th priority of groups (11%)</li> <li>There is more than a sufficient amount of prime-time ice</li> <li>Major user groups would like to maintain current service levels</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>The use of half ice time slots has been mandated for younger age groups from (Hockey Canada)</li> <li>There is increased interest in girls' hockey</li> <li>Municipalities are beginning to allocate and charge for ice based on Canadian Sport 4 Life/Long Term Athlete Development principles</li> </ul>

In 2010, it was recommended (2010 Recreation Facility Master Plan) that all City arenas be maintained until the Cooperators Centre was opened at which time needs should have been reassessed.

In 2016 the 8 City operated arenas were used to 67% of prime-time capacity (there are nearly 6,000 hours of prime time use currently not being consumed in the market) and when compared to other major Canadian cities, Regina provides ice arenas at approximately double the rate of averages (1:15,365 residents in Regina versus an average of 1:23,193 residents). Furthermore, the existing City arenas cost nearly \$200,000 per year to operate (net average subsidy of \$203,131 per arena in 2016) and have significant deferred maintenance requirements. The estimated replacement value of existing City arenas is \$56.3M (as is) and up to \$120M if arenas were replaced to modern standards.

Due to the City having excess prime time capacity, moderate levels of community support, and that trends and leading practices are suggesting limited growth in facility demand it is recommended that the City reduce service levels but at the same time strive to meet the needs and expectations of residents for indoor ice arenas that provide modern user and spectator experiences. In order to do so, once existing ice arenas require significant investment due to lifecycle repairs, the City should reduce service levels by in some cases not reinvesting in existing facilities and in other cases relocating and/or reinvesting in existing facilities to create multi-sheet venues. Furthermore, future development of indoor ice arenas should consider all potential partnership opportunities with post-secondary, municipal, private, and non-profit partners. It is also important for the City to review its allocation policies related to the use of ice arenas to better align with leading practices and concepts such as the Long-Term Athlete Development model and the Canada Sport for Life movement.

## Indoor Amenity: Community Centres (Neighbourhood)

### Current Service Level

1 Community Centre for every 18,000 residents

### Strategic Action

Sustain and modernize existing amenities and consider partnering on, but do not initiate, the development of new community centres

There are 12 community centres (5 neighborhood centres, 5 community operated centres, and 2 seniors centres) in Regina with an average age of 34 years.

In the 2010 Recreation Facility Master Plan a number of recommendations were put forth for community centres. Many of these recommendations have been achieved.

In 2017, community centres accommodated over 55,000 booked hours. The māmawêyatitân centre hosted the most hours (17,347) followed by the Albert Scott Community Centre (9,527) and the Core Ritchie Neighbourhood Centre (9,299).

Other cities are generally not pursuing new municipally operated community centres at the neighbourhood level, except in high-needs neighbourhoods. Instead, they are focusing on higher, community level complexes.

Regina provides community centres at the rate of one for every 18,000 residents. Existing community centres cost \$1.9M per year to operate (including programming). The estimated replacement value of existing community centres is \$47 M but modernized replacement could be higher.

Existing City of Regina Community Centres will be amenities that act as neighborhood destination facilities and gathering places in all areas of the city, especially high needs neighbourhoods or those with geographic barriers to accessing community destination facilities. The City will consider offering public support to partner-driven community centres via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover. No new community centres will be pursued in developing areas unless partnership opportunities arise as the community development model has shifted since the majority of existing centres were built. Thus, there is no future service level as neighbourhood needs will be met in a variety of ways in the future. Some existing community centres will require modernization. Specific policy recommendations to deliver on this vision include modernizing and increasing the quality of some community centres to increasing functionality and meeting user needs in high needs areas. Although construction of new stand-alone community centres in developing areas is not recommended, it is recommended that the City work with developers and other partners to integrate neighbourhood activities spaces into other public spaces (e.g. schools, commercial/residential developments, etc.).

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Community Centres were the 23rd highest indoor priority; 56% support development (20% strongly support, 36% somewhat)</li> <li>Youth centres and seniors' centres/facilities were #1 and #3 household survey priorities at 91% "strongly" or "somewhat" support.</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>A few indoor program spaces need to be added (11% of association respondents said that social banquet facilities were a priority (12th priority)</li> <li>Senior centre facilities were also needed (10% of association respondents wanted seniors' spaces which was the 17th priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Community associations and associated facilities are key components to recreation service delivery</li> </ul>

## Indoor Amenity: Indoor Skateboard Parks

### Current Service Level

None

### Strategic Action

Consider partnering, but do not initiate development

Currently the City of Regina has no inventory of indoor skateboard parks. There are indoor skate parks provided by the private sector.

Typically, indoor skateboard parks are not provided by the public sector. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. Although indoor skateboard opportunities are important, they typically are not directly owned and operated by municipalities. The future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. There is no future recommended service level and it is recommended that future development not be initiated. However, it is recommended that the City will consider offering public support to partner-driven indoor skate park projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Indoor skateboard parks were the 20th highest indoor priority; 64% support development (26% strongly support, 38% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Indoor skateboard parks were the 9th top indoor priority of youth (19%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Indoor skate parks were the 21st priority of groups (5%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Spontaneous use amenities are popular</li> <li>Non-sport/competitive pursuits are in demand and appeal to youth not involved in organized sport</li> <li>Skateboarding will be introduced as a new Olympic sport in 2020</li> </ul>

## Indoor Amenity: Indoor Fields

### Current Service Level

5 indoor fields at 2 locations in Regina

### Strategic Action

Consider partnering, but do not initiate development

There are currently six indoor fields at two locations in Regina. From October to April, the EventPlex at Evraz Place is sub-leased to the Regina Soccer Association. The EventPlex contains four of City's six indoor fields.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>12th highest indoor priority; 78% support development (37% strongly support, 41% somewhat)</li> <li>*"Year-round indoor flat surfaces"</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Year-round indoor flat surfaces were the 11th top indoor priority of youth (15%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Year-round indoor flat surfaces were the 3rd priority of groups (24%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Multipurpose indoor space is in demand throughout the year</li> <li>Emerging activities that traditionally use arena pads in the ice off season are demanding space during the typical ice season</li> </ul>

Indoor fields are currently provided in the City via a partnership model. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. Although indoor fields are important, they are most often operated by non-profit groups in major metropolitan areas. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. There is no future recommended service level, however, The City will consider offering public support to partner-driven indoor field projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

## Indoor Amenity: Arts and Culture Facilities

### Current Service Level

1 centre for the City of Regina

### Strategic Action

Consider developing when appropriate opportunities exist (developing new or repurposing of existing recreation amenities)

Regina currently has one arts and culture facility that is 35 years old.

The City conducted 3,396 hours of programming at the Neil Balkwill Civic Arts Centre in 2017.

Total operating costs for the facility are \$217,300, including programming. The estimated replacement value of the existing facility is \$4.4 M, as is, and modernized replacement value could be as high as \$15M.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>• 15th highest indoor priority; 72% support development (31% strongly support, 41% somewhat) Multi-purpose program/meeting rooms</li> <li>• Dance studios were the 22nd highest indoor priority (62%)</li> <li>• Aboriginal cultural/ceremonial rooms were the 14th priority of households (36% strongly and 36% somewhat support)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>• Multipurpose meeting rooms were the 23rd indoor priority of youth (6%)</li> <li>• Dance studios were the 12th priority of youth (15%)</li> <li>• Aboriginal cultural/ceremonial rooms were the 20th priority of youth (9%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>• Multipurpose meeting rooms were the 23rd priority of groups (6%)</li> <li>• Dance studios were the 12th priority of groups (15%)</li> <li>• Aboriginal cultural/ceremonial rooms were the 9th priority of groups (18%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>• Multipurpose space is in demand</li> <li>• Community space to foster inclusion and cultural integration is a priority in recreation and beyond</li> </ul>

The City of Regina provides spaces for residents to be both creative and inspirational across all skill levels. There is currently 1 major centre to service the entire city and it is recommended that this service level remain constant. Existing city-wide specialty arts and cultural facilities are generally meeting needs and will continue to so with modest adjustments. Complementing them with more multipurpose or dedicated spaces in community centres and recreation complexes will meet needs for the foreseeable future. The recommended future vision is to retrofit non-dedicated arts programmable spaces into community centres on a case by case basis and not initiate future development of advanced/professional theatre spaces. When new facilities are built or existing facilities are repurposed, consideration should be given to adding arts and culture program areas. It is recommended that The City will consider offering public support to partner-driven advanced/professional theatre and galleries via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover. When specific projects are planned, gathering local input will help to identify what types of arts and culture spaces should be included in broader capital projects. The development of more specialized arts and culture spaces will require partnerships.



## Indoor Amenity: Indoor Track and Field

### Current Service Level

1 centre for the City of Regina

### Strategic Action

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>12th highest indoor priority; 78% support development (37% strongly support, 41% somewhat)</li> <li>*"Year-round indoor flat surfaces"</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Year-round indoor flat surfaces were the 11th top indoor priority of youth (15%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Year-round indoor flat surfaces were the 3rd priority of groups (24%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Partnerships are key to the provision of athletics facilities</li> </ul>

Regina currently has one indoor track and field facility that is 30 years old.

In 2017, there were 10,098 fieldhouse rental hours, plus 10,442 rental hours specifically for racquet courts and 2,881 drop-in fitness users. There was an average of 205,390 visitors per year from 2013-2017. The existing indoor track and field facility costs approximately \$728,631, including programming. The estimated replacement value of the facility is \$23 M as is, and modernized replacement value could be higher than \$30M.

The City of Regina provides indoor track and field facilities for both community recreation and competition purposes. City athletics facilities are utilized throughout the year by the community and facilitate major events and competitions as opportunities are presented. There is no current indication via engagement results, anticipated trends, or utilization statistics that additional fieldhouse type spaces are required, however, additional spaces might be required in the long-term due to growth in population. Thus, no new indoor athletics facilities are recommended in the short- to mid-term and it is recommended that the service level remain constant.

## Indoor Amenity: Indoor Playgrounds

### Current Service Level

The City of Regina does not currently invest in indoor playgrounds

### Strategic Action

Consider developing when appropriate opportunities exist (developing new or repurposing of existing recreation amenities)

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>6th highest indoor priority; 86% support development (50% strongly support, 36% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Indoor playgrounds were the 3rd top indoor priority of youth (32%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Indoor playgrounds were the 6th priority of groups (22%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Indoor play space is trending as a key component to major multipurpose recreation facility development</li> <li>Spontaneous use activities for young children throughout the year (non-weather dependent) are in demand</li> </ul>

There are currently privately operated indoor playground facilities in Regina.

There is consistent demonstration of support for indoor playgrounds via public engagement. Indoor playgrounds will help to increase activity levels of children not involved in organized sport and publicly accessible indoor playgrounds will ensure all populations have access. Therefore, the City will consider providing indoor playground facilities for children to be more active and to socialize. Specifically, the City will look to provide 1 or more publicly operated playground facility throughout the entire City. Consideration will be given to adding indoor child play spaces when developing new or renovating existing recreation facilities at the city-wide and community levels.

## Indoor Amenity: Indoor Climbing Walls

### Current Service Level

The City of Regina does not currently invest in indoor climbing walls

### Strategic Action

Consider partnering, but do not initiate development

There are privately operated indoor climbing walls in Regina.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Indoor climbing walls were the 13th highest indoor priority; 73% support development (30% strongly support, 43% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Indoor climbing walls were the 2nd indoor priority of youth (36%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Indoor climbing walls were the 15th priority of groups (10%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Indoor climbing walls are trending as a component to major multipurpose recreation facilities</li> <li>Spontaneous use activities for all ages throughout the year (non-weather dependent) are in demand</li> <li>Climbing will be introduced as a new Olympic sport in 2020</li> </ul>

The future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. As such, there is no recommended future service level and the City will not initiate future development. Typically, indoor climbing walls are not provided by the public sector. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. The City will consider offering public support to partner-driven indoor climbing wall projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

## Indoor Amenity: Gymnasium Spaces

### Current Service Level

The City of Regina invests in five gymnasium facilities throughout the city

### Strategic Action

Consider developing when appropriate opportunities exist (as a component of larger development projects)

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>10th highest indoor priority; 81% support development (39% strongly support, 42% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Gymnasium spaces was the 5th indoor priority of youth (27%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Gymnasium spaces were the 7th priority of groups (21%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Publicly provided (non-school) gymnasium spaces are trending due to the multi-use nature and cost structure</li> </ul>

There is currently five publicly operated gymnasium spaces in Regina. There are also some privately operated gymnasium spaces in the City.

Gymnasium spaces throughout Regina are provided at both schools and other institutions as well as at one City operated facility. Community access to gymnasiums is made possible via joint use agreements. Currently there exists sufficient gymnasium spaces and it is important to ensure access to those spaces that already exist. Opportunities for partnerships during the development of new schools to enhance gymnasium spaces and community access should be explored but can only occur when new schools are built. Going forward, it is recommended that City operated gyms are operated at the city-wide level and supplemented with publicly accessible amenities at the neighbourhood level. No new gymnasium spaces are recommended in the short to mid term, however, community access to school gymnasiums should be assured through a more formalized joint use agreement. It is also important to note that there may be latent demand for spontaneous use gymnasium space; working with schools to enable spontaneous use opportunities may be one way to better understand this latent demand.

## Indoor Amenity: Gymnastics Studios

### **Current Service Level**

The City currently does not invest in gymnastics facilities.

### **Strategic Action**

Consider partnering, but do not initiate development

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>16th highest indoor priority; 72% support development (27% strongly support, 45% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Gymnastics studios were the 16th indoor priority of youth (12%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Gymnastics studios were the 23rd priority of groups (4%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Gymnastics is recognized as a core fundamental development activity physical literacy</li> <li>Public support for gymnastics spaces is trending</li> </ul>

There are private and non-profit gymnastics facilities in Regina currently.

Typically, gymnastics studios are not provided by the public sector, however, there are examples of municipal support being provided to these spaces via partnerships.

Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. Although gymnastics facilities are important, they typically are not directly owned and operated by municipalities. In some cases municipalities partner with gymnastics clubs to help achieve mutual goals and objectives. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. It is recommended that future development not be initiated by the City and there is no recommended service level. The City will consider offering public support to partner-driven gymnastic studio projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

## Indoor Amenity: Curling Rinks

### Current Service Level

The City currently does not invest directly in curling rink facilities.

### Strategic Action

Consider partnering, but do not initiate development

There are currently 2 private/non-profit curling rinks in Regina.

Curling rinks are currently provided in the city without significant public support. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment.

Curling facilities are important and they typically are not directly owned and operated by municipalities. In some cases municipalities partner with curling clubs to help achieve mutual goals and objectives. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. It is recommended that future development not be initiated and there is no recommended service level. The City should consider offering public support to partner-driven curling rink projects via the Recreation Infrastructure Planning Process and in the City Partnership Policy and Framework (under separate cover) and encourage curling stakeholders to work together and focus on sustainability when contemplating future development.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>• 19th highest indoor priority; 68% support development (30% strongly support, 38% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>• Curling rinks were the 17th indoor priority of youth (11%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>• Curling rinks were the 22nd priority of groups (5%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>• Participation in curling is trending downwards in most parts of Canada and has been for two decades</li> <li>• Spontaneous use activities for all ages throughout the year (non-weather dependent) are in demand</li> </ul>

## Indoor Amenity: Fitness Facilities

### Current Service Level

1 fitness facility for every  
71,000 residents

### Strategic Action

Consider developing when appropriate opportunities exist to complement other amenities and assist with cost recovery

There are currently three City-owned fitness facilities throughout the city plus many provided by the non-profit and private sectors.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>7th highest indoor priority; 85% support development (53% strongly support, 32% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Fitness facilities were the 4th top indoor priority of youth (32%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Fitness facilities were the 8th priority of groups (21%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Municipally owned and operated fitness facilities are trending positively as a key component to major multipurpose recreation facility development</li> <li>Where possible, municipal fitness facilities are programmed to complement private sector operators and segment the market to focus on needs not adequately met consistently by others</li> <li>Spontaneous use activities for all ages throughout the year (non-weather dependent) are in demand</li> </ul>

The City relies on the private and non-profit sector to meet most fitness needs except where fitness services improve the viability of other public recreation facilities. The City of Regina provides fitness facilities to accommodate resident demand and complement other indoor recreation facilities and services provided by other sectors. It is recommended that the City consider increasing the future service levels by adding fitness facilities when developing new facilities or renovating existing recreation facilities, however, only when providing fitness services complements other spaces and enhances the feasibility of the project.

## Indoor Amenity: Indoor Racquet Court Facilities

### Current Service Level

One City operated facility at the Fieldhouse that can be used for racquet sports; gymnasiums throughout the city are also used for badminton and pickle ball activities

### Strategic Action

Consider partnering, but do not initiate the development

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>12th highest indoor priority; 64% support development (23% strongly support, 41% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Indoor tennis was the 19th indoor priority of youth (11%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Indoor tennis courts were the 20th priority of groups (5%)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Tennis (and pickleball which uses tennis courts) participation is increasing</li> <li>Multiple use racquet courts can work under appropriate conditions</li> </ul>

There is one City operated facility at the Fieldhouse (primarily used for indoor tennis). In 2015, there were 11,712 rentals hours for racquet courts at the Fieldhouse. There are also a number of indoor racquet court facilities and school gyms and City operated gyms available in the city for activities such as pickleball, squash, and racquetball.

Dedicated indoor racquet court facilities are not typically provided by municipalities. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. Indoor racquet court areas in major metropolitan areas are sometimes provided by non-profit groups in partnership with local municipalities; they are not always owned and operated by municipalities. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. As such, initiation of future development is not recommended and there is no recommended service level. The City will consider offering public support to partner-driven indoor racquet court projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover. The City should also continue to offer and enable the use of multipurpose gymnasium spaces for indoor racquet activities such as badminton and pickle ball where able.



## Outdoor Amenity: Outdoor Pools

### Current Service Level

1 outdoor pool for every 43,021 residents

### Strategic Action

Reduce quantity/service level, but enhance quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Outdoor pools: 10th outdoor priority; 84% support development (45% strongly support, 39% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Top youth priority (44% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>20% of group survey respondents would like to see enhancements to outdoor pools (5th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Outdoor pools per capita have declined in each of the past six decades in Canada</li> </ul>

The City owns and operates 5 outdoor pools with an average age of 64 years, providing low cost swimming opportunities for all city residents.

In 2010, it was recommended (2010 Recreation Facility Master Plan) that the City:

- Provide a city-wide outdoor facility in Wascana Park (replace) with a variety of aquatic and non-aquatic play amenities as well as perform minimal lifecycle investments to Dewdney and Maple Leaf Pools and maintain the other two outdoor pools.
- Provide outdoor pools in the north, central and south areas, as well as spray pad facilities throughout the city at community and neighbourhood destination facilities where possible.

A 2014 Administrative Report on Outdoor Pools reviewed five options and determined that a decision on the future of outdoor pools be deferred to the 2018 Recreation Facility Master.

When compared to other major Canadian cities, Regina provides outdoor pools at a rate of 1 pool for every 43,021 residents; whereas the rate of the average is 1 pool for every 93,825 residents. Existing outdoor pools cost \$881,247 per year, including programming. The estimated replacement value of the 5 outdoor pools is \$11 M, as is, and a modernized replacement value could be higher than \$35M.

There were over 95,000 visits (total) to the City's five outdoor pools in 2017, 33,179 of which were free drop-in visits.

Aquatics are one of the most important recreation services a municipality can provide. They cater to a broader cross section of the public than any other recreation amenity, deliver a broader range of benefits, and are supported by the vast majority of citizens. Currently, the City of Regina outdoor aquatics centres do not meet the needs and expectations of residents for modern leisure aquatics and program/fitness aquatics. Equitable access to outdoor pools in the city enables all residents the ability to participate in outdoor swimming for fun, to connect with community, and to develop life skills. Outdoor pools also provide financially accessible swimming opportunities in some areas of the city. Outdoor aquatics facilities should be maintained and refreshed on a regular basis. When outdoor pools reach the end of functional lifespan and a reduction of overall inventory is required to meet service level targets, they should be replaced with increased indoor pool capacity, spray pads at the community and city-wide level, or reduce service levels.

Existing facilities are aging, in need of replacement, do not meet modern user expectations, and will require significant investment. Due to these reasons, **it is recommended that the City reduce service levels but enhance the quality of experiences at outdoor pools**, reducing service levels and diverting existing uses to higher quality, more cost-effective facilities. This will be done, first by providing a new city-wide outdoor facility in Wascana Park with a variety of aquatic and non-aquatic play amenities. Two of the four remaining pools, will need to be reinvested in over the next ten years. Decisions will be delayed on retaining the final two pools as long as possible, until they must be closed. Thus, what is currently provided in five pools will be collapsed into three that better serve the entire city. It is also recommended that the City accommodate all needs for summer aquatics to higher quality replacement facilities (see spray pads and expanded indoor pool capacity, and three rebuilt outdoor pools).

## Outdoor Amenity: Spray Pads

### Current Service Level

1 spray pad for every 14,340 residents

### Strategic Action

Reduce quantity/service level, but enhance quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Spray parks are the 8th outdoor priority; 85% support development (49% strongly support, 36% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>2nd youth priority (36% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>16% of group survey respondents would like to see enhancements to water spray parks (9th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Re-circulating spray parks are more efficient, leisure aquatics focus for outdoor pool development</li> </ul>

There are currently 15 City-operated spray pads in Regina with an average age of 22 years, providing low cost aquatic opportunities for city residents. A majority of these spray pads are not built to modern spray pad user expectations.

In 2010, it was recommended (2010 Recreation Facility Master Plan) that the City provide outdoor pools in the north, central and south areas, as well as spray pad facilities throughout the city at community destination and neighbourhood hub facilities where possible.

Existing spray pads cost a total of approximately \$61,000 annually. The estimated replacement value of the 15 spray parks is \$3.0 M, as is, and a modernized replacement value would be at least \$7.5M.

Currently, spray pads are maintained and refreshed on a regular basis. When spray pads reach the end of useful life and reduction of overall inventory is required to meet service level targets they should be replaced with other needed and accessible recreation amenities. Currently, many of the older spray pads do not meet modern user expectations. Larger, more modern spray pads (with more leisure amenities, support spaces such as parking, picnic areas, and washroom facilities) generally experience much higher rates of use. Therefore, it is recommended that the future service level be reduced to 1/45,000 whereby larger, more attractive spray pads can provide a critical mass of opportunities. The City should gradually reduce the number of spray pads, trading quantity for quality, with larger spray pads at the community level rather than many smaller ones at the neighbourhood level. Specifically, the City will aim to add at least four new community level spray pads to better accommodate respite from summer heat and water orientation for toddlers and provide enhanced destination outdoor water play experiences.

## Outdoor Amenity: Athletic Fields

### Current Service Level

1 dedicated athletic field for every 3,600 residents

### Strategic Action

Maintain service level and enhance quality

The City operates 3 classes of 60 dedicated sports fields and allows approximately 48 other passive park spaces to be booked for field use.

In 2017, there were 45,687 hours booked at all fields, 36% of which were at Class 4 fields which are passive park spaces that the City has allowed groups to book and use; they are not dedicated athletic fields. The most utilized fields are rented over 1,000 hours/year and three user groups used over 2,200 hours per year. Class 3 fields account for 27% of the bookable sports field inventory and accommodated 50% of all bookings in 2017.

Dedicated athletic fields are provided by the City of Regina to meet the needs of organized sport groups and are available for spontaneous resident use. Where possible, dedicated athletic fields should be consolidated at multi-field sites at the Community level with support amenities that support tournament and league play. It has been shown that the quality of fields is very important to user groups and use of poorest quality fields is low (higher quality fields get disproportionately more use). Therefore, it is recommended that the City maintain the future service level to a target of 1 athletic field per 3,600 residents, and enhance quality. Specifically, the City can use existing booking information to identify fields that are not being well used due to poor quality, and invest in them to increase use. The City can also continue to work with developers to provide new fields at the approved service level. The City should consider the development of artificial turf facilities to enhance the quality of dedicated athletic fields throughout Regina. The City should also develop a more detailed approach to dedicated athletic field provision and allocation. It is also important to note that there is currently a lower rate of dedicated athletic field provision in the central area of the city when expected development occurs. This gap should be considered when developing new dedicated athletic fields.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>• Sports fields (grass) were the 6th outdoor priority; 86% support development (52% strongly support, 34% somewhat)</li> <li>• Sports fields (artificial turf): 22nd outdoor priority; 60% support development (21% strongly support, 39% somewhat)</li> <li>• Support amenities for sports fields: 1st outdoor priority; 93% support development (58% strongly support, 35% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>• Sports fields (grass) were the 9th youth priority (25% of youth surveyed)</li> <li>• Sports fields (artificial turf) were the 13th youth priority (16% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>• 20% of group survey respondents would like to see enhancements to grass sports fields (5th outdoor priority); 11% support artificial turf</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>• New and emerging recreation/sport interests are competing for field time</li> <li>• Artificial turf is demanded by some sports and becomes more cost effective than grass pitches</li> <li>• Demand for high quality fields is strong</li> <li>• Multi-field facilities are ideal for tournament hosting and league play</li> </ul>

## Outdoor Amenity: Cricket Pitches

### Current Service Level

2 cricket pitches in Regina (with another currently being developed)

### Strategic Action

Increase provision, both quantity and quality

There are currently two cricket pitches in Regina with a third one to be brought online in 2019.

The City's two cricket pitches experience high levels of utilization.

Cricket pitches are currently provided by the City of Regina to meet the needs of organized sport groups and are available for spontaneous resident use. Where possible, cricket pitches should be consolidated at multi-field sites at the Community level with support amenities that support tournament and league play. Current inventory and utilization levels suggest excess demand exists but provision at a Community level is not warranted based on existing demand levels, thus it is recommended that cricket pitches be provided at the city-wide level and quantities increased eventually to a target service level of 1/45,000. The City should consider cricket pitches when looking in more detail at the approach to dedicated athletic field provision.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Cricket pitches are the 23rd outdoor priority; 59% support development (18% strongly support, 41% somewhat)</li> <li>Support amenities for sports fields: 1st outdoor priority; 93% support development (58% strongly support, 35% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Cricket pitches were the 23rd youth priority (3% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Cricket pitches were the 21st group priority (5% of groups surveyed)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Recreation is a medium for social integration and inclusion</li> <li>New and emerging recreation/sport interests are competing for field time from traditional activities</li> </ul>

## Outdoor Amenity: Ball Diamonds

### Current Service Level

1 ball diamond for every 1,325 residents

### Strategic Action

Reduce quantity/service level, but enhance quality

The City operates 5 classes of 163 bookable ball diamonds.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Ball diamonds were the 15th outdoor priority; 76% support development (37% strongly support, 39% somewhat)</li> <li>Supporting amenities for sports fields was the 1st outdoor priority; 93% support development (58% strongly support, 35% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Ball diamonds were the 18th youth priority (11% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>10% of group survey respondents would like to see enhancements to ball diamonds (17th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Adult slo-pitch participation remains strong</li> <li>Multi-diamond sites with amenities (parking, concession, camping) are in demand for tournament use</li> </ul>

In 2017, there were 71,000 hours booked at all diamonds and the most utilized diamond was rented for 2,201 hours. Ten user groups used over 1,500 hours per year. Booked hours at ball diamonds increased by 25% from 2013 to 2017.

Ball diamonds are provided by the City of Regina to meet the needs of organized sport groups and are also available for spontaneous resident use. Where possible, ball diamonds should be consolidated at multi-diamond sites at community level parks with support amenities that support tournament and league play. The quality of ball diamonds is very important to user groups and use of the poorest quality of diamonds is low. Therefore, it is recommended that the City generally upgrade the quality of diamonds as higher quality diamonds get disproportionately more use. Future service levels will be reduced to 1/2,500, trading quantity for quality, using utilization data to identify the least used diamonds and, decommissioning them. In the long-term future, it is recommended that the City work with developers to provide new diamonds as population growth drives more need for diamonds and look at developing a ball diamond strategy to further refine the preceding recommendations. For future investment in high performance ball diamond facilities, the City should consider partnerships but not initiate development on their own.

## Outdoor Amenity: Playgrounds

### Current Service Level

1 playgrounds with accessible elements within about 800m of each residence; with larger catchment areas in isolated cases involving low density areas. There is 1 accessible playground for every 72,000 residents

### Strategic Action

Increase provision of accessible playgrounds, both quantity and quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Playgrounds were the 2nd outdoor priority; 92% support development (68% strongly support, 24% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Playgrounds were the 10th youth priority (20% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>21% of group survey respondents would like to see enhancements to playgrounds (4th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Nature themed playgrounds are popular</li> <li>Adult and “adventure” play parks are being publicly provided</li> </ul>

There are currently 170 City-owned playgrounds in Regina that are accessible or have accessible elements.

Playgrounds should be provided by the City of Regina within reasonable walking distance to all residents. More accessible playgrounds will meet modern accessibility standards and provide access for all residents. Accessible playgrounds will be provided to serve broader resident markets where feasible, more likely at the community level. The City will target 1 playground with accessible elements within 800m of each residence and a service level of one accessible playground for every 45,000 residents. The City should gradually develop additional fully accessible playgrounds to meet the recommended future service level. The City should maintain the provision of playgrounds with accessible elements (within 800m)

## Outdoor Amenity: Outdoor Rinks

### Current Service Level

1 outdoor rink within 3km of residences

### Strategic Action

Reduce quantity/service level,  
but enhance quality

There are currently 60 outdoor rinks at 40 locations in Regina.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>13% of group survey respondents would like to see enhancements to outdoor basketball/courts (12th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Spontaneous leisure skating opportunities are in demand</li> <li>Outdoor rinks provide opportunity to participate outdoors during the winter months</li> <li>Skating trails and enhanced outdoor skating experiences are emerging</li> </ul>

In 2010, it was recommended (2010 Recreation Facility Master Plan) that the City provide outdoor skating experiences in a well distributed manner throughout the city in conjunction with community destination facilities and neighbourhood hub facilities. In addition, it was recommended that a plan be developed to provide a combination of boarded and non-boarded skating rinks preferably within 2.5 to 3.0 km of most households and provide three destination pleasure skating sites for city-wide use.

In 2017, there were 5,482 hours booked at outdoor rinks and 20 of 60 outdoor rinks were booked at least once.

The City of Regina provides outdoor rinks to enable residents to skate and play ice sports for fun, to connect with others and to be outside in the winter months. However, overall, less quantity is justified based on current use. Outdoor skating needs have changed since most rinks were developed and outdoor skating is extremely weather dependent. A more diverse range of higher quality skating experiences are required. Thus, the City should target service levels of 1 outdoor rink within 3 km of almost all residences, including boarded and non-boarded skating rinks. The City should consider a destination linear skate trail in conjunction with an existing trail. By decreasing quantity but enhancing quality, the City will provide outdoor skating experiences in a well distributed manner throughout the city in conjunction with community destination and neighbourhood facilities.



## Outdoor Amenity: Outdoor Skateboard Parks

### Current Service Level

1 skateboard park for every  
72,000 residents

### Strategic Action

Increase provision, both quantity  
and quality

Regina currently has 3 skateboard  
parks plus 1 skateboard pod.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Skateboard parks were the 17th outdoor priority; 76% support development (24% strongly support, 52% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Outdoor skateboard parks were the 12th youth priority (17% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>4% of group survey respondents would like to see enhancements to skateboard parks (23rd outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Skateboard participation remains strong</li> <li>Use of skateboard parks for other activities (bikes, scooters, etc.) has changed the nature of use and design requirements for skateboard parks</li> <li>Skateboarding will be introduced as a new Olympic sport in 2020</li> </ul>

In 2010, it was recommended (2010 Recreation Facility Master Plan) that the City provide outdoor skateboard facilities and elements strategically located throughout the city as well as work with developers to provide skateboard facilities in new community level parks (Phase II) and create new skateboard elements in parks and near neighbourhood hub facilities.

Currently, not all communities within the city have access to an outdoor skateboard park. Providing one or two more skateboard parks will make access more equitable. It is recommended that the City provide outdoor skateboard facilities and elements strategically located throughout the city, work with developers to provide skateboard facilities in new community destination, and create some new skateboard elements in parks and near neighbourhood destination facilities. The City should target a provision ratio of 1/45,000 in the future.

## Outdoor Amenity: Outdoor Speed Skating Oval

### **Current Service Level**

1 major centre to serve the entire city

### **Strategic Action**

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	• N/A
Youth Survey	• N/A
Stakeholder Survey and Interviews	• N/A
Trends and Leading Practices	• Outdoor speed skating remains constant or in decline in most Canadian winter cities

There is currently one outdoor speed skating oval in Regina.

The City of Regina provides an outdoor speed skating oval for both community recreation and competition purposes. There is no evidence (via engagement, trends, or utilization statistics) that more outdoor speed skating ovals are required, thus no new outdoor speed skating ovals are recommended and the future service level will remain constant at one major centre to serve the entire city. If and when new indoor ice surfaces are provided, the City can ensure that they can also optimally accommodate indoor short track speed skating (i.e. sufficient storage space for padding).

## Outdoor Amenity: Lawn Bowling Spaces

### **Current Service Level**

The City owns one lawn bowling facility in Regina which is operated by a non-profit group.

### **Strategic Action**

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	• N/A
Youth Survey	• N/A
Stakeholder Survey and Interviews	• N/A
Trends and Leading Practices	• N/A

There is currently one multi-green facility in Regina operated by a non-profit group.

Lawn bowling facilities are not typically directly owned and operated by municipalities in most major metropolitan areas. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. The City owns one lawn bowling facility in Regina which is operated by a non-profit group. Future investment in this facility will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment.

## Outdoor Amenity: Outdoor Racquet Sports Areas

### Current Service Level

1 outdoor racquet sports area for every 5,100 residents

### Strategic Action

Reduce quantity/service level, but enhance quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Outdoor tennis courts were the 19th outdoor priority; 69% support development (23% strongly support, 46% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Outdoor tennis courts were the 20th youth priority (9% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>4% of group survey respondents would like to see enhancements to tennis courts (22nd outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Pickleball participation is increasing</li> <li>Multiple use racquet courts can work under appropriate conditions</li> </ul>

There are 42 tennis courts in Regina’s inventory at 18 sites. Thirteen (13) of which are made of a synthetic surface and 29 have an asphalt surface. Twenty-nine (29) of these are suitable for pickleball. In 2015 operating costs were \$23,000 and in 2016 costs were \$32,670. Replacement costs are \$110,000 for a double asphalt court site and \$200,000 for a double synthetic court site.

In 2017, there were 1,747 hours booked in outdoor racquet sports areas. The tennis courts at Lakeview Park and Douglas Park were the most booked in 2017 with 750 and 475 booked hours respectively.

The City of Regina provides outdoor racquet court areas to support both spontaneous use and organized sport groups. Outdoor tennis courts are not being fully used (especially the lower quality ones) and there are other sports that could be accommodated on underutilized courts. Pickleball is an emerging sport with increasing participation numbers. It is recommended that future service levels be reduced to a target of 1/6,000; therefore, there will be a focus on decreasing quantity but enhancing quality. The City should repurpose some existing tennis courts to accommodate pickleball based on analysis of utilization, user consultation and geographic location considerations. For multi-court, competitive venues the City should consider partnering but not initiate development.

## Outdoor Amenity: Outdoor Picnic Sites

### Current Service Level

1 outdoor picnic area for every 14,300 residents

### Strategic Action

Increase provision, both quantity and quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Picnic areas were the 8th outdoor priority; 85% support development (49% strongly support, 36% somewhat)</li> <li>Passive parks were the 5th outdoor priority; 88% support development (57% strongly support, 31% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Outdoor picnic areas were the 8th youth priority (25% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>15% of group survey respondents would like to see enhancements to picnic sites (10th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Outdoor social gathering areas are key to connecting community and animating parks</li> </ul>

There are currently 15 bookable picnic sites throughout Regina. The picnic site at Kiwanis Park was booked on 42 occasions for 183 hours in 2017. Rick Hansen Park's picnic site was booked for 137 hours on 26 occasions.

City of Regina outdoor picnic areas enable residents to gather, socialize and connect with each other and nature throughout the entire year. There are consistent demonstrations of support for outdoor picnic areas via public engagement and picnic sites provide low cost recreation opportunities for residents to socialize and connect. It is recommended that the City add to existing inventory to meet future service level targets of 1/10,000.

## Outdoor Amenity: Off Leash Dog Parks

### Current Service Level

1 off leash dog park for every 107,553 residents

### Strategic Action

Increase provision, both quantity and quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>• Dog off leash parks were the 18th outdoor priority; 75% support development (38% strongly support, 37% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>• Dog off leash parks were the 4th youth priority (28% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>• 10% of group survey respondents would like to see enhancements to dog off leash parks (16th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>• Off leash dog parks are in demand</li> <li>• Support amenities (dog wash, parking, vendors, etc.) and areas for small/large dogs are leading practices</li> </ul>

There are currently two dedicated off leash dog parks plus five seasonal areas in Regina.

The City of Regina provides off leash dog areas to enable dog owners and their pets to gather and socialize at the Community level. There is much more demand than can be currently met in existing parks. To provide equitable access, one park needs to be provided in each zone. It is recommended that the service level for off leash dog parks be increased to 1/45,000. The City should work with the development community to add dedicated off leash dog parks to meet future service level targets. In 2018 City Council approved plans to develop three additional off leash dog parks in developing areas of the city. One in the north/northwest, one in the south, and one in the east. It is recommended that this would be an adequate service level (one off leash dog park per 45,000).

## Outdoor Amenity: Multi-use Pathways

### Current Service Level

Connections and linkages intersect the city

### Strategic Action

Increase provision, both quantity and quality

City of Regina multi-use pathways connect the city. Multi-use pathways enable residents to be active and healthy and facilitate the concept of active transportation. Multi-use pathways are a free recreation opportunity accessed by a broader cross section of residents than any other type of recreation amenity.

Completing the multi-use pathways system will increase access and use and have utilitarian benefits (e.g. active transportation). The future recommended service level of completing connectivity throughout the city will be achieved by implementing trail planning, development, and maintenance protocols recommended in the Transportation Master Plan.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Shared use trail network/system were the 3rd outdoor priority; 88% support development (57% strongly support, 31% somewhat)</li> <li>Hiking/walking amenities were the 7th highest priority (86% strongly or somewhat support)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Hiking/walking amenities and multi-purpose pathways were the 15th and 22nd youth priorities (15% and 5% of youth surveyed, respectively)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>Hiking/walking amenities and shared use trail network/system were the 13th and 14th top priorities of groups (12% each)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Walking jogging/biking multi-purpose pathways are the most popular recreation amenities in Regina and in most communities and are growing in popularity</li> <li>Properly designed network enables active transportation</li> <li>Themed trails and training features (outdoor fitness equipment, well- marked our trail distances) are in demand</li> </ul>

## Outdoor Amenity: Passive Park Spaces

### Current Service Level

1 within approximately 800 m of every residence

### Strategic Action

Increase provision, both quantity and quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Passive parks were the 5th outdoor priority; 88% support development (57% strongly support, 31% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Use of passive areas is growing in Regina and in most Canadian cities</li> <li>Use of passive parks is common among new Canadians as a family gathering space</li> </ul>

Passive park spaces are provided by the City in all categories of parks to enable spontaneous use, interaction with nature, and social gathering throughout the entire year. All existing and new park spaces should include both active and passive use areas. Passive park spaces provide low/no cost opportunities for residents to connect with nature. It is recommended that the City maintain the service level and work with developers to meet a future service level target of 1 passive park space within 800 m of every residence.



## Outdoor Amenity: Outdoor Basketball Courts

### **Current Service Level**

1 court for every 7,500 residents

### **Strategic Action**

Reduce quantity/service level,  
but enhance quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Outdoor basketball/court sports were the 11th outdoor priority; 81% support development (38% strongly support, 43% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Outdoor basketball/courts were the 5th youth priority (28% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>13% of group survey respondents would like to see enhancements to outdoor basketball/courts (12th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Spontaneous use amenities for all ages are in demand</li> </ul>

There are currently 29 outdoor basketball courts in Regina, many on joint use sites. All City of Regina outdoor basketball courts are available on a first-come, first-serve basis.

Outdoor basketball court spaces provided by the City of Regina facilitate spontaneous activities and accommodate all ages and abilities. There is no evidence (via engagement, trends, or utilization statistics) that more outdoor basketball courts are required. It is recommended that the future service level be reduced to 1/10,000. By decommissioning some outdoor basketball courts to meet future service level targets the City can decrease quantity but enhance quality of outdoor basketball courts. The City will also continue to add outdoor basketball court spaces to newly developing areas.

## Outdoor Amenity: Boating Facilities

### Current Service Level

None

### Strategic Action

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Boating facilities: 16th outdoor priority; 76% support development (36% strongly support, 40% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Boating facilities were the 17th youth priority (13% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>7% of group survey respondents would like to see enhancements to boating facilities (19th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Access to the water and the waterfront is key for communities that have significant water features</li> </ul>

Boating facilities are valued recreation amenities but are not always provided directly by local municipalities; in many cases partnerships exist for the operations of boating facilities. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. Boating facilities are not typically provided by municipalities, however, specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. There are non-motorized boating activities supported in Wascana Park including a rowing and paddling club. The lake is also a site for recreational canoe and kayak participants.

## Outdoor Amenity: Sand/Beach Volleyball Courts

### **Current Service Level**

1 court for every 21,500 residents

### **Strategic Action**

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Sand/beach courts were the 20th outdoor priority; 63% support development (22% strongly support, 41% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Sand/beach courts were the 6th youth priority (28% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>6% of group survey respondents would like to see enhancements to sand/beach courts (20th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Beach court areas in parks can be used for active and passive play as well as sport</li> </ul>

There are currently 10 sand/beach volleyball courts at the Regina Rugby Club and 3 more at the University of Regina.

Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. Beach volleyball courts are currently provided in Regina by non-profit partners with limited public support. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. It is recommended that the City not initiate future development but consider offering public support to partner-driven sand/beach court projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

## Outdoor Amenity: Community Gardens

### Current Service Level

1 for every 19,500 residents

### Strategic Action

Consider partnering, but do not initiate development

There are currently 11 community gardens operated in partnerships, 8 of which are on City land.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Community gardens were the 4th highest priority of households with 88% support (59% strongly, 29% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Community gardens were the 19th outdoor priority of youth (9%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>25% of group survey respondents suggested that community gardens should be invested in (3rd priority).</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>The popularity of community gardens is increasing throughout western Canada</li> <li>Connecting to nature and agricultural food security are also trending as program/strategic focus areas of municipalities</li> </ul>

Community gardens are an important recreation amenity and are typically provided through partnerships between municipalities and non-profit groups. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. Community gardens are currently provided in Regina by non-profit partners with limited public support. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. It is recommended that the City not initiate future development and consider offering public support to partner-driven community garden projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

## Outdoor Amenity: Bike Parks (BMX, Mountain Bike)

### Current Service Level

1 bike park operated in partnership

### Strategic Action

Consider partnering, but do not initiate development

There is currently one bike park in Regina, operated in partnership.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Bike parks were the 14th highest outdoor priority of households: 77% support development (33% strongly, 44% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Bike parks (BMX, mountain bike) were the 3rd highest outdoor priority of youth (29%)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>9% of group survey respondents suggested that bike parks (BMX, mountain bike) should be invested in (18th priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Bike parks and other extreme sports venues are being provided by municipalities</li> <li>Use of skateboard parks for BMX is not ideal can deteriorate facilities at a faster rate than traditional skateboard</li> </ul>

Bike parks are typically provided through partnerships between municipalities and non-profit groups; they are not typically owned and operated by municipalities. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. A bike park is currently provided in Regina by non-profit partners with limited public support. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. It is recommended that the City not initiate future development and consider offering public support to partner-driven bike park projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

## Outdoor Amenity: Outdoor Fitness Equipment

### Current Service Level

There is one location for the entire city

### Strategic Action

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> <li>Outdoor fitness equipment was the 21st outdoor priority; 52% support development (29% strongly support, 33% somewhat)</li> </ul>
Youth Survey	<ul style="list-style-type: none"> <li>Outdoor fitness equipment was the 16th youth priority (13% of youth surveyed)</li> </ul>
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> <li>14% of group survey respondents would like to see enhancements to outdoor fitness (11th outdoor priority)</li> </ul>
Trends and Leading Practices	<ul style="list-style-type: none"> <li>Outdoor fitness equipment along trail systems and adjacent to playgrounds offers residents a convenient way to be active</li> </ul>

There is currently one outdoor fitness location with 13 pieces of equipment in Regina.

Outdoor fitness equipment is provided by the City of Regina to enhance resident wellbeing and further animate recreation spaces throughout the entire year. Outdoor fitness equipment provides low cost recreation opportunities, but so far has not been widely used when provided. Therefore, it is recommended that the City not initiate future development and the future service level should be no more than one per community, where partners believe they are necessary (1/45,000). The City should consider offering public support to partner-driven projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

Further to the amenity strategies outlined, outdoor recreation amenities are located in City owned park spaces. The City has a hierarchy of types of parks and open spaces which it manages. The following chart summarizes key aspects of the outdoor amenity strategies presented and explains where each is best sited within the parks and open space system.

Amenity	Type	Existing Service Level (Population or Geographic Based)	Target Service Level (Population or Geographic Based)	Appropriate Siting			
				City-wide (Municipal) Facilities	Community Destination Facilities (Zone Level)	Neighbourhood Destination Facilities	Neighbourhood Parks
Outdoor Pools	Primary	1/43,021	1/75,000	✓			
Spray Pads	Primary	1/14,340	1/45,000	✓	✓		
Athletic Fields (dedicated)	Primary/ Secondary	1/3,600	1/3,600		✓	✓	✓
Cricket Pitch	Primary/ Secondary	1/107,553	1/45,000	✓	✓	✓	
Ball Diamonds	Primary/ Secondary	1/1,325	1/2,500	✓	✓		
Playgrounds with Accessible Elements	Primary	800m	800m	✓	✓	✓	✓
Accessible Playgrounds	Primary	1/72,000	1/45,000	✓	✓	✓	
Outdoor Rinks	Primary/ Secondary	3km	3km	✓	✓	✓	
Outdoor Skateboard Parks	Primary/ Secondary	1/72,000	1/45,000	✓	✓	✓	
Outdoor Speed Skating Oval	Primary/ Secondary	1/Population	1/Population	✓			
Lawn Bowling Areas	Secondary/ Tertiary	N/A	N/A	✓			
Outdoor Racquet Sports Areas (Tennis/Pickleball)	Primary/ Secondary	1/5,100	1/8,000		✓	✓	
Outdoor Picnic Sites	Primary	1/14,300	1/10,000	✓	✓	✓	✓
Off Leash Dog Parks	Primary	1/105,000	1/45,000	✓	✓		
Multi-use Pathways	Primary	N/A	N/A	✓	✓	✓	✓
Passive Park Spaces	Primary	N/A	800m	✓	✓	✓	✓
Outdoor Basketball Court Spaces	Primary/ Secondary	1/7,500	1/10,000	✓	✓	✓	
Boating Facilities	Secondary	N/A	N/A	✓			
Community Gardens	Secondary	1/19,000	N/A	✓	✓	✓	
Sand/Beach Volleyball Courts	Secondary	1/19,500	N/A	✓	✓		
Outdoor Fitness Equipment	Secondary	N/A	N/A	✓	✓	✓	

## Amenity Strategy Summary

The key outcomes of the indoor and outdoor amenity strategies presented can be summarized into five categories of strategic action:

1. Increase provision, both quantity and quality, of indoor aquatics facilities, off leash dog parks, picnic sites, accessible playgrounds, cricket pitches, dedicated athletic fields, and outdoor skate parks/pods.
2. Reduce quantity but enhance quality of indoor ice arenas, ball diamonds, outdoor racquet court areas, outdoor basketball court spaces, outdoor pools, and spray pads.
3. Consider partnering but do not initiate the development of indoor fields, community gardens, bmx/bike parks, curling rinks, indoor climbing walls, indoor skate parks, gymnastics spaces, and indoor racquet sport facilities.
4. Consider developing indoor fitness/wellness facilities, indoor playgrounds, and arts and culture program spaces when appropriate opportunities exist (developing new or repurposing of existing recreation amenities).
5. For all other categories of amenities, consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein.

## Recommendation #5: Follow the recreation amenity strategies outlined as resources permit.

### Alignment with A Framework for Recreation in Canada and the OCP



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



Building Recreation Capacity



Official Community Plan



## Recreation Amenity Action Plan

***Considering the recreation amenity priorities, and strategies for each recreation amenity, a future recreation amenity capital plan provides insight as to how the City can optimize effort and investment to provide the most impactful complement of recreation amenities in its network of recreation facilities and spaces.***

In order to achieve the amenity strategies outlined while considering the amenity prioritization contained herein, the following action plan provides an approach to decommissioning existing spaces, investing in existing spaces, and developing new recreation facilities and spaces to meet current and future needs. This Action Plan is subject to funding approval and will be weighed against all other City of Regina capital priorities.

It should be noted that over and above each separate project, there is clear direction to generally invest in lifecycle maintenance through the Asset Management System until the facility condition indicates the need to replace an amenity. At this time, decisions would be made on whether to replace it (according to the service levels in the previous tables), and if so, with what kind of amenity. The projects in the following table are over and above this general direction.

It should also be clear that the following list does not include all the possible partnership initiatives or projects initiated by other public, non-profit or private sector organizations in the city that may or may not require City support or direct investment. These will be dealt with according to the process outlined in the previous section.

**Actions related to secondary amenities—amenities not driven by the City—will need to react to partnership opportunities that emerge.**

## Proposed Amenity Action Plan

Amenity Project	Timeline
<b>Indoor Amenities</b>	
1. Increase city-wide indoor aquatics capacity to serve both leisure and competitive needs with complementary facilities	M
2. Phase out one or two single ice sheets that are approaching the end of their functional lifespan to reduce the supply of ice to the recommended service level (i.e. a more appropriate level)	S
3. Then, over time, add ice sheets as required to meet the new service level to respond to long term growth, but add them to create multiple ice sheet complexes	L
4. When new facilities are built, or existing are retrofitted, repurposed or expanded, consider adding multipurpose arts and cultural program spaces	O
5. When new facilities are built, or existing are retrofitted, repurposed or expanded, consider adding indoor playground spaces for children	O
<b>Outdoor Amenities</b>	
6. Develop a new city-wide outdoor aquatics amenity centrally located with a variety of aquatic and non-aquatic amenities	S
7. Develop a new cricket pitch somewhere in the City	S/M
8. Retrofit two of the existing outdoor pools such that there will be a total of three significant outdoor aquatic facilities in the city	M
9. Phase out and decommission a number of older spray pads that are redundant geographically and enhance the others such that there is one significant amenity in each zone	O
10. Maintain the provision of dedicated athletic fields, adding more with growth and enhancing the quality of existing inventory	O
11. Decommission and repurpose some ball diamonds and increase the quality of those that remain to gradually increase the overall quality of the fewer amenities to better meet all needs	O
12. Increase the number of fully accessible playgrounds such that there is one significant amenity in each zone	L
13. Decommission and repurpose some poorer quality, geographically redundant outdoor rinks and enhance those that remain, gradually shifting the inventory to higher quality combination boarded and non-boarded rinks at the zone level	O
14. Gradually develop one outdoor skatepark in each zone	L

### Key to Table

**S** = Short Term; 3 – 5 years

**M** = Mid Term; 6 – 10 years

**L** = Long Term; 11 – 25 years

**O** = Ongoing; progress made annually

Amenity Project	Timeline
15. Negotiate with the Regina Lawn Bowling Club to divest City operation and maintenance of the facility	S
16. Decommission and repurpose some single and double tennis court installations, focusing instead of increasing the quality of the multicourt, multipurpose sites that remain at the zone level; repurposing some of the decommissioned ones for pickleball	O
17. Increase the number of picnic sites to sustain the service level through growth of the city	O
18. Add off leash dog parks to gradually reach the service level of one per zone	O
19. Complete trail connectivity through a variety of strategies, implementing the Transportation Master Plan as opportunities arise	O
20. Decommission and repurpose older, geographically redundant basketball courts, while increasing the quality of those that remain in multicourt sites at the zone level	O

#### Key to Table

**S** = Short Term; 3 – 5 years

**M** = Mid Term; 6 – 10 years

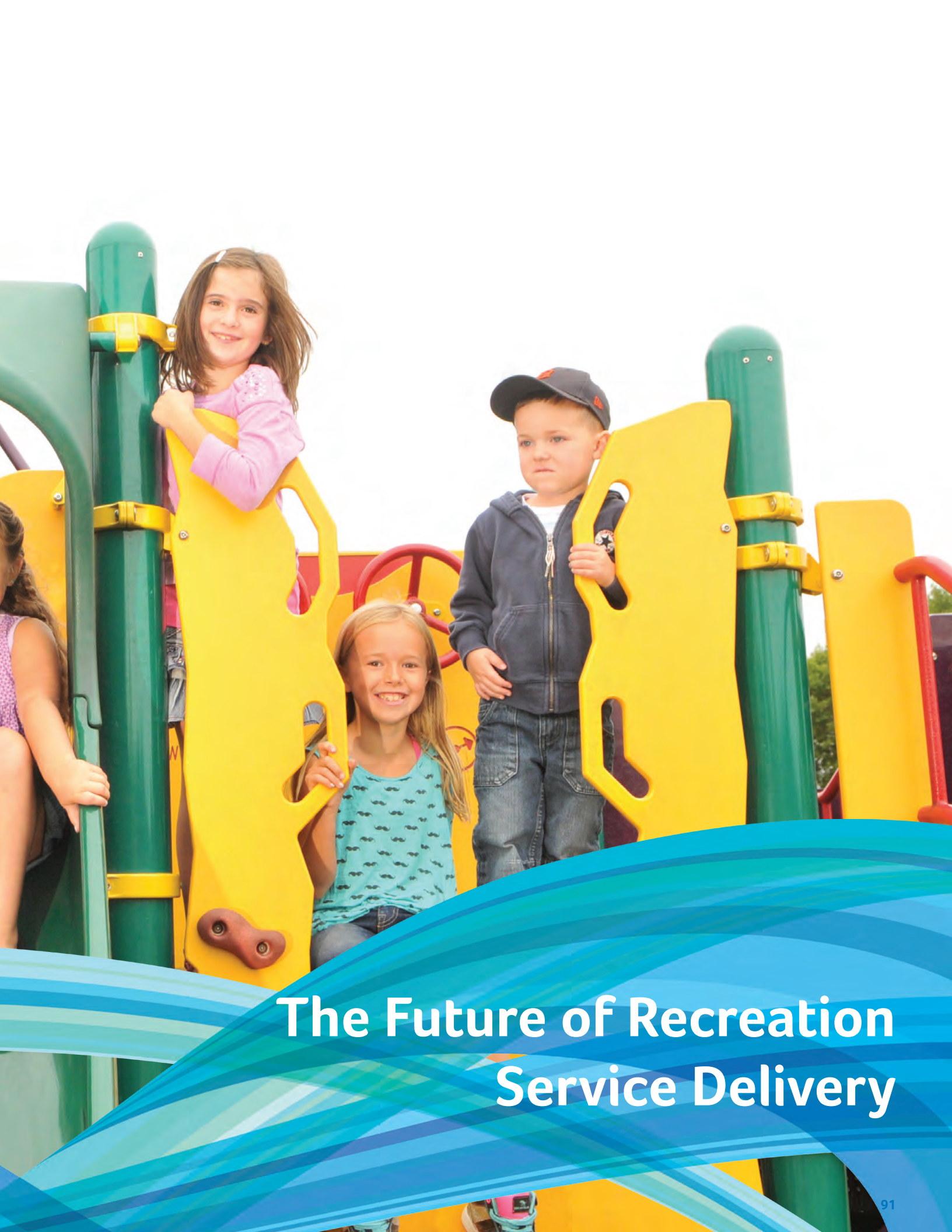
**L** = Long Term; 11 – 25 years

**O** = Ongoing; progress made annually



***Having an action plan for recreation facilities and spaces, and the amenities within them, is vital for sustaining the benefits accrued from recreation in Regina; however, infrastructure is not the only aspect that needs to be considered. The recreation delivery system in the city is broader than infrastructure.***

***How the City provides programs, educates residents, works with partners, and builds capacity (among other considerations) throughout the entire system is important to strategically plan for to further recreation capacity and maximize benefits.***



# The Future of Recreation Service Delivery

## SECTION 5: THE FUTURE OF RECREATION

# Service Delivery

Recreation services are offered by the City of Regina in a variety of ways. Recreation service delivery is related to the inner workings of the City which leads to the deliberate animation of recreation facilities and spaces. This includes the planning and delivery of programs, the promotion of opportunities, and how the City interacts with its partners and users.

### Animating Recreation Facilities and Spaces

Although utilization rates at, and satisfaction levels with, recreation facilities and services are good, there is opportunity to get more residents, more active, more often. In order to do so, the City **should ensure appropriate and needed environments for recreation are provided** (as discussed in the previous section) **and are available and accessible** to those who want to use them. Residents and groups must be **fully aware of opportunities available** to them and they should be **encouraged to take part** in recreation pursuits. If all the right spaces and opportunities are available and residents are motivated to utilize them, more fulsome benefit can be achieved throughout the community.



### Ongoing Dialogue and Environmental Scan

In order to understand the types of recreational pursuits that residents want to participate in, and thus inherently the facilities and spaces those activities need to occur in, constant and thorough research and analysis is required. The State of Recreation Research Report (under separate cover) outlines a number of information sources as well as the findings of a multi-faceted public and stakeholder engagement process. The information presented depicts the current state of recreation services, infrastructure, and public preferences; it sets the stage for strategic planning and also provides valuable insight for those responsible for providing opportunities and operating facilities and spaces.



#### *A Framework for Recreation in Canada*

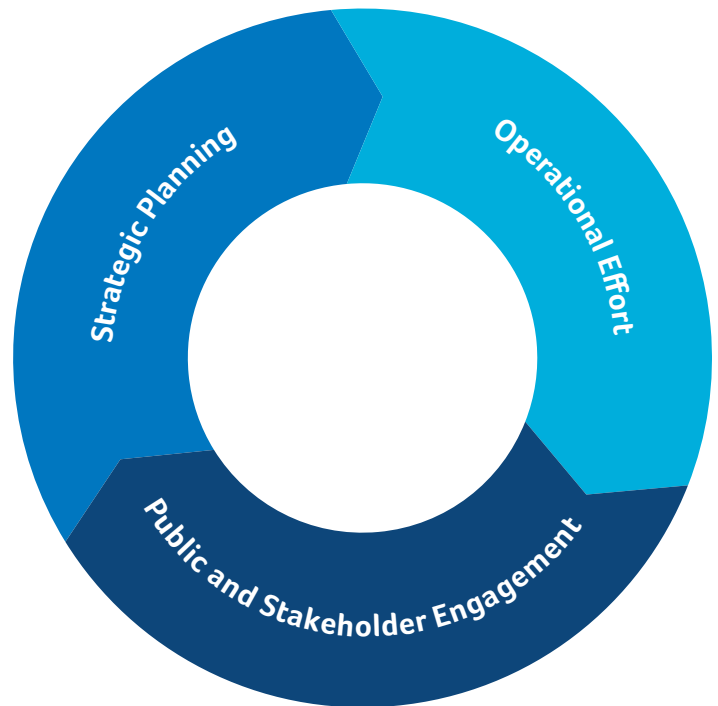
##### *Priority 1.4:*

*Inform recreation leaders about the importance of reducing sedentary behaviours, and enable them to explore and implement strategies and interventions that address this important public health issue.*



In order for public investment to remain relevant and impactful, an ongoing conversation with recreation groups and the general public is necessary as well as constant research into recreation trends, benefits and leading practices.

**The City should invest in a process to continuously identify new trends and leading practices as well as periodically dialog with the community regarding local recreation trends and preferences.** This can be achieved through a combination of professional development for staff, dedicating staff to recreation research and analysis, and via the implementation of a multi-faceted, cyclical public and stakeholder engagement process.



## Recommendation #6: Invest in recreation education and knowledge development through the recreation delivery system.

### Alignment with A Framework for Recreation in Canada and the OCP



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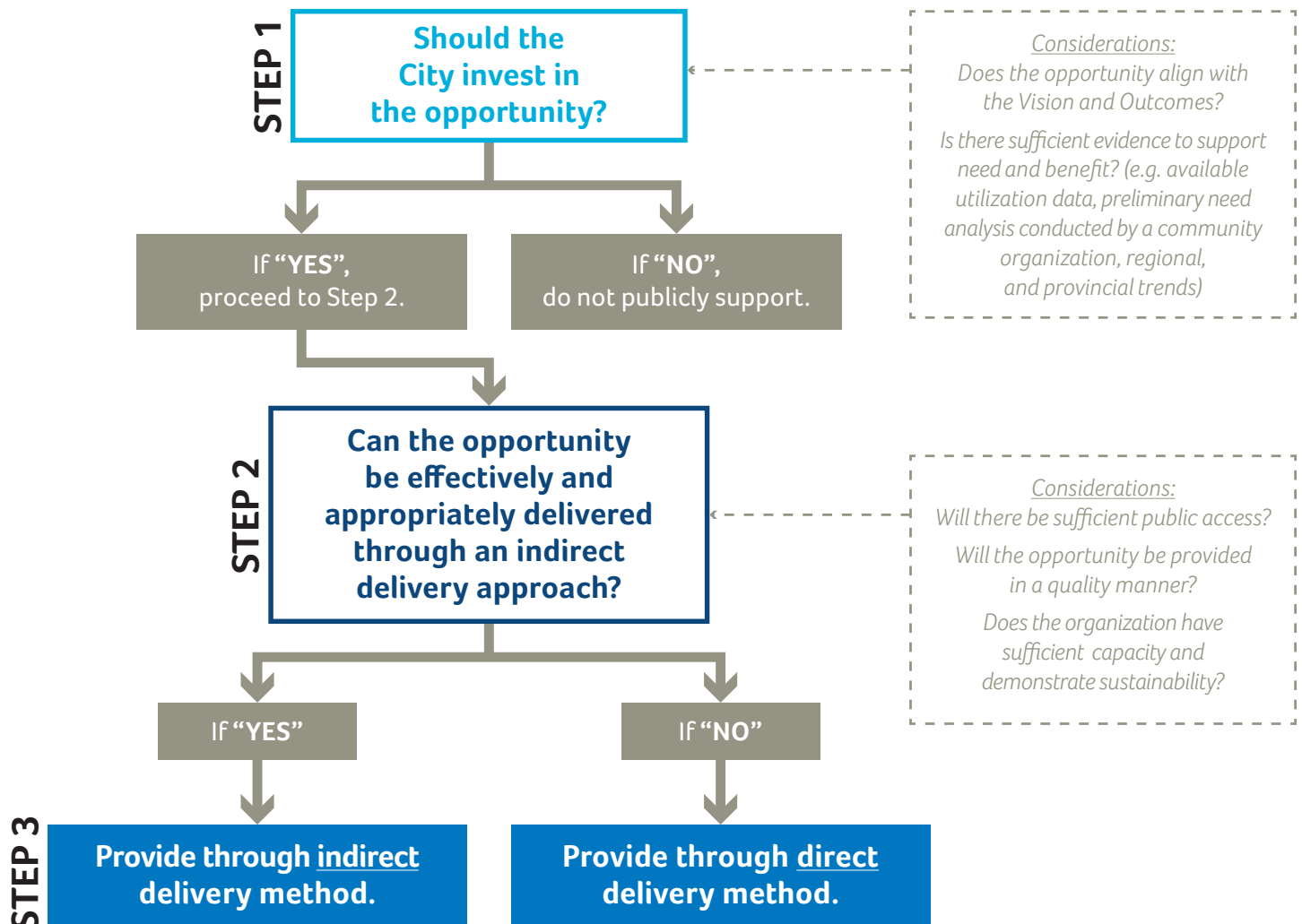


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## Program Provision and Focus Areas

Recreational programs and opportunities available to residents are offered by the City directly (City staff providing opportunities) as well as indirectly (opportunities provided by non-profit groups or partners). The facilitation of direct and indirect programming in City recreation facilities and spaces is necessary to maximize utilization of the amenities and thus get the most benefit from public investment.

City staff currently offer programs where they have the facilities and spaces to do so and, for the most part, where the non-profit and private sectors are not interested in pursuing. This approach of “filling gaps” is prudent as it gives the City the flexibility to provide programs where demanded or needed while leveraging volunteer passion, expertise, and involvement where possible. The following image explains.





**The City should use the decision making tool outlined while continuing to provide programs and opportunities through a combination of direct and indirect programming.**

The animation of public recreation facilities and spaces is not just about providing structured programs and opportunities. A key development in public recreation over the past 15 years has been the enhanced provision of spontaneous, unstructured recreation opportunities. Leisure swimming, trail based activities, and fitness/wellness are all popular and important to getting more residents active, healthy, and connected to their communities. **The City should continue to offer a balance of both structured and unstructured recreation opportunities throughout its facilities and spaces.** This means having spaces, both indoor and outdoor, solely dedicated to spontaneous/unstructured pursuits (such as fitness centres and leisure pools) as well as protecting time in traditionally scheduled facilities for spontaneous activity to occur (such as blocking off public drop-in skate times at arenas).

Spontaneous or structured, the City should invest in the provision of recreation opportunities. The role of the City is not only to provide the spaces for activities to occur, it is also responsible for animating the spaces to ensure they create as much community and individual benefit as possible. **The City should budget appropriately for the animation of recreation facilities and spaces using a combination of direct and indirect delivery methods.**

As to the current types of programs and opportunities the City should focus on, the following list outlines potential program focus areas (some of which are already being offered by the City and others) that surfaced as priorities throughout the community engagement and research conducted for this Master Plan.

## **A Framework for Recreation in Canada**

### Priority 1.2:

*Incorporate physical literacy in active recreation programs for people of all ages and abilities. Physical literacy is recognized as a precondition for lifelong participation in and enjoyment of sport in the Canadian Sport Policy 2012.*

### Priority 1.3:

*Support the child's right to play, and to participate freely and fully in "age-appropriate recreational experiences, cultural life, and artistic and leisure activities", as outlined in the United Nations Convention on the Rights of the Child.<sup>42</sup> Enhance opportunities for children and youth to play outdoors and interact in nature in school, community and neighbourhood settings. Engage parents and provide safe, welcoming, low- or no-cost opportunities for families and multiple generations to experience the joy of spontaneous active play together.*

It is important to note that as the information in the State of Recreation Research Report evolves and is revisited, these focus areas will undoubtedly change; these will likely remain a focus, but new needs will also emerge.

- Physical literacy programs for children
- Nature interaction programs for all residents during all four seasons
- Fitness programs for teens, adults, and seniors
- Sports programs for youth and teens
- Wellness programs for adults and seniors
- Targeting of and Engagement with newcomers to our community
- Opportunities for residents to participate outdoors during the winter months
- Opportunities for free play for children and all ages

Further to these focus areas, the State of Recreation Research Report engagement findings suggest that some demographics are under-served in regard to recreation programming. These population segments include people with disabilities, teenagers (13 – 19 years old), and seniors.

## Collaboration

The City’s intended outcomes for recreation investment and effort align with those of various other public and institutional organizations throughout the Regina region. Surrounding municipalities provide recreation facilities and spaces for the same rationale as the City does; in some cases even to the same user. The school system, although focused primarily on children and youth, strives for positive physical and mental development of children and youth. The Saskatchewan Parks and Recreation Association and the Government of Saskatchewan Ministry of Culture and Sport, as well as other provincial government departments such as health and justice, have a vested interest in enhanced physical activity levels. The City’s volunteer community, including an extensive network of Community Associations and sport/interest groups, is actively engaged in the provision of recreation opportunities for all the same reasons the City of Regina is.

## Recommendation #7: Continue to use both a direct and indirect approach to recreation program and opportunity delivery and focus on the areas outlined (and others as new information becomes available).

### Alignment with A Framework for Recreation in Canada and the OCP



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Because the benefits of recreation are broad and the intended outcomes are important, there is significant opportunity for the City to collaborate with others in the provision of recreation facilities and spaces, the animation of those spaces, and the overall delivery of recreation services.

**When contemplating the provision of a new recreation amenity or program, the City should always explore ways to collaborate with other like-minded organizations or initiatives.** The formal protocol and structure as to how collaboration might occur is further discussed in the partnership section of this Master Plan but it is important to instill a spirit of collaboration throughout the organization in the provision of public recreation into the future.

## ***A Framework for Recreation in Canada***

### *Priority 4.8:*

*Adopt a strategic approach to community building that features alignment and collaboration with other community initiatives (e.g. Age-Friendly Communities, Healthy Cities/Communities, Community Food Centres).*

## **Recommendation #8: Collaborate with other groups wherever possible in the implementation of this Master Plan and other aspects of recreation service delivery.**

### **Alignment with A Framework for Recreation in Canada and the OCP**



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## Inclusion and Access

Recreational activity is a catalyst in striving towards more connected and welcoming communities. Recreational sports and other pursuits can be undertaken regardless of ethnicity, language, ability, or gender identity. Groups of residents taking part in a similar activity can create a bond between those who might not normally have one. Since residents choose to participate in certain activities, freedom of choice and the comradery of similar interests can be a medium for positive interaction amongst residents. Newcomers can learn about and develop pride in their new community and create initial community connections with others of similar interests. Community members with specific abilities and interests can identify with others who share the same passions and motivations.

As recreation opportunities are a great medium for social inclusion to occur, **the provision of public programs and opportunities (as discussed earlier) should always consider ways to promote interaction and connection.** The City currently offers opportunities that are Adapted Programs (AP) that focus on including multiple abilities in a single program. This can be done through constant research and identification of leading practices (as discussed herein) as well as via collaboration with groups or organizations with similar intentions.

Ensuring that recreation opportunities are as accessible as possible means removing barriers to participation wherever able. Common barriers include physical barriers, affordability, and knowledge.

Physical accessibility of recreation facilities and spaces should be strived for in all instances and, at a minimum, the provision of accessible opportunities (such as fully accessible playgrounds) should occur throughout the City's network of recreation infrastructure. **The City should strive to provide physically accessible public spaces wherever possible.**

## A Framework for Recreation in Canada

### Priority 2.1:

*Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.*

### Priority 2.2:

*Enable people of all ages to participate in recreation. Address constraints to participation faced by children and youth from disadvantaged families and older adults who are frail and/or isolated.*

### Priority 2.3:

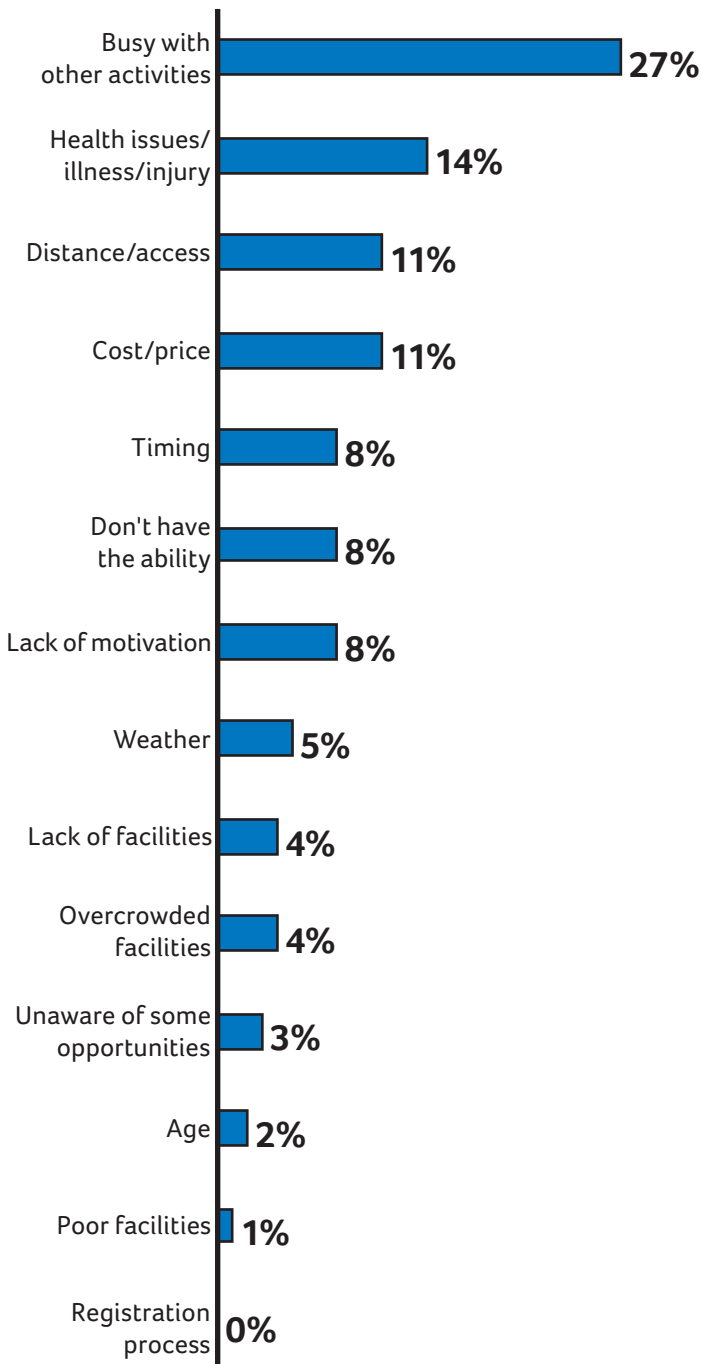
*Build trust and participation through the provision of recreational opportunities and experiences that are respectful and appropriate for various ethnocultural groups. Actively engage persons of diverse and racialized backgrounds in developing, leading and evaluating recreation and park activities.*

### Priority 2.4:

*Recognize and enable the experience of Aboriginal peoples in recreation with a holistic approach drawn from traditional values and culture. Work with Aboriginal communities in pursuit of all five goals outlined in the Framework for Recreation in Canada 2015.*

### Barriers to Participation

Household barriers to participation in recreation activities.



### A Framework for Recreation in Canada

#### Priority 2.5:

*Enable and encourage women and girls of all backgrounds and circumstances to achieve their potential and participate fully in all types of recreation. Address the historical, cultural and social barriers to participation experienced by girls and women, and apply a gender equity lens when developing and monitoring policies, programs and practices.*

#### Priority 2.6:

*Enact policies of nondiscrimination on the basis of gender identity and gender expression. Provide a welcoming and safe environment for people with all sexual orientations and sexual identities.*

#### Priority 2.7:

*Provide leadership, support, encouragement, information, policies and programs that facilitate full participation in recreation by people of all abilities across all settings. Work with persons with disabilities and special needs to create inclusive opportunities and build leadership capacity. Ensure that recreation environments are accessible, and remove physical and emotional barriers to participation.*

Financially accessible programs also need to be sustained to provide those who do not have the means to pay. The City currently subsidizes access to all recreation facilities, keeping costs down for all users, and also has a financial subsidy program for residents meeting certain criteria. There are also other fee assistance programs in place which the City should continue to support and promote. **The City should continue to offer its own fee subsidy program (the Affordable Fun Program<sup>1</sup>) and the Attendant Admission Program. The City should also support and promote other financial subsidy programs so that residents are aware of all fee assistance opportunities that exist.** The identification and promotion of free recreation opportunities throughout Regina is also an important way the City can remove financial barriers to participation. Having a section in the Leisure Guide outlining free recreation facilities, as is the case now, and using other means to promote free opportunities and fee assistance programs (City sponsored or other) is important to consider moving forward.

### A Framework for Recreation in Canada

#### Priority 2.1:

*Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.*

## Recommendation #9: Strive to reduce barriers and foster inclusion throughout the recreation delivery system.

### Alignment with A Framework for Recreation in Canada and the OCP



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<sup>1</sup> The Affordable Fun Program enables residents that meet certain eligibility criteria to get 50% of the price of a Leisure Pass and an 80% fee reduction for registered programs.

## Education and Capacity

***Ensuring that public recreation investment and effort responds to community needs and preferences, and is accessible to residents, is only part of the equation. Residents must know about opportunities and be motivated to participate in them. As well, the City and its recreation delivery partners need the capacity to offer quality, sustained opportunities that participants want to participate in again and again.***

The City is only a part of the recreation delivery system in Regina. The system involves volunteers and volunteer-run organizations, institutions, surrounding municipalities, the private sector, and others. Although the system involves many others, the City is the only stakeholder that has the entire gambit of recreation delivery in its purview. It is in the City's best interest to support the delivery system from a holistic perspective. One of the ways it can do this is through educating residents about recreation and motivating them to participate. Another way is to strengthen the capacity of the system by providing supports to those involved in recreation delivery.

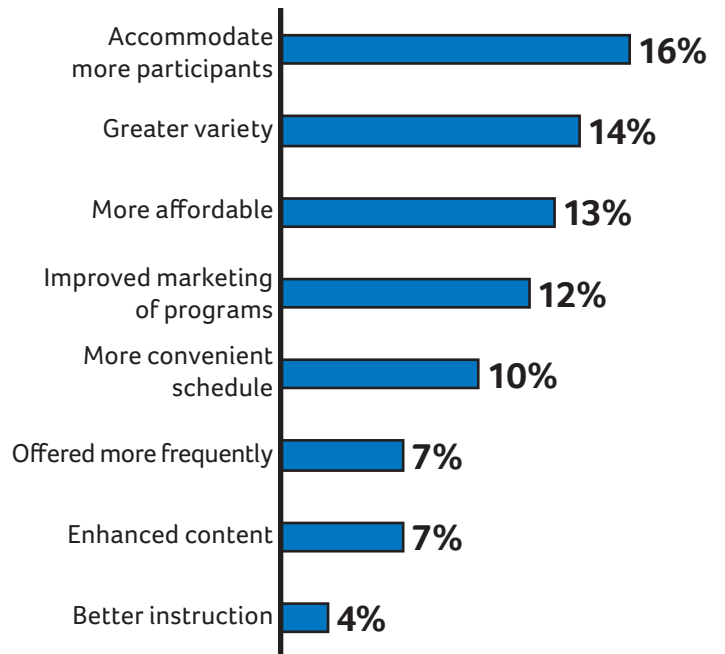
## Informing Residents

Educating residents and groups to the benefits of recreation and participation, achieving the City's intended outcomes for public recreation, and maximizing the various recreational opportunities that exist throughout Regina is integral in getting more residents active and connected to their communities through recreation.

Traditional promotional and marketing efforts of the City include the production of a leisure guide (now online) as well as advertisements in City owned facilities and spaces and the City's website. With only 3% of households indicating that being "unaware of some opportunities" is a barrier to participation, it is clear that residents know about public recreation opportunities. With that said, despite the efforts of the City and others, such as Saskatchewan In Motion, 8% of residents state that "lack of motivation" is a barrier.

## Improvements to Programming

Desired improvements to recreation programming of households.



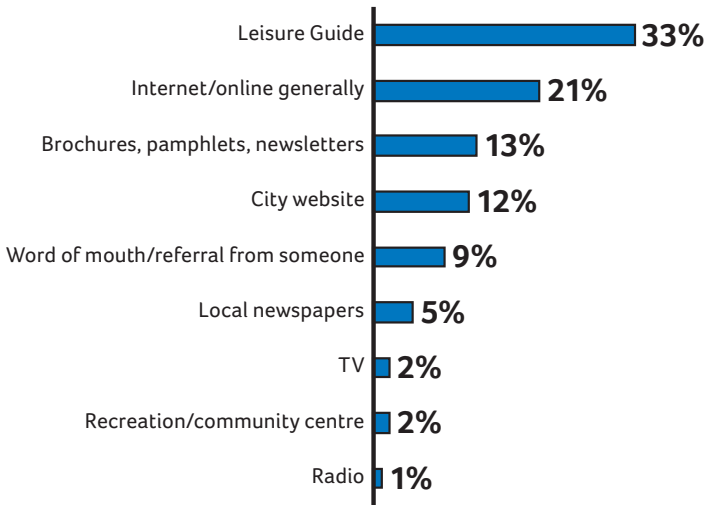
Further to this, when asked how current programs could be improved, 12% of households indicated that the marketing of programs could be improved.

The Leisure Guide is currently the most common way for residents to get information about recreation followed by the Internet. Of note is that the City has recently decided to offer an online version of the Leisure Guide and no longer print the guide in hard copy which may change these results.

Some of the groups that were consulted indicated that they would like more assistance from the City to promote and market their opportunities.

### Preferred Sources of Information

Preferred sources of recreation information for households.



Promotions and marketing is a key aspect in optimizing the benefits of public investment in recreation. Getting more residents more active will create healthier individuals and more connected communities. **More effort should be allocated to the promotions and marketing of the benefits of recreation and all opportunities available to residents.** This would include City sponsored programs and opportunities as well as others provided by partners such as Community Association programming (which is currently already included in the Leisure Guide). Having a formal promotions and marketing plan for recreation at the City would be ideal.

### A Framework for Recreation in Canada

#### Priority 3.3:

*Develop public awareness and education initiatives to increase understanding of the importance of nature to wellbeing and child development, the role of recreation in helping people connect to nature and the importance of sustainability in parks and recreation.*

#### Priority 4.6:

*Develop and implement targeted recreation education campaigns that increase knowledge about how recreation contributes to enjoyment and quality of life, and help people acquire the skills and attitudes they need to plan for making recreation a part of their lives.*



This would outline key messages (including opportunities as well as motivational and benefit based messages regarding recreation) and would be structured to reach as many facets of the population as possible (note that only 33% of residents use the Leisure Guide to get information about recreation—the most frequently mentioned source).

It is also important to note that City investment and effort regarding promotions and marketing could be leveraged with those of other organizations in Regina with similar interests. Saskatchewan In Motion, the SPRA, school jurisdictions, and health services providers are some examples where collaboration opportunities may materialize. As a new promotions and marketing plan is developed, opportunities for collaboration should be explored.

### ***A Framework for Recreation in Canada***

#### *Priority 4.7:*

*Develop a common understanding of community wellbeing through the development and use of standardized assessment tools and indices that will help communities assess and measure their status on community wellbeing.*

## **Recommendation #10: Educate the public, volunteers, and other recreation stakeholders about benefits of recreation and opportunities available.**

### Alignment with A Framework for Recreation in Canada and the OCP



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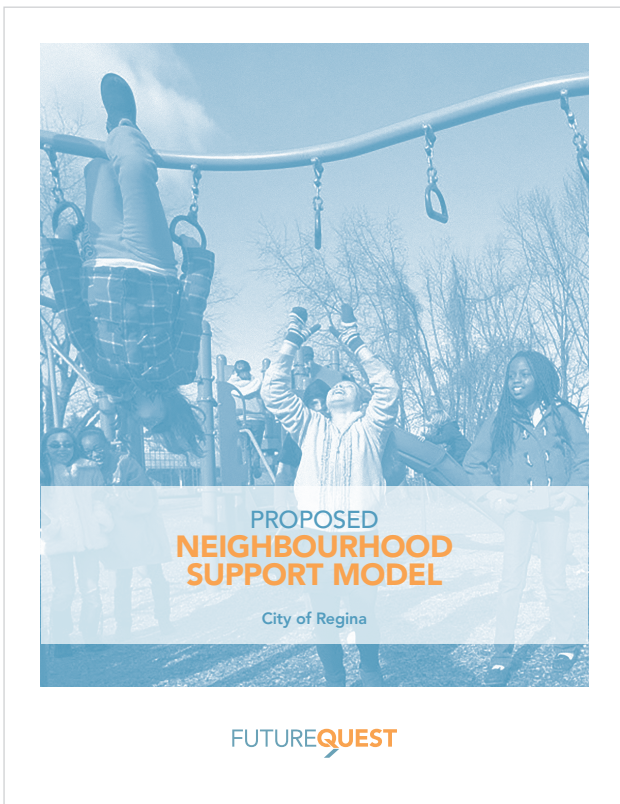


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## Group and Volunteer Support

There are a number of community groups and organizations that provide recreation opportunities within Regina. These groups and organizations vary in size and sophistication and most, if not all, further the City’s intended outcomes for recreation through their efforts. Community Associations, sport and recreation groups, and other interest groups are all involved in advancing the public recreation agenda.

The City recently completed a neighbourhood support planning exercise which focused on how the City could, and should, support Community Associations, Sport and Recreation Program Districts, and other partner/funded organizations. The Neighbourhood Support Model (found under separate cover) includes a number of recommendations for the City to follow in strengthening the delivery system and building capacity. Some of the supports currently being developed or underway include training and support programs for groups as well as assistance to help new emerging groups form and get established. The City also has a Volunteer Tool Kit to support all recreation delivery agencies.



## A Framework for Recreation in Canada

### Priority 5.4:

*Develop and implement high-quality training and competency-based capacity development programs for organizations and individuals (professionals and volunteers) working in recreation, particularly in under-resourced rural and remote areas.*

### Priority 5.5:

*Develop a strategy to enhance community-based leadership in recreation.*

### Priority 5.6:

*Rejuvenate and update volunteer strategies to reflect societal changes and take advantage of community and individual capacities. Engage volunteers of all ages and from all walks of life. Make a special effort to recruit and support volunteers from a variety of ethnocultural and racialized populations and other groups that face constraints to participation. Recognize and support the role of the not-for-profit sector in developing and engaging volunteers.*

The City should continue to use the Neighbourhood Support Model to support and build capacity within the recreation delivery system.



**Recommendation #11: Provide support to stakeholders and partners to build capacity and strengthen the recreation delivery system.**

Alignment with A Framework for Recreation in Canada and the OCP



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## Partnerships

*Having a relevant and optimized system of animated recreation facilities and spaces is not achievable through the efforts of the City alone. Partnerships with service providers, users, and others are integral in making the most of public investment in recreation. The City has had success partnering with others in the recreation delivery system. Working with other like-minded recreation stakeholders is the way forward for the City.*

Partnerships in the delivery of recreation services enable public funds to be leveraged into expanded service levels. The City currently has a number of partnerships in place with non-profit, institutional, and public service providers which are structured to varying degrees.

Partnerships are commonplace in Canadian municipalities. Many municipalities have partnership policies in place that provide a framework for the involvement with other groups of similar interest. **The City of Regina should develop a partnership policy to guide decision making** around when, how, and with who the City partners with in the delivery of recreation services. A partnership policy would formalize the City's intent to partner in the delivery of some services and outline strategic parameters around potential partnership opportunities.

**The City should also develop a partnership framework** that would accompany a policy and provide more detailed direction on partnership considerations, including criteria for considering partnerships as well as City expectations related to different types or levels of support given.

### POTENTIAL CRITERIA FOR PARTNERSHIPS TAKEN FROM LEADING PRACTICES

- Alignment with municipal planning vision, values, goals, etc.
- Type of organization (non-profit, private company)
- Provides additional/diverse variety of opportunities
- Capital cost savings
- Operating cost savings
- Enhances health and wellness of individuals
- Provides social and wellness benefits to the community
- Safety and risk management
- Access and affordability
- Equity and fairness
- Sustainable approach
- Competency of the organization (clear demonstration of business/feasibility planning)

As partnership opportunities will continue to emerge, and in order for the City to be able to react in a timely fashion, the establishment of a **partnership reserve fund** may be warranted if possible. An annual reserve fund contribution, as part of the overall partnership framework of the City, would enable the City to invest in partnership opportunities that emerge.

The City currently has a number of non-profit partnerships in place, most notably with Community Associations as well as non-profit sport and recreation interest groups. **The City should maintain and strengthen the partnership agreements it has in place with non-profit groups** under the conditions outlined in a partnership policy and framework. This can be done through the implementation of the Neighbourhood Support Model and other initiatives.

The City's relationship with local school authorities is formalized in a Joint Use Agreement (JUA). Joint Use Agreements are strategically intended to optimize the use of public infrastructure; enabling school programs to access public recreation facilities and vice versa, ensuring optimal use of public reserve lands, and also to consider partnering in capital development projects where appropriate. The current Joint Use Agreements dates back to 1983 (with adjustments made since). Although the agreements provide some direction on how to optimize the use of public resources attributed to schools and public recreation amenities, they should be revisited and modernized through a collaborative process with the school jurisdictions based on leading practices. **The Joint Use Agreements with local school authorities should be revisited.**

The City's interaction with the private sector is less involved and less formalized than the non-profit and public sectors. Although private sector providers do offer publicly accessible recreation opportunities, and are part of the overall delivery system, the for-profit motivations and focus (targeted users) of the private sector is different than that of the City. The City has no formal partnerships in place with private sector organizations other than leasehold tenants in public facilities and/or sponsorship and advertising agreements at recreation facilities and spaces. That being said, there may be opportunity for the City to partner with the private sector; **opportunities to partner with the private sector should be explored under the guidance of the City's partnership policy and framework (found under separate cover).**

## **A Framework for Recreation in Canada**

### Priority 4.2:

*Work with partners to increase the use of existing structures and spaces for multiple purposes, including recreation (e.g. use of schools, churches, vacant land and lots).*

### Priority 5.1:

*Increase collaborative efforts among provincial/territorial governments, local governments, voluntary organizations, Aboriginal communities, the private sector and recreation associations to support and nurture a vibrant recreation system that serves as the primary means for achieving the vision and goals in this Framework.*

Recreation service delivery partnerships with neighbouring municipalities, whether they are infrastructure or program focused, make sense and are likely to emerge more frequently throughout the province over the coming years. There are successful examples of regional service delivery models throughout the prairie provinces and there are even some examples of recreation facilities and spaces that are jointly owned and operated by multiple municipalities.



In 2014, the Saskatchewan Urban Municipalities Association and the Saskatchewan Parks and Recreation Association developed a resource for municipalities entitled “Inter-Municipal Collaboration in Recreation: A Guide for Municipalities in a Growing Province.” The guide outlines ways that municipalities can work together in providing recreation and provides the tools necessary to build effective partnerships.

The TransAlta Tri-Leisure Centre in Spruce Grove, Alberta is a 216,000 ft<sup>2</sup> multipurpose recreation centre that is jointly owned and operated through a corporate partnership between the City of Spruce Grove, Town of Stony Plain, and Parkland County.

<http://www.trileisure.com/about/>



In Regina, 97% of households either strongly agree (75%) or somewhat agree (22%) that “where possible, the municipalities in the Regina region should work together to provide recreational opportunities for residents.” **When contemplating future recreation service delivery and/or infrastructure development, the City should explore all opportunities to partner with neighbouring municipalities.** Partnerships with other municipalities will be subject to the parameters outlined in the City’s partnership policy and framework and should utilize the tools developed by SUMA, SPRA, and others to help guide the partnership justification and negotiation process.

The City has a number of agreements in place that are, and will be further, formalized through the partnership policy and framework. The City should continue to use partnerships in the delivery of recreation services and should entertain all future opportunities that come forward under the guidance of the partnership policy and framework.

## Recommendation #12: Partner, where possible and appropriate, in the delivery of recreation services, facilities, and spaces under the guidance of the Partnership Policy and Framework.

### Alignment with A Framework for Recreation in Canada and the OCP



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## Financial Impacts and Funding Strategy

***This all sounds great: animated and appropriate recreation facilities and spaces offered by the City directly and in partnership with others. But how much will it cost? Over the next ten years Regina will need to learn to adapt to lower levels of support from other levels of government. Are the actions outlined in this Plan realistic and affordable?***

Regina has a significant recreation infrastructure deficit. Current facilities and spaces are aging and demands for new and more diverse recreation opportunities are apparent. **As new inventory is brought on, there are operational implications as well as capital costs that need to be considered.** The City can fund public services in a variety of ways. Taxes are one way that public recreation is funded. Government grants and other external sources can also be a source of funds. User fees for facilities also help to recover portions of operating costs. When new areas are developed, Dedicated Lands Reserve provides a means for the City to garner funding for recreation amenities at at the developing site or on another site through cash-in-lieu provisions.

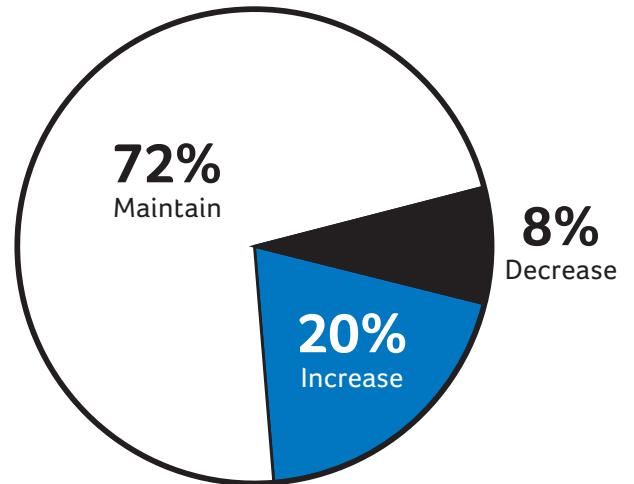
Although the public and user group appetite for recreation facilities and spaces is insatiable, there is limited willingness of households to pay increased property taxes and/or user fees.

The intended outcomes for public recreation support drive tax investment in recreation. Despite a low willingness to pay increased taxes, **the tax base will still be the most significant contributor to required investment in recreation moving forward. When new areas are developed, Dedicated Lands Reserve provides a means for the City to garner funding for recreation amenities at at the developing site or on another site through cash-in-lieu provisions.**

The ability for the City to garner government grants for recreation purposes will be determined by the agendas of the provincial and federal governments. Recent (2017) federal government announcements regarding recreation infrastructure renewal will likely be made available to municipalities through protocol agreements with the provinces and territories and will focus on reinvestment into sustaining existing facilities; one of Regina’s major concerns over the next ten years. The City should apply for all possible provincial and federal grants available for recreation as this Master Plan is implemented.

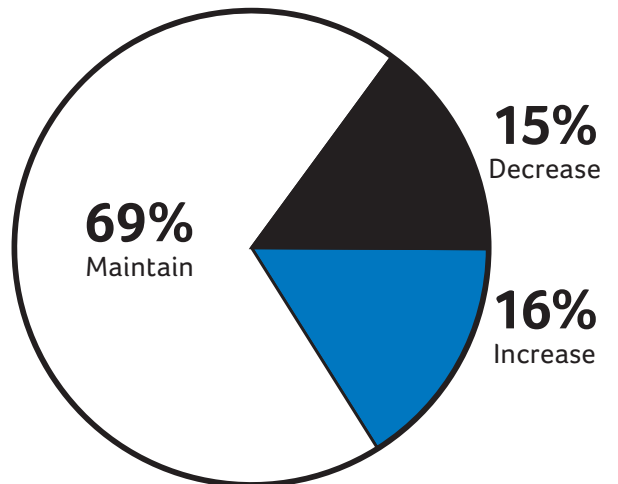
### Increase Maintain, or Decrease Level of Tax Support

Household preference for future tax support of recreation services.



### Increase Maintain, or Decrease Level of User Fees

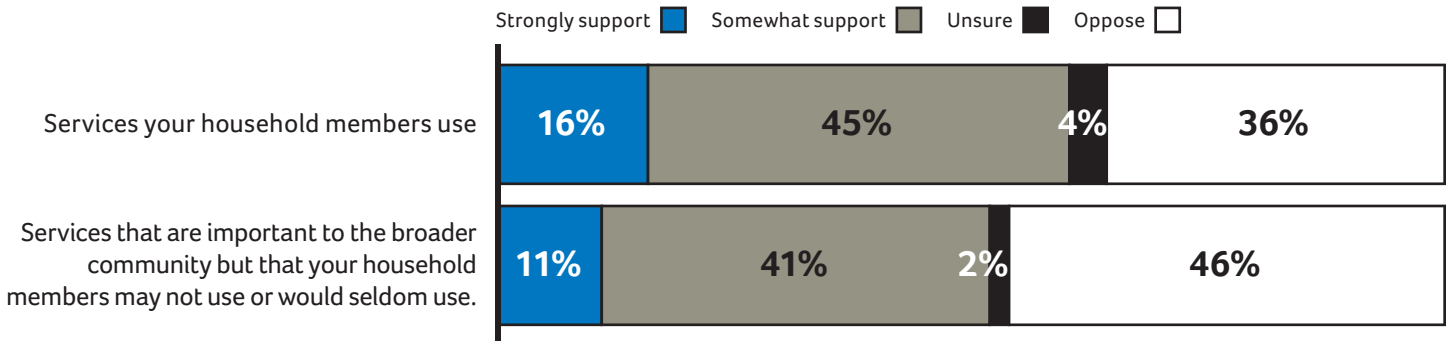
Household preference for future user fee support of recreation services.





### Property Tax Statements

Household perspective on using taxes to support recreation.



Sponsorship, advertising, and other entrepreneurial pursuits can help to leverage public investment in both opportunities and facilities and spaces. More and more, municipalities are generating revenue through sponsorships and advertisements. In order to do so most effectively, a policy and framework is required related to sponsorships, as is investment in staff and resources into the actual function.

In order to leverage public funds as best it can, **the City should develop a sponsorship policy and framework and invest in the resources required (human and other) to make it successful.**

## Recommendation #13: Access a combination of traditional and non-traditional internal and external funding sources to maintain existing and offer new recreation services, facilities, and spaces.

#### Alignment with A Framework for Recreation in Canada and the OCP



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



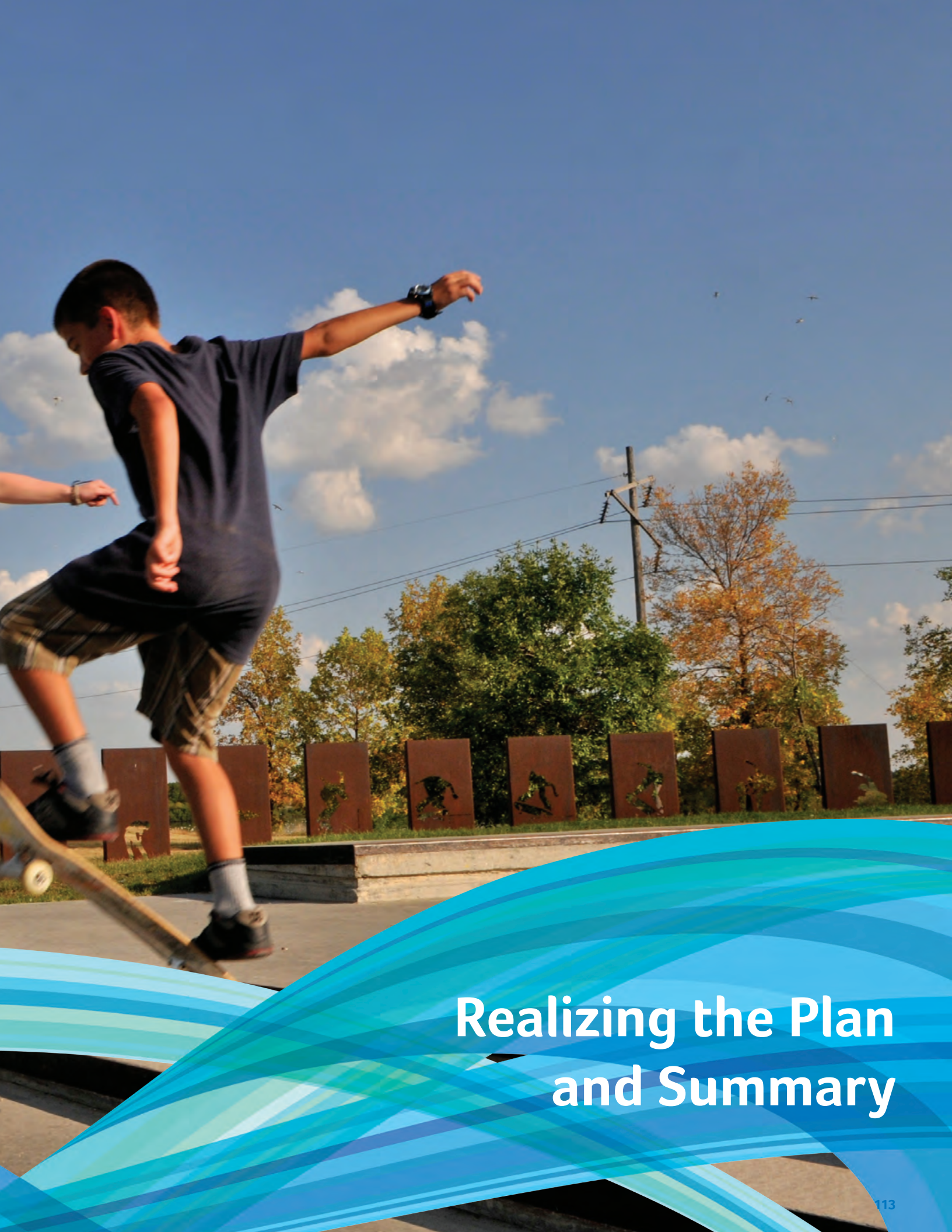
Building Recreation Capacity



Official Community Plan



*Now, finally, how does all of this material translate into an action plan that is practical and implementable.*



# Realizing the Plan and Summary

## SECTION 7

# Bringing the Plan to Life

The following recommendations synthesized from the text and listed below not only support the Strategic Directions shown in the boxed recommendations in previous sections, they also deliver the nine outcomes from the Foundations Chapter. Even where they don't directly align, they typically render City services more cost effective and accountable.

It is important to note that these recommendations will all require addition resources (human, financial and other) to varying degrees. Priorities from this plan will be weighed against other municipal priorities and therefore the timing and implementation of projects and initiatives identified in the following table may be effected.

The following table in the plan summarizes all the implications for each of the recommendations and provides an order of magnitude level of capital and / or operating cost associated with each recommendation. As actual implementation occurs, more detailed cost projections will be provided.

The specific tactical recommendations synthesized from the text are listed in this table under each of the strategic recommendations.

Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
Adopt the vision, outcomes, and values herein to guide future planning and the provision of recreation services in Regina.						
1.	Use the outcomes in annual reporting and as a base for all departmental decisions	O	N/C	⊕	N	H
2.	Train staff in the use of the outcomes in decision making	O	N/C	⊕	N	N
Incorporate the base level of service levels when contemplating future recreation provision.						
3.	Ensure that services are provided on an equitable basis, as opposed to an equal basis	O	N/C	⊕	N	S
Incorporate recreation facility and space (indoor and outdoor) lifecycle allocations in operational budgeting.						
4.	Incorporate the factors outlined herein in addition to FCI when making facility replacement decisions	O	N/C	⊕	N	S

### Guide to Implementation Table

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#### Sources of Capital Funding

⊕ = Policy/Priority Action (requires significant public and/or stakeholder engagement)  
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N = Little or None; this will be a City led initiative  
 S = Some; the City can likely partner with others who will provide significant resources to achieve desired goals  
 H = Lots; it is conceivable and desirable that this project can be led by another organization with the City in a support role, providing either financial support or other forms of support

Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
5.	Adopt the four phase facility planning process outlined herein with the eight steps and seven guidelines for the development of new recreation facilities and spaces beyond land development protocols	O	N/C	⊕	N	N
Utilize the prioritization system and priorities outlined to guide future investment in recreation amenities and revisit it as new information becomes available.						
6.	Adopt the amenity prioritization model for periodically updating project priorities	O	N/C	⊕	N	N
Follow the recreation amenity strategies outlined as resources permit.						
7.	Utilize the service levels set in the Amenity Strategies section to guide capital allocation priorities	O	N/C	⊕	N	N
8.	Increased resources will be required to invest in lifecycle maintenance of existing amenities via the City's asset management protocols	O	N/C	⊕ ABR	\$\$\$	H
Indoor Amenity Action Plan						
9.	Increase city-wide indoor aquatics capacity to serve both leisure and competitive needs, with complementary facilities (planning to begin in the short term)	S/M	\$\$\$\$	ABR SAF	\$\$\$\$	S

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Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
10.	Phase out one or two single ice sheets that are approaching the end of their functional lifespan to reduce the supply of ice to the recommended service level (i.e. a more appropriate level; Will require one time funding if decommissioning)	S	\$\$	ABR	N	
11.	Then, over time, add ice sheets as required to meet the new service level to respond to long term growth, but add them to create multiple ice sheet complexes	L	\$\$\$\$	ABR SAF	\$\$\$	H
13.	When new facilities are built, or existing are retrofitted, repurposed or expanded, consider adding multipurpose arts and cultural program spaces	O	\$\$	SAF ABR	\$	S
14.	When new facilities are built, or existing ones are retrofitted, repurposed or expanded, consider adding indoor playground spaces	O	\$\$	ABR SAF	\$	S
<b>Outdoor Amenity Action Plan</b>						
15.	Develop a new city-wide outdoor aquatics amenity centrally located with a variety of aquatic and non-aquatic amenities	S	\$\$\$	ABR SAF	\$\$	S
16.	Develop a new cricket pitch somewhere in the city	S/M	\$\$	ABR SAF	\$	S
17.	Retrofit two of the existing outdoor pools such that there will be a total of three significant outdoor aquatic facilities in the city	S/M	\$\$	ABR	\$\$	S
18.	Phase out and decommission a number of older spray pads that are redundant geographically and enhance the others such that there is one significant amenity in each zone (Need funds to decommission)	O	\$	ABR	N	
19.	Maintain the provision of dedicated athletic fields, adding more with growth and enhancing the quality of existing inventory	O	N/C	ABR SAF	\$	S

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Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
20.	Decommission and repurpose some ball diamonds and increase the quality of those that remain to gradually increase the overall quality of the fewer amenities to better meet all needs	O	\$	ABR	\$	
21.	Increase the number of fully accessible playgrounds such that there is one significant amenity in each zone	S/M	\$\$	SAF ABR	\$	S
22.	Decommission and repurpose some poorer quality, geographically redundant outdoor rinks and enhance those that remain, gradually shifting the inventory to higher quality combination boarded and non-boarded rinks at the zone level	O	N/C		N	N
23.	Gradually develop one outdoor skateboard park/pod in each community/zone	O	\$\$	SAF ABR	\$	S
24.	Negotiate with the Regina Lawn Bowling Club to divest City operation and maintenance of the facility	S	N/C		N	S
25.	Decommission and repurpose some single and double tennis court installations, focusing instead on increasing the quality of the multicourt, multipurpose sites that remain at the zone level, and repurpose some of the decommissioned sites to accommodate pickleball	O	\$	ABR	N	S
26.	Increase the number of picnic sites to sustain the service level through growth of the city	O	\$	ABR	\$	H
27.	Add off leash dog parks to gradually reach the service level of one per zone	M/L	\$	SAF ABR	\$	H
28.	Complete trail connectivity through a variety of strategies, implementing the Transportation Master Plan as opportunities arise	O	\$\$	SAF ABR	\$	H

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Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
29.	Decommission and repurpose older, geographically redundant basketball courts, while increasing the quality of those that remain in multicourt sites at the zone level	O	\$	ABR	N	N
30.	Add outdoor fitness circuits primarily at the zone level	L	\$	SAF ABR	\$	H
Invest in recreation education and knowledge development through the recreation delivery system.						
31.	Invest in a process to continuously identify new trends and leading practices	O	N/C		N	S
32.	Periodically dialog with the community regarding local recreation trends and preferences	O	N/C		N	S
Continue to use both a direct and indirect approach to recreation program and opportunity delivery and focus on the areas outlined (and others as new information becomes available).						
33.	Use the decision making tool to determine whether a program should be delivered directly or indirectly	O	N/C		N	N
34.	Continue to offer a balance of both structured and unstructured recreation opportunities	O	N/C		N	S
Collaborate with other groups wherever possible in the implementation of this Master Plan and other aspects of recreation service delivery.						
35.	Explore ways to collaborate with other like-minded organizations or initiatives	O	N/C		N	L
Strive to reduce barriers and foster inclusion throughout the recreation delivery system.						
36.	Ensure physical accessibility is part of all capital projects	O	\$	ABR	N	N
37.	Consider expansion of the Affordable Fun Program to include opportunities other than Leisure Pass purchase	O	N/C		\$	N
38.	Promote other financial subsidy programs so that residents are aware of all fee assistance opportunities that exist	O	N/C		N	L

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Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
Educate the public, volunteers, and other recreation stakeholders about benefits of recreation and opportunities available.						
39.	Enhance promotion and marketing of the benefits of recreation and the opportunities available to residents	S/O	N/C	ABR	\$	N
40.	Develop key messages to be used in promotional materials	S/O	N/C		N	N
Provide support to stakeholders and partner to build capacity and strengthen the recreation delivery system.						
41.	Continue to use the Neighbourhood Support Model to support and build capacity within the recreation delivery system	O	N/C		N	S
Partner, where possible and appropriate, in the delivery of recreation services, facilities, and spaces under the guidance of the Partnership Policy and Framework.						
42.	Develop a partnership policy and framework	S	N/C		N	N
43.	Consider establishing a partnership reserve fund	L	N/C	ABR	\$	N
44.	Revisit the Joint Use Agreements with the local school authorities	S	N/C		N	S
45.	Explore all opportunities to partner with neighbouring municipalities	O	N/C		N	S
Access a combination of traditional and non-traditional internal and external funding sources to maintain existing and offer new recreation services, facilities, and spaces.						
46.	Apply for all appropriate provincial and federal grants available for recreation as this Master Plan is implemented	O	N/C		N	N
47.	Develop a sponsorship policy and framework and invest in the resources required (human and other) to make it successful	S	N/C	ABR	\$	N

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# Appendices

APPENDIX A

# Amenity Prioritization Scoring

## Indoor Amenity Scoring

Indoor Amenity	General Public Demand Indicators	User Group and Stakeholder Demand Indicators	Community Accessibility	Financial Impact	Alignment with Expected Trends and Demographic/Population Shift	Alignment with Recreation Master Plan Foundations	Current Provision in the Region	Cost Savings through Partnerships or Grants	Economic Impact	Score	Rank
Aquatics Centres	3	3	2	1	3	2	1	0	1	63	1
Ice Arenas	0	1	1	1	2	2	0	0	1	30	12
Community Centres	0	1	2	2	2	2	0	0	0	36	7
Indoor Skateboard Parks	0	1	2	2	2	1	2	0	0	37	6
Indoor Fields	0	2	1	2	2	2	0	0	0	36	7
Multi-purpose Arts and Culture Facilities	1	2	1	1	2	2	1	0	0	40	5
Athletics Facilities	0	2	1	2	1	1	1	0	1	33	10
Indoor Playgrounds	2	2	2	2	2	2	2	0	0	56	2
Indoor Climbing Walls	0	1	1	2	2	1	1	0	0	30	12
Gymnasium Spaces	0	2	2	2	2	2	1	0	0	43	4
Gymnastics Studios	0	1	1	2	2	2	1	0	0	35	9
Fitness Facilities	1	2	2	1	2	2	1	0	0	44	3
Curling Rinks	0	1	1	2	1	1	0	0	1	26	14
Indoor Tennis Facilities	0	1	1	2	2	1	1	0	1	32	11

## Outdoor Amenity Scoring

Outdoor Amenity	General Public Demand Indicators	User Group and Stakeholder Demand Indicators	Community Accessibility	Financial Impact	Alignment with Expected Trends and Demographic/Population Shift	Alignment with Recreation Master Plan Foundations	Current Provision in the Region	Cost Savings through Partnerships or Grants	Economic Impact	Score	Rank
Outdoor Pools	1	2	2	1	1	2	0	0	0	38	11
Spray Pads	1	2	1	2	2	2	1	0	0	44	6
Athletic Fields	2	2	1	2	1	2	0	0	1	45	5
Ball Diamonds	0	1	1	2	1	2	0	0	1	31	17
Playgrounds	3	3	3	3	2	2	0	0	0	67	2
Outdoor Rinks	0	0	3	2	2	2	0	0	0	36	14
Outdoor Skateboard Parks	0	0	2	2	2	2	1	0	0	35	15
Outdoor Speed Skating Oval	0	1	2	2	2	2	0	0	1	38	11
Lawn Bowling	0	1	1	2	1	1	0	0	1	26	18
Outdoor Racquet Sports	0	1	2	2	1	2	0	0	0	33	16
Outdoor Picnic Sites	1	2	3	3	2	2	1	0	0	56	3
Dog Off Leash Parks	0	1	2	2	2	2	1	0	0	39	10
Multi-purpose Pathways	3	3	3	3	2	3	0	0	0	72	1
Passive Park Spaces	2	2	3	1	2	3	0	0	0	55	4
Outdoor Basketball Court Spaces	0	1	3	3	2	2	0	0	0	44	6
Boating Facilities (non-motorized)	0	1	2	1	2	2	1	0	1	37	13
Sand/Beach Volleyball Courts	0	1	2	3	1	2	2	0	0	43	8
Outdoor Fitness Equipment	0	1	3	2	2	2	1	0	0	43	8



APPENDIX B

# Definitions



**Barrier Free**

To eliminate physical barriers to use or visitation so that a space is accessible to anyone regardless of age or physical ability and without need for adaptation.

**Base Level of Participation**

The minimum expected level for participation required for a recreation space or program to be considered for public support.

**City Operated Facility**

A public recreation facility that is owned and operated by the City (i.e. facility employees are City staff)

**City Owned/Partner Operated Facility**

A public recreation facility that is owned by the City but is leased or operated by a third party.

**Community Garden**

A single piece of land gardened collectively by a group of people for fruits and vegetables.

**Complete Neighbourhoods**

Are places where residents enjoy their choices of lifestyles, food, housing options, employment, services, retail and amenities, multi-modal transportation options, and educational and recreation facilities and programs.

**Direct Program Delivery**

A recreation program that is delivered by City staff (i.e. programs coordinated by City staff and instructed by either a City staff member or contracted instructor; The instructor is paid by the City.)

**Facility Condition Index**

A tool used in the City's Asset Management Framework to help assess the physical condition of existing infrastructure with respect to required investment to sustain a facility as a proportion of its replacement value.

**Indirect Program Delivery**

A recreation program that is not delivered directly by the City but is supported by public funding in any way (e.g. received grant/funding support, uses public recreation spaces at a subsidized rate, etc.)

**Multi-generational**

A facility or program that allows/encourages participants of various ages (e.g. family events, parent and tot programs, grandparent and tot programs, etc.)

**Multi-use Space**

A recreation space in which more than one type of activity can occur without significant physical transformation. A space that allows multiple activities as opposed to a space that was designed for a single purpose.

**Outdoor Cultural Space**

A recreation space that enables community gathering and special events as well as performing arts.

**Sport court spaces**

Hard surface outdoor spaces that enable activities such as basketball, ball hockey, racquet sports, and other activities to occur.

**Partnership**

A relationship between the City and an third party (either private, non-profit, institutional, or public) intended to provide a recreation opportunity jointly with defined roles and responsibilities of all involved.

**Passive Park Space**

Inclusive of recreation facilities or opportunities conducted at walking speed or less (i.e. children’s playgrounds, picnic areas, strolling, etc.)

**Physical Literacy**

Is the ability of an individual to move with competence in a wide variety of physical activities in multiple environments that benefit the healthy development of the whole person.

**Pickleball**

A request sport that combines elements of badminton, tennis, and table tennis using 2, 3, or 4 players, solid paddles and a perforated ball.

**Prime Time Hours**

A defined set of hours during a sport season that represent high-demand times (e.g. weekends, weekday afternoon/evenings); Prime time hours are typically used in fee setting and utilization analysis.

**Public Recreation Facility or Service**

Any recreation facility or opportunity that is supported, in whole or in part, by public funding.

**Replacement Value**

The estimated cost to replace an existing recreation facility to modern standards in present day dollars.

**Structured Recreation**

Recreation programs and opportunities that typically require registration fees, have set times, occur at predetermined locations, and expect a certain level of commitment by the participant (e.g. league sports, instructor-led activity, etc.).

**Unaffiliated Programming**

A recreation program that is not publicly supported or subsidized by the City in any way.

**Unstructured Recreation**

Recreation programs and opportunities that typically do not require registration, rarely have set times (public skate/swim is an exception), could occur anywhere appropriate, and have minimal commitment requirements.









City of Regina



**REGINA**  
*Infinite Horizons*

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