



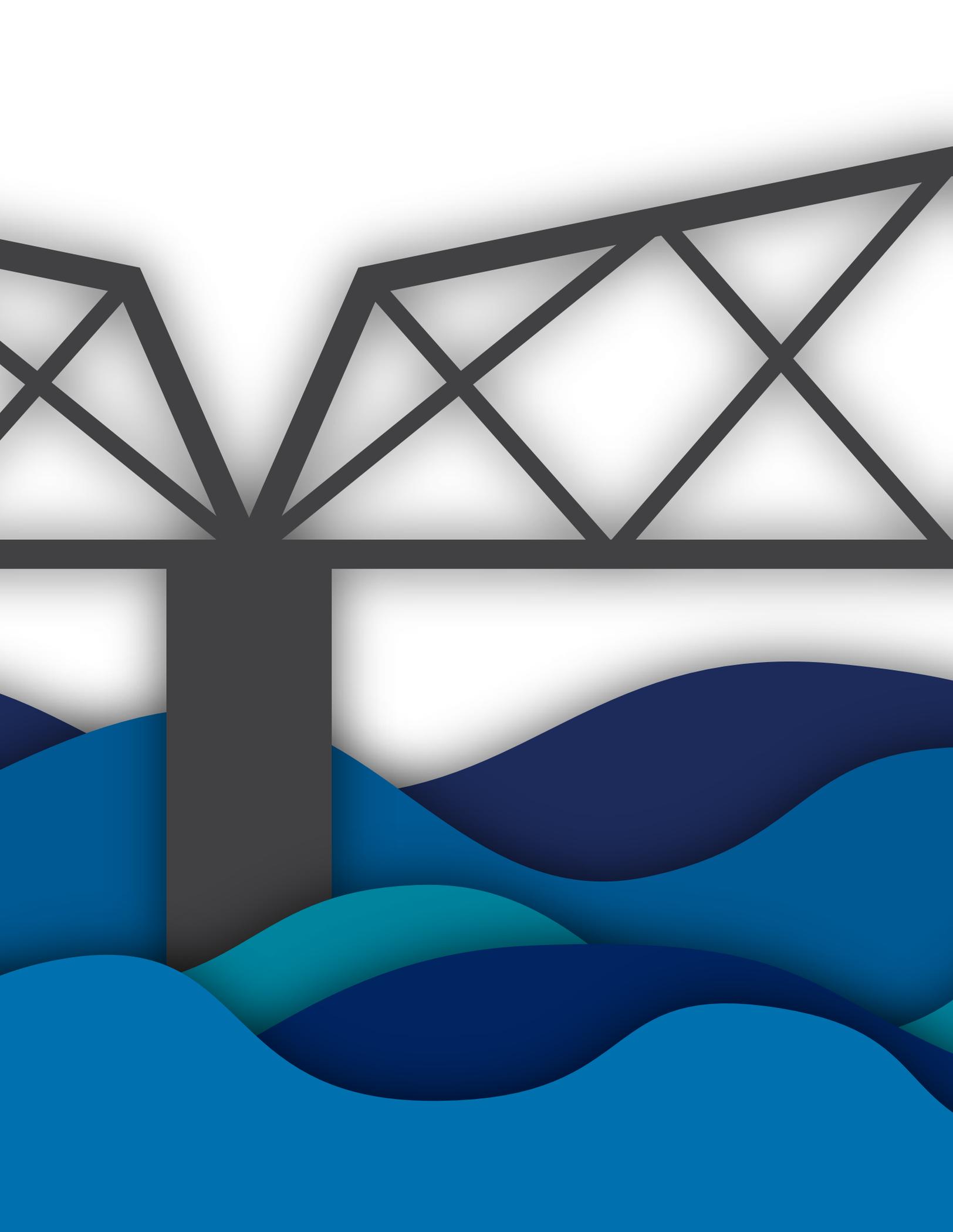
BATTLEFORDS

JOINT PARKS & RECREATION MASTER PLAN

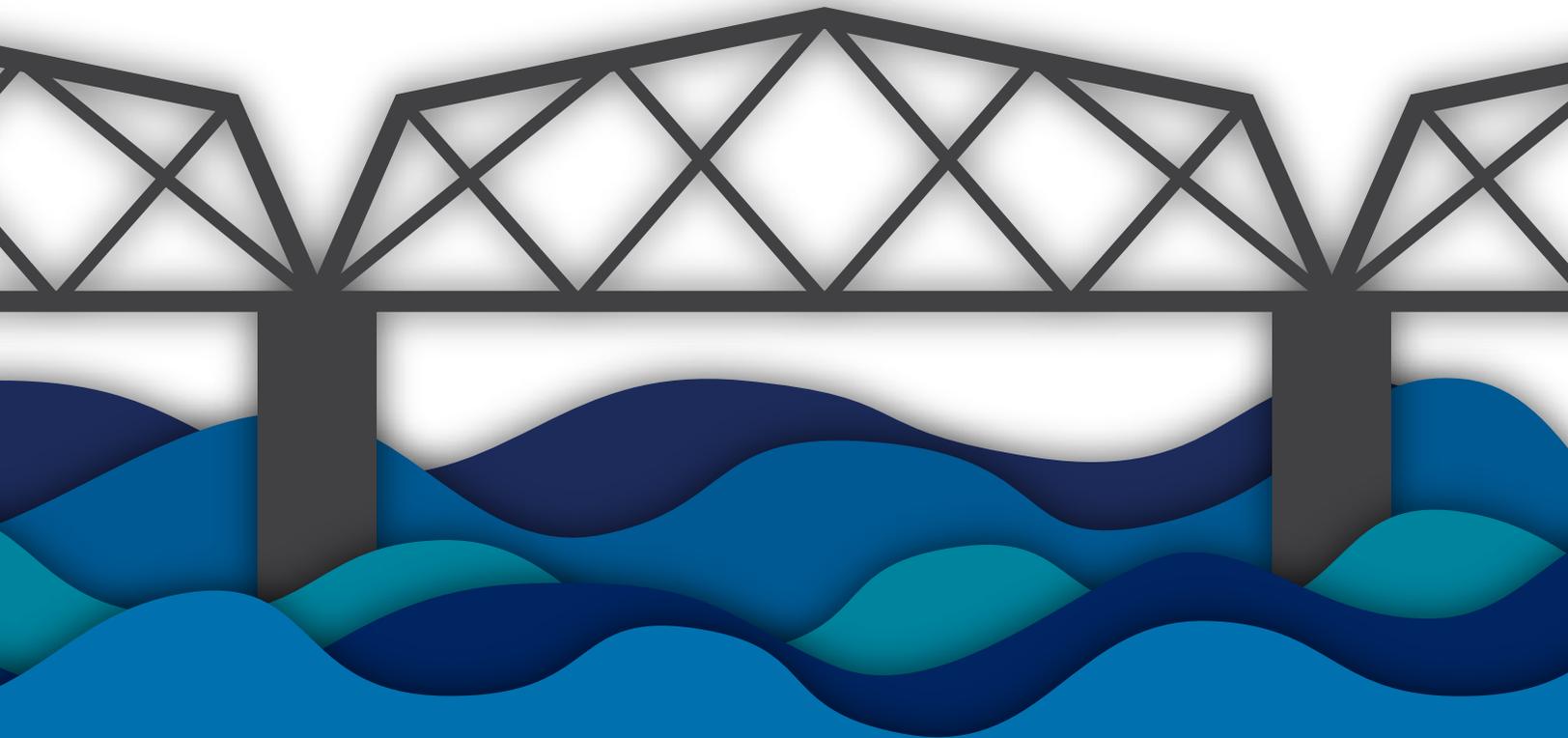
THE STATE OF PARKS AND RECREATION IN THE BATTLEFORDS

FINAL - AUGUST 2020



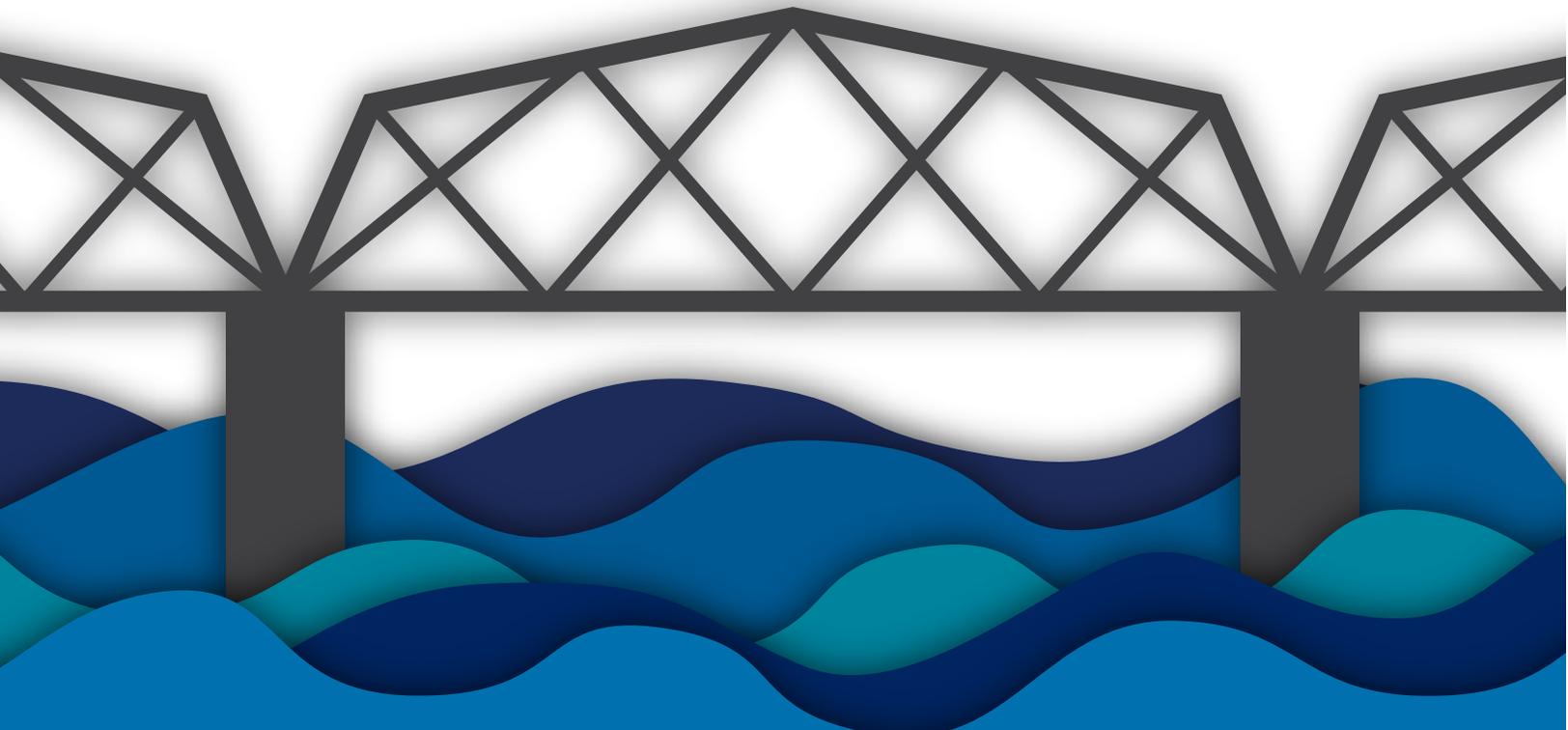


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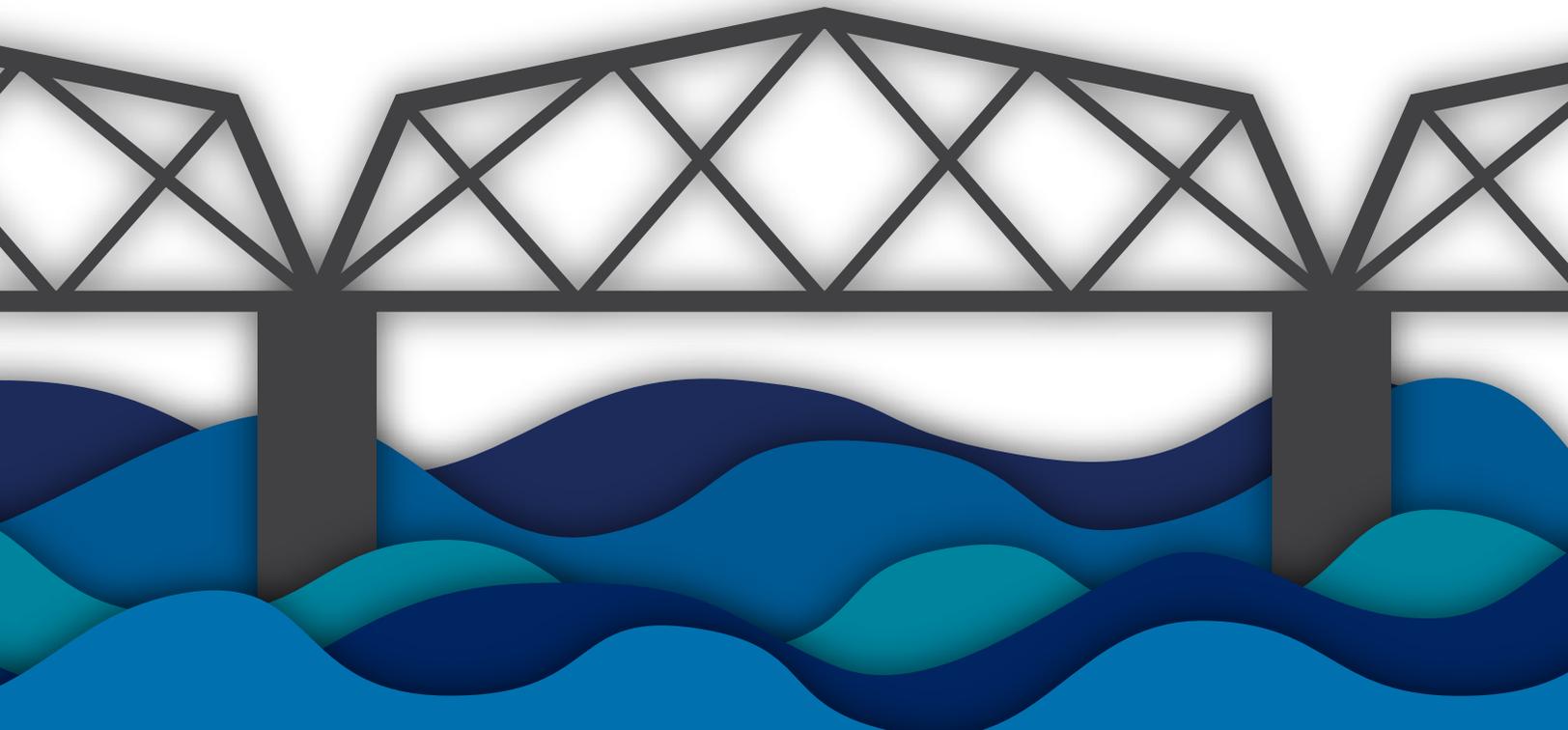
The Battlefords Joint Parks and Recreation Plan has been developed for an area which is located in Treaty 6 territory, the traditional territory of Cree Peoples, and the homeland of the Métis Nation. This document has been compiled with great respect towards the land and it's people and in consideration of the ninety-four calls to actions as outlined by the Truth and Reconciliation Commission of Canada.

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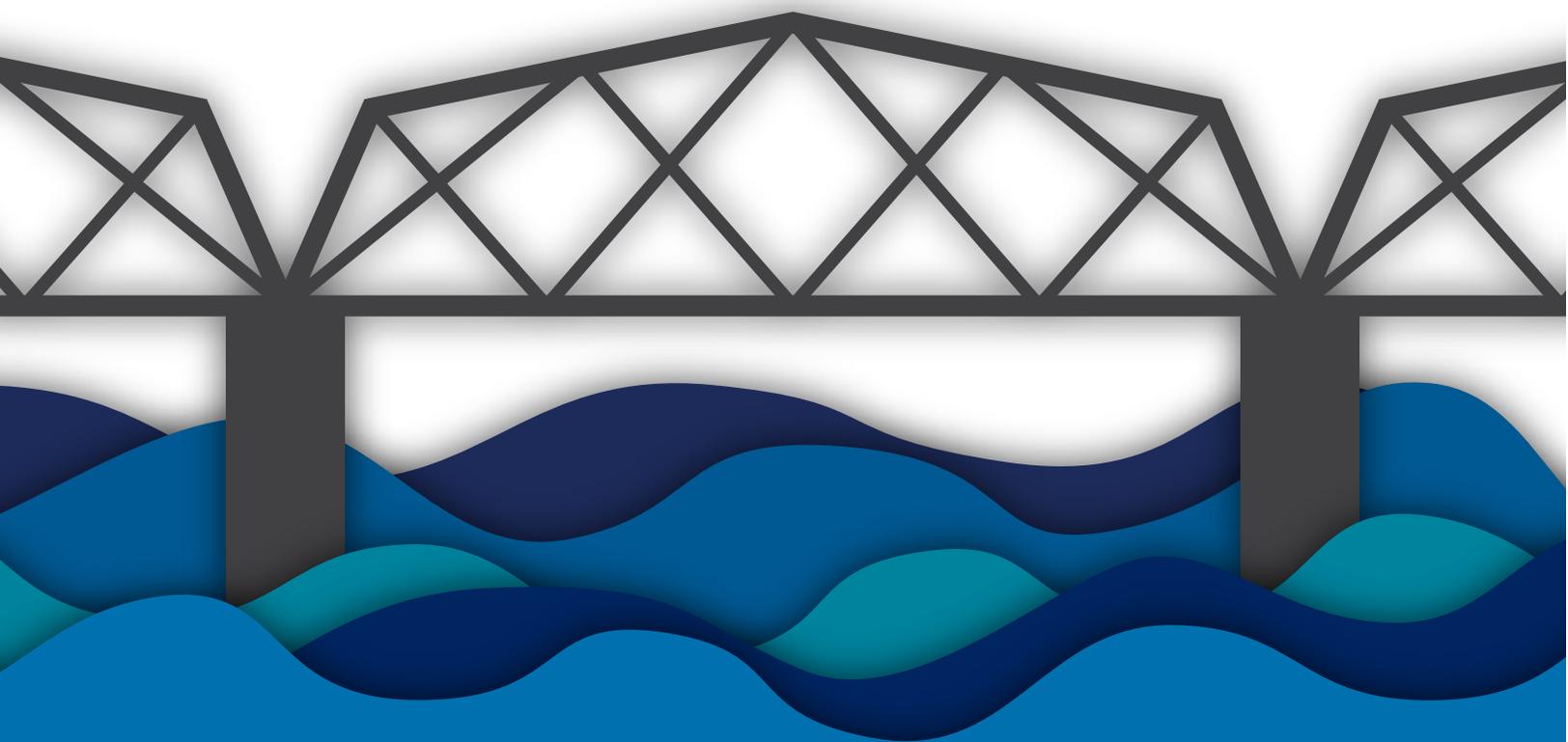
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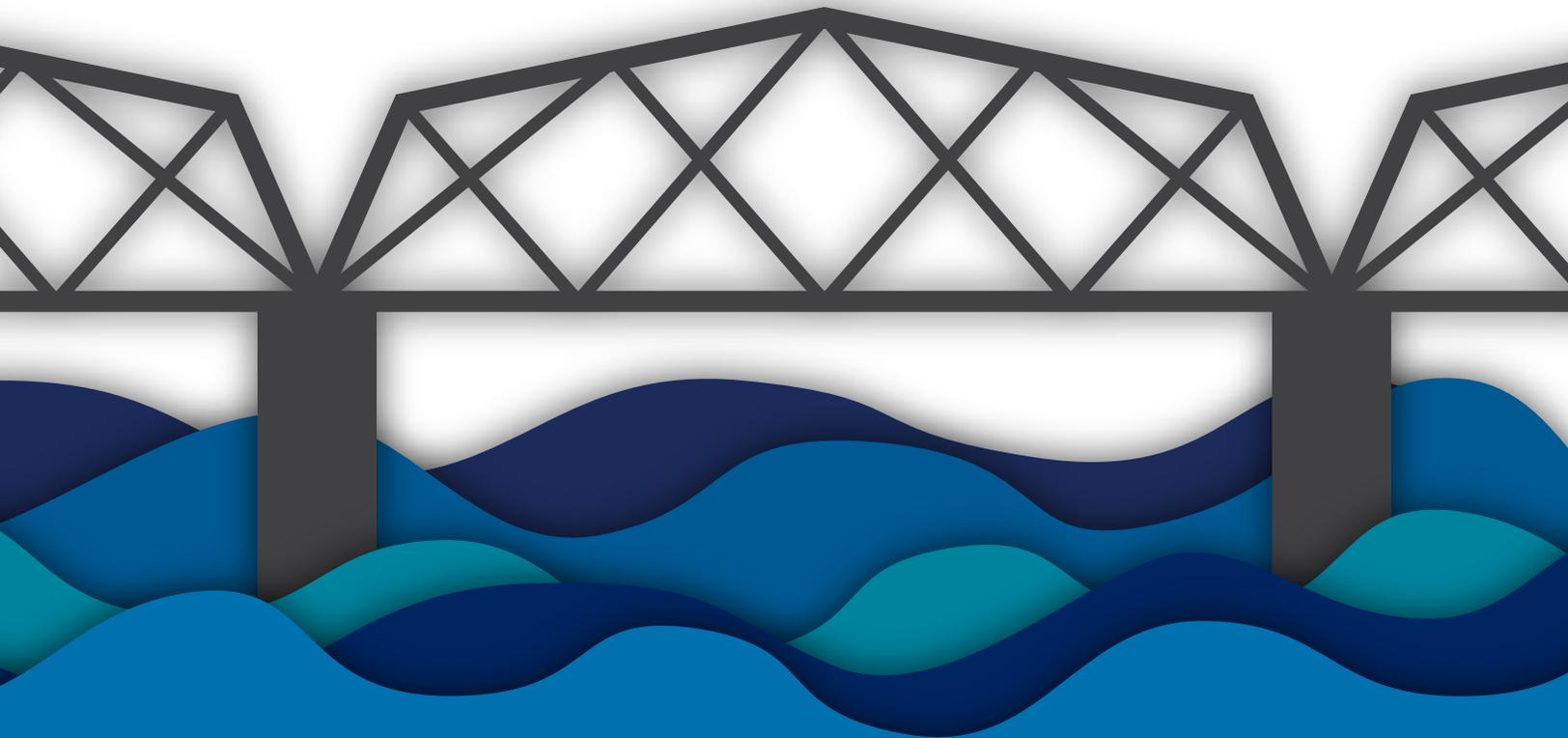
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REPORT SUMMARY



The Battlefords is a unique and important region in the province of Saskatchewan. It is a regional centre with a variety of quality parks and recreation experiences, all of which positively impact both resident and visitor quality of life.

When the Town and City decided to initiate a Joint Parks and Recreation Master Plan process, they did so knowing that in order for these important services to continue to meet need and provide value, strategic planning needed to occur. This report is meant to set the planning context for thinking strategically about the future of parks and recreation in the Battlefords Region. The following summary pages outline key findings of the research and community input gathered the detailed findings are presented within the body of the report.

Ultimately, these findings will support and inform decision makers as they set a course for the future of parks and recreation in the region to make sure parks and recreation remain relevant through consideration of public sentiment, the state of public health, the state of the economy or other foreseeable dynamics.

BATTLEFORDS REGIONAL CONTEXT

BATTLEFORDS & REGION

- The Battlefords is the collective name given to the City of North Battleford and the Town of Battleford, with the two communities adjacent to one another in west-central Saskatchewan.
- The Battlefords area is an active and flourishing region where parks, recreation and culture are a vital component of the two municipalities' commitment to supporting healthy, physical active residents with a high quality-of-life.
- There are several communities within a short drive of the Battlefords, including two rural municipalities (North Battleford No. 437, Battle River No. 438), four villages (Meota, Cochin, Aquadeo, Denholm) and five First Nations reserves (Red Pheasant 108, Saulteaux 159, Moosomin 112B, Sweet Grass 113 and Mosquito 109).

- Ninety-six (96%) percent of surveyed households either strongly or somewhat agree that parks and recreation are important to their household, the well being of the community, and that parks and recreation services benefit all residents.



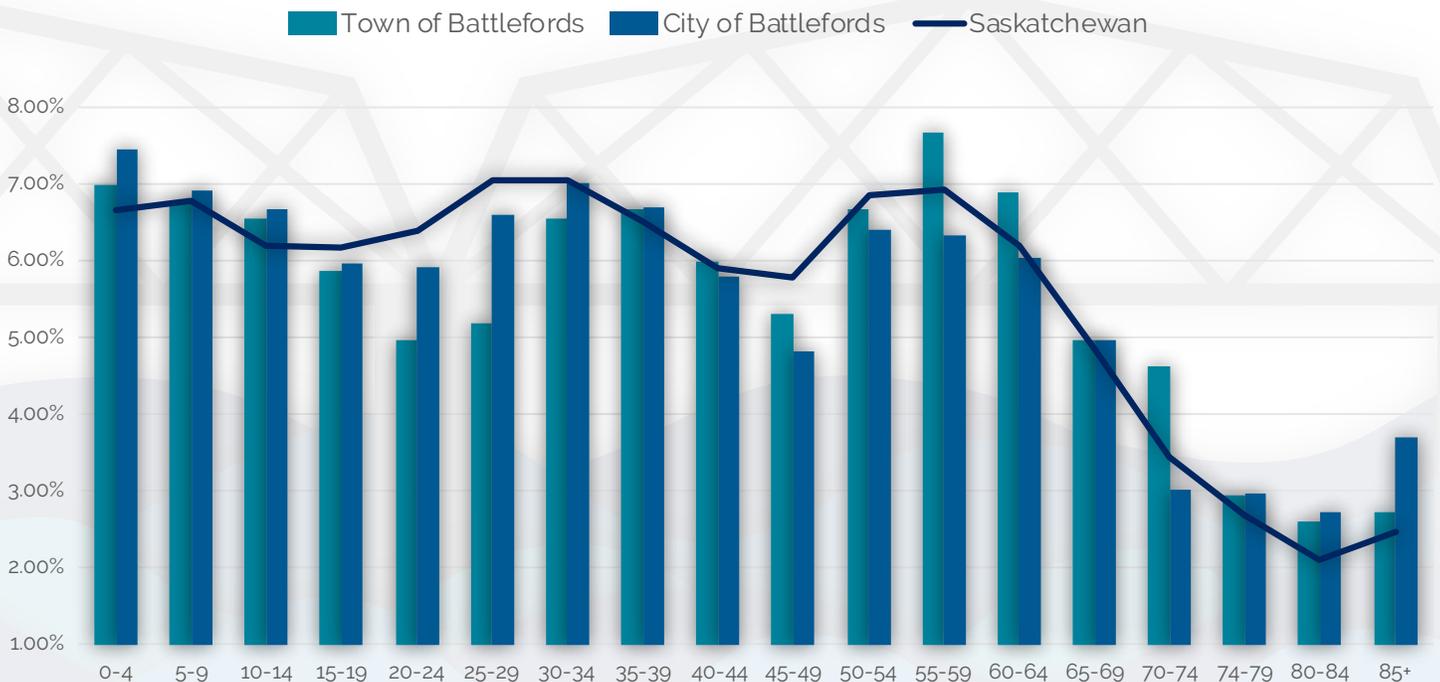
DEMOGRAPHICS

- As of 2016, the population of the Battlefords was just under 18,750 (City of North Battleford 14,316; Town of Battleford 4,429)
- There are also more than 5,300 residents living within the broader Battlefords region outside the City and Town.
- The average age of City residents is 37.4 years and 40.3 years for Town residents. There are more middle-aged residents (50-64) living in the Town than in the City. Four percent (4%) of the population in the City is above the age of 85.
- Around 7% of the Battlefords population is under the age of 4 and an additional 13.5% between the ages of 5-14, with both figures higher than provincial rates.

- Approximately 20% of the Battlefords population were in the 50-64 age cohort in 2016, suggesting that the proportion of seniors in the community will grow in the future – a similar trend being experienced elsewhere in Canada. Parks and recreation are integral to supporting residents to successfully age-in-place and remain active.
- Respondents 70 years of age and older identified health issues (27%), lack of awareness (24%) and registration costs (22%) as barriers to participating in recreation.

- Expanding recreation opportunities for children and youth in the Battlefords may produce myriad positive outcomes. For example, youth participation in recreational activities has been demonstrated to increase leadership and social capacities.
- Battlefords families with children in the family 0-14 years identified timing of programs (51%) and admission/registration costs (38%) as major barriers to participating in recreation.

CHART 1: AGE DISTRIBUTION WITHIN THE BATTLEFORDS, 2016



GROWTH

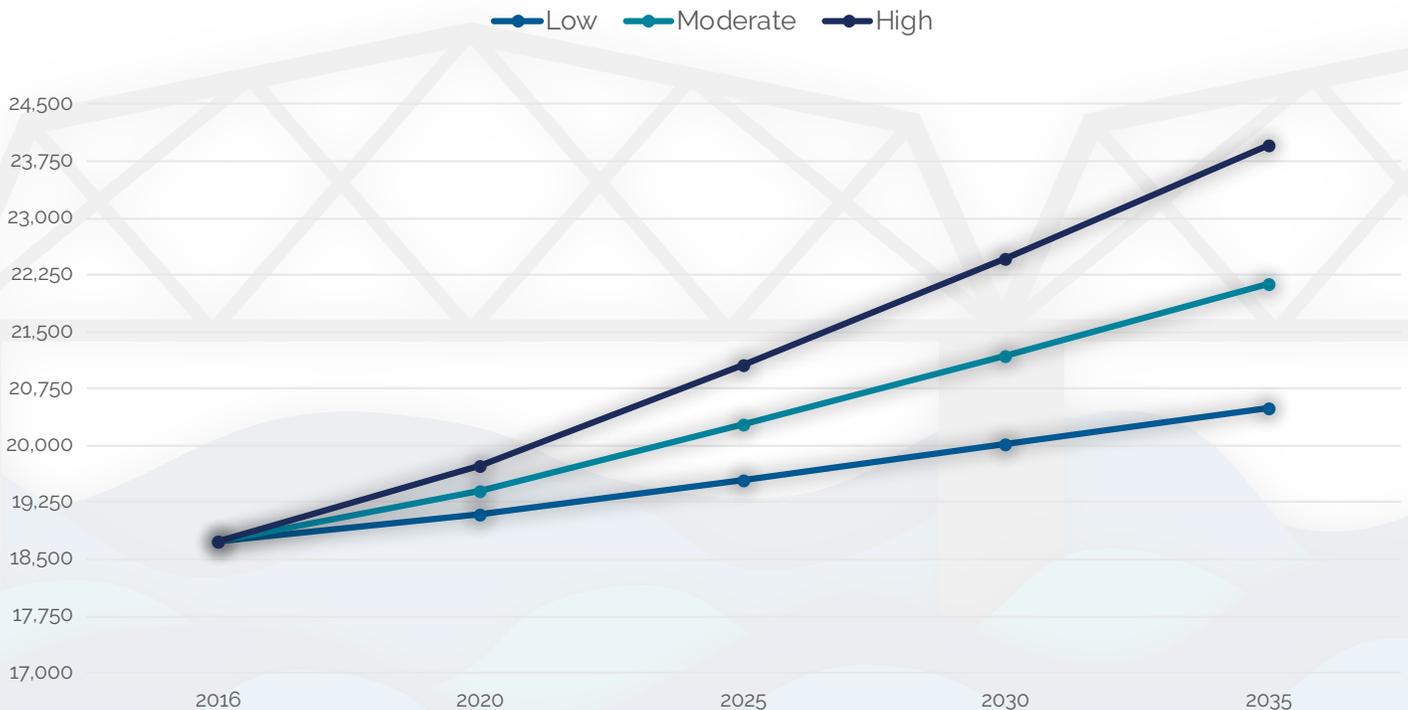
- The Battlefords population grew by 7% between 2001 and 2016, or approximately 0.5% per year. Growth rates have fluctuated over time, ranging between 0.47% to 1.3% per year.
- Based on these historical growth rates, it is possible that the Battlefords population may range from 20,500 to 24,000 by 2035. Population growth will increase demand for and pressure on recreation and parks infrastructure and programs in the Battlefords.
- Including the population of the broader Battlefords regional communities and First Nation reserves, the total population within a 30 minute drive could increase by 3,000 residents by 2035 (8,300).
- There are many factors that affect population growth, including economic development, immigration rates, and other population dynamics. It is possible that growth rates will vary from those observed historically. It is always a good approach to plan for multiple scenarios.

• Between 2001 and 2016, the Town has grown more than the City, averaging between 1-2% growth per year, compared to 0.3-1.1%.

• The total population within a 30 minute drive of the Battlefords could exceed 32,000 by 2035 – an increase of more than 8,000 residents.

• Immigration rates to the Battlefords are increasing over time, with nearly 50% of immigrants moving to the City having done so between 2011 and 2016.

CHART 5: BATTLEFORDS PROJECTED GROWTH, 2016-2035



INDIGENOUS INFLUENCE

- Located on Treaty 6 territory, the Battlefords has been the traditional home of the Plains Cree, Blackfoot and Siouan Assiniboine First Nations and Métis since time immemorial.
- Nearly 30% of the City's population and 21% of the Town's population identifies as Aboriginal (First Nations, Métis, Inuit or multiple Aboriginal responses), compared to 16.3% provincially.
- There is a large Indigenous population regionally, including several First Nations reserves within close distance of the Battlefords.
- The cultural, historical, and economic contribution of the Battlefords' Indigenous population cannot be overstated. These contributions are likely to only become more significant in the future, as Canada's Indigenous communities are growing at more than four times the rate of the country's population since 2006.
- The Truth and Reconciliation Report's Calls to Action acknowledges the important role that sports, culture, and recreation will play in advancing reconciliation in Canada.
- The Battlefords have demonstrated significant leadership when it comes to reconciliation and collaboration with Indigenous governments and communities in the region. Recreation and parks represent a major opportunity area for collaboration between the Battlefords and Indigenous communities.

- Between 2006 and 2016, the number of Indigenous youths aged 15 – 34 grew by nearly 40% compared to 6% for non-Indigenous youth.

- The Sacichawasihc Relationship Agreement has been hailed by municipalities across Saskatchewan for starting to bridge the gap between Indigenous and non-Indigenous governments.
 - <https://thestarphoenix.com/news/local-news/battlefords-first-nations-municipalities-lauded-for-historic-agreement>





● Study Area

● 100km Radius

REGIONAL SERVICE CENTRE

- With high quality public amenities, a modern hospital, several post-secondary institutions, and an economic base consisting of agriculture, retail, manufacturing, tourism, lumber, oil and gas, the Battlefords is a regional service centre. The education and health sectors are the largest employers.
- The Battlefords' numerous parks and recreation facilities are well-used by regional residents, as well as residents from beyond the immediate region.
- The Battlefords are strategically located at the crossroads for the Yellowhead Highway (Trans Canada 16) and four provincial highways, representing a key juncture for many travellers and east-west corridor.

CLIMATE CHANGE

- Climate change is impacting how communities plan and deliver recreation and parks programs and amenities.
- With changing weather patterns and more frequent extreme weather events (e.g. droughts, flooding, heatwaves), parks and recreation infrastructure is becoming more vulnerable to disruption.
- Provision of new parks and recreation infrastructure will need to reflect changing needs and demands, including demand for more indoor amenities due to more unpredictable weather. Adapting existing infrastructure should also be prioritized.
- At the same time, climate change may also influence what type of outdoor recreation is possible. Adaptation will be critical to the provision of recreation and parks in the future.

PUBLIC HEALTH

- Pandemic recovery will influence operating practices, participation and design.
- Pandemic readiness will be top of mind and will impact recreation and parks in the future.
- Recreation and parks will be key to recovery.
- Participants will need to be convinced recreation facilities and spaces is "safe".
- The experience of COVID-19 has illustrated the need for greater alignment and collaboration between the public health and recreation sectors.

- The National Parks and Recreation Association recognizes the significant impact that climate change will have on outdoor recreation in North America. Climate change will have direct affects on how people recreate, limiting options and potentially threatening the health of residents through extreme heat waves. Adapting to climate change is perhaps the most significant challenge municipalities will face moving forward

– Dolesh, R.J. (2017). Climate Change is Changing the Face of Outdoor Recreation. *Parks & Recreation Magazine*. Retrieved from <https://www.nrpa.org/parks-recreation-magazine/2017/october/climate-change-is-changing-the-face-of-outdoor-recreation/>

INCLUSIVENESS AND COHESIVENESS

- With immigration rates increasing in the Battlefords in recent years (2011-2016), it is important to ensure that diverse recreational opportunities are available and inclusive of evolving cultural backgrounds within the City and Town.
- Inclusion and access is a critical tenet of the Framework for Recreation in Canada. The Battlefords have prioritized aligning the Joint Parks and Recreation Master Plan with this Framework. Increasing access to recreation for populations that face constraints to participation should be prioritized.
- Specific efforts should be made to ensure that programs are welcoming and inclusive, with some stakeholder interviews suggesting that formal recognition of contributions of all members of the community are important for reducing misunderstandings and/or schisms in the community.
- Stakeholders interviewed noted growing immigration and the importance of being respectful to First Nations and Indigenous community members and their heritage. The Battlefords can demonstrate leadership in these areas by developing programs and other services/supports that help to create a more inclusive, welcoming community.

- Survey respondents expressed interest in seeing more programs offered for youth in the community, particularly for those not interested in typical sports activities.

- Groups within the Battlefords that may experience particular barriers to participation in recreation include low-income households, newcomers to Canada, Indigenous communities, and LGBTQ2+ residents. Working closely with marginalized groups will be key to the success of the Joint Parks and Recreation Master Plan.

CRIME AND SAFETY

- Taking proactive approaches to addressing crime and safety issues are supported through policy in the Battlefords, with implementing principles of Crime Prevention Through Environmental Design (CPTED) prioritized to enhance safety.
- Applying CPTED principles to the design of new recreation facilities and parks, as well as continuing to audit and retrofit existing municipal structures, facilities and developments for compliance with CPTED should continue to be supported by the Battlefords.
- Both households and user groups surveyed identified that support amenities such as lighting are needed to enhance the safety of outdoor facilities (25% of household respondents). Lighting is a critical element of CPTED principles and the overall safety of recreation facility and parks users can be greatly enhanced by providing additional lighting.

- Language, images used in marketing materials, and general outreach activities can go a long way to support greater inclusiveness.

- Crime reduction and ensuring resident safety are important priorities for both the City and Town. Adhering to CPTED design principles is a best-practice in municipal recreation and parks provision.

TOURISM

- Recreation, arts and culture, and sports tourism are becoming more significant economic drivers in communities across Canada. Open spaces can increase property values and high-quality recreation facilities can attract major tournaments, generating economic spillovers for many sectors, including hospitality and hotelling.
- Destination Battlefords is a key marketing partner within the region, working to build capacity for strategic planning, event attraction, destination development, and tourism promotion. The Battlefords should continue to jointly support Destination Battlefords and work to build on this productive collaboration to attract tourists to the region.
- Significant potential exists to develop the Battlefords River Valley into a major regional tourist attraction, with the Battlefords River Valley Master Plan and Art Walk Master Plan providing a compelling vision for an integrated open-space, arts, culture, and heritage network.
- Tourism is important to the Battlefords economy and the region attracts a fair amount of sports tourism. The Battlefords benefit from its high-quality facilities and amenities, as well as its enthusiastic community groups and volunteers.

- The Battlefords have an excellent track record of hosting major events, including curling grand slams and the Saskatchewan Winter Games. Excellent recreational amenities support sports tourism and major event hosting in the region.

- Municipalities are increasingly exploring the role of sport tourism as a means of economic development. Opportunities exist for the Battlefords to specialize in hosting sporting events. The abundance of ball diamonds and the Saskatchewan Baseball Hall of Fame is just one example of sports and heritage synergies that could be further developed in the Battlefords.



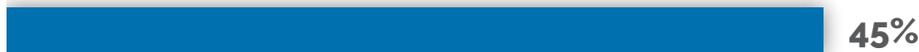
AFFORDABILITY

- Median after-tax household incomes (2015) vary significantly between the City (\$55k) and Town (\$71k). Approximately 17% of Battlefords residents are considered low-income based on low-income after-tax (LIM-AT) measures.
- Making programs more affordable was identified by 45% of household respondents as an area for improvement with parks and recreation programs and opportunities. Many households in the Battlefords will benefit from strategies focused on affordability.
- A Saskatchewan Parks and Recreation Association (SPRA) Survey (2016) identifies that affordability of recreation opportunities is a major barrier to Saskatchewan households. A more recent SPRA survey reveals that those with incomes of less than \$30,000 per year are the most likely to report being not very active or not active at all.

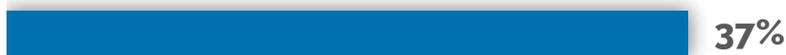
- Around 20% of individuals in the City of North Battleford are considered low-income, compared to just 10% in the town. Program affordability is a great concern for City households.

NECESSARY IMPROVEMENTS TO PROGRAMMING

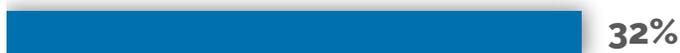
More affordable



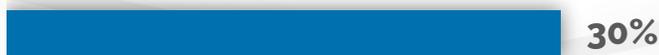
Improved marketing of programs



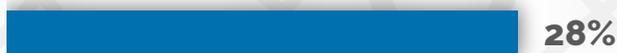
More convenient schedule



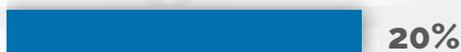
Greater variety



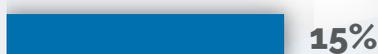
Offered more frequently



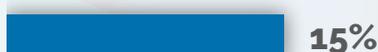
Accommodate more participants



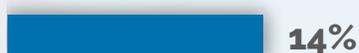
More convenient locations



Enhanced content



Better instruction



- SPRA surveying reveals that around 43% of households with annual incomes of less than \$40,000 utilized an indoor recreation facility in 2016, compared to 76% of households earning more than \$80,000. Around 34% of City of North Battleford and 24% of Town of Battlefords households earn less than \$40,000 per-year, after tax. Affordability is likely to be a major barrier for these households.

ARTS AND CULTURE

- There is a sizable arts and culture community within the Battlefords, with many active groups that contribute to the vibrancy of the region.
- Of communities examined through this research, the Dekker Centre is a unique asset that sets the Battlefords apart from other communities. Having a modern performance arts venue is a major strength for the region, attracting many notable acts and performances. The Allen Sapp and Chapel Galleries are also well-utilized visual arts spaces in the Battlefords.
- Stakeholders interviewed within the arts and culture sector in the Battlefords note that they often face challenges in liaising with the City or Town and in promoting themselves.
- The Battlefords Art Walk Master Plan presents a phased approach to creating an arts precinct, with the Allen Sapp Gallery to the North, the Chapel Gallery to the South, and the North Saskatchewan River Valley to the West. Creating a walking promenade would connect these galleries and enhance activation of the River Valley.

- Around 4.3% of those employed in the Battlefords work in the arts, entertainment and recreation sectors. This is significantly higher than the Saskatchewan average (1.8%). This suggests there is a small arts, culture and recreation employment cluster in the region.

- Stakeholders within the arts and culture sector see value in creating an umbrella arts and culture organization to make it easier for the Battlefords and these groups to work together.

HERITAGE

- As one of the earliest incorporated areas in Saskatchewan, the Battlefords is home to several historic buildings and heritage assets. These assets are important components of the Battlefords historical and cultural heritage.
 - » Fort Battleford, a National Historic Site in the region, was an important staging area for the North West Mounted Police during the Red River Uprising in 1885.
 - » Other assets include the Queens Hotel, the Land Titles Office, Battleford Town Hall and several other historic resources.
- Protecting, preserving, and promoting heritage assets is supported through City and Town planning and policy frameworks. Integrating heritage assets into broader recreation/parks network plans may enhance utilization of these facilities. Creating a walking trail or pathway to connect these sites, where feasible, will enhance their appreciation and visitation.

- An opportunity exists to celebrate the Battleford's rich Indigenous heritage. Stakeholders surveyed through this report identified the importance of respecting First Nations and Indigenous community members and their heritage.

SERVICE DELIVERY

COLLABORATION BETWEEN CITY AND TOWN

- Collaboration is becoming increasingly common in recreation and parks provision in Saskatchewan. Municipalities are realizing many benefits through collaborating on funding, maintaining, operating, and designing recreation and parks infrastructure, including cost savings and greater ability to leverage funding from other levels of government.
- The City and Town have a long, successful history of jointly working together, which benefits residents of the entire region. Strategic plan and policy documents provide strong support for greater collaboration between the two municipalities.

- The Inter-Municipal Collaboration in Recreation guide suggests that communities can benefit from collaboration in areas related to staffing, facility development and maintenance, cost sharing and greater program demand/efficiencies. The Joint Parks and Recreation Master Plan is a great step for the Battlefords.

GROUP SUPPORT AND CAPACITY BUILDING

- Recreation and parks amenities and opportunities are provided by myriad organizations within the Battlefords. The City of North Battleford and Town of Battleford are key leaders.
- The City and Town actively support programs, activities and events offered by community groups and non-profits operating in the region.
- Both the City and Town provide grants to non-profit groups on behalf of the Saskatchewan Lotteries (Community Grant Program) and grants for events, beautification, and for supporting recreation and culture groups within the region.
- The Battlefords fall within the broader Rivers West District for Sport, Culture and Recreation, which also provides grants and actively delivers capacity building services and programs for groups in the region.

- The Battlefords River Valley Board is an excellent example of how collaboration between the City and Town benefits residents of both municipalities and the entire region.

POLICY IN PLACE FOR CITY AND TOWN

- There is broad support within City and Town strategic plan and policy documents for recreation, heritage protection, natural conservation, culture and supporting residents to pursue active, healthy lifestyles. In addition, there is strong support for more formal collaboration.
- Policies at all levels (e.g. official plans, bylaws, specific strategies) are well-aligned between the City and Town in recognizing the value of recreation and parks to the quality of life of residents, and as key to economic growth, health and wellness, and community vibrancy.

- There are dozens of clubs and groups focused on providing recreation opportunities to all demographics via a multiple activities. Continuing to support these groups and fostering volunteerism within the region should be a priority for the Battlefords.

FUNDING AND FINANCING

- The City's 2020 budget establishes a target of just under \$495.00 per capita in spending for leisure services, an increase of nearly \$60.00 from 2018 levels. The City's Recreation & Cultural Capital Facilities Levy also generates around \$1.5 million in revenues per year.
- The Town anticipates spending between \$735,000 and \$2.6 million on capital expenditures between 2020 and 2022, the majority of which is projected to occur in 2022 through a major addition to the Arena.
- Benchmarked against other similar-sized municipalities in Saskatchewan, the City provides above average per-capita funding for recreation and parks. The Town provides much lower per capita funding, but also has a population base that is much smaller than municipalities examined.
- On a cost-recovery basis (revenue compared to expenditures), the City and Town are slightly below average (35.3% and 33.6% cost recovery) compared to other similar sized municipalities.
- One quarter of Battlefords households surveyed would support an increase in annual property taxes to ensure community needs for parks, recreation facilities, programs and services are better met.

- Debt incurred through the development of the CUplex is projected to be paid off by 2026, at which point the City will have additional debt room for future capital planning for parks and recreation.

- On average, Saskatchewan municipalities examined through this research allocate around \$467.00 per resident for recreation and parks. The City provides approximately \$495.00 per resident and the Town just over \$326.00.

- As affordability is a major barrier to accessibility for residents, additional efforts will be needed by the Battlefords to find new sources of revenue for recreation and parks provision.

- Of Battlefords households expressing support for additional property taxes for recreation facilities and parks, 79% would be willing to support an increase of up to \$100 per year. Around 70% of households surveyed feel that user fees should be maintained at existing levels

PARTNERSHIPS WITH EXTERNAL GROUPS

- The City and Town may wish to take the lead in facilitating partnerships between groups delivering recreation programs/opportunities and/or maintaining outdoor amenities. Some stakeholders feel that a community liaison position would provide a single point of access to the City and Town, enhancing the value of partnerships.
- Both the City and Town have lease and other agreements with external groups that allow for knowledge and resource sharing, generate additional revenues, and enhance the use of infrastructure.
- The diverse array of non-profits and other groups operating in the Battlefords is a major advantage for the Battlefords. Fostering existing relationships and exploring new partnerships with external groups should be prioritized.

- The City and Town actively partner with many local groups to deliver recreation programs and opportunities, maintain outdoor spaces and cultural amenities, and share resources. Nurturing and expanding these relationships should be prioritized.



FACILITIES & PARKS

A WELL-SERVICED REGION

- When compared to other similar-sized municipalities in Saskatchewan, the Battlefords are above average in the provision of recreation and parks infrastructure and amenities, nearly across the board. The Battlefords are unique in having a modern field-house facility.
- There is a large regional inventory of parks and recreation assets within a short distance of the Battlefords, further contributing to the abundance of opportunities available.
- Two thirds of household respondents (66%) stated that there are adequate parks and recreation amenities within the region.
- The most commonly identified indoor and outdoor amenity needs identified by households include dedicated senior's activity spaces, more indoor ice, indoor youth/child play spaces, support amenities (e.g. lighting), natural areas, and ski/multi use trails
- Only 10% of households report being somewhat or very dissatisfied with parks and recreation programming. Areas for improvement include making programs more affordable, better marketing programs, having more convenient schedules for users, and greater variety.

- The Battlefords are significantly above average in the provision of many amenities, including arts facilities, ball diamonds, ice sheets, neighbourhood parks/playgrounds, and outdoor fields.

- Respondents from the City were more likely to say that there are adequate parks and recreation facilities and amenities than respondents from the Town (84% vs 35%).
- Just over one-third of user groups surveyed expressed that facilities/amenities were not adequate to satisfy group needs, with greater support amenities and improved outdoor facility maintenance identified.

SUSTAINABILITY AND ASSET MANAGEMENT

- Canadian sport and recreation facilities are at risk of rapid deterioration unless immediate investments are made.
- The 2016 Canadian Infrastructure Report Card recommends an annual average capital reinvestment rate of 1.7% to 2.5% of capital value into sports and recreation facilities. The average annual reinvestment rate is 1.3%.
- City and Town assessments indicate that recreation and culture facilities are in fair to excellent condition, given the age of some facilities.
- However, there are several facilities in the Battlefords that are likely to be reaching end-of-life within the next 10-20 years. Clear maintenance and replacement strategies can help extend the working life of facilities.

- Respondents from the Town were more likely to say that more convenient locations are needed (24% vs 11%).

- No major or costly repairs/upgrades to recreation facilities are identified in the immediate term by the City or Town. However, continuing to proactively maintain facilities is critical to long-term sustainability.

REGIONAL COLLABORATION

- Regional residents make frequent use of Battlefords infrastructure and amenities, including recreation facilities and parks.
- Battlefords households expressed strong willingness to travel to access indoor and outdoor recreation and parks amenities, with many indicating that travel time/distance is not a barrier.
- Research suggests that users are willing to travel further distances to access higher quality amenities. The quality of amenities in the Battlefords (e.g. CUPlex, the Flats, etc.) likely have a large catchment area.
- Battlefords residents strongly support joint funding for some and/or all parks and recreation opportunities in the region. Regional collaboration is well-supported.
- The Sacichawasihc Relationship Agreement, signed by the City of North Battleford, Town of Battleford, Moosomin, Lucky Man Cree Nation and the Sweetgrass, Saulteaux and Little Pine First Nations establishes a strong framework for collaborating on issues such as health, education, crime and reconciliation.

- Data provided by the City on sports groups demographics suggests that nearly 50% of registered sports participants come from outside of the immediate regional municipalities, most notably for indoor and outdoor soccer.

- Just under 10% of Battlefords households surveyed express a willingness to travel 50 km to access indoor and outdoor recreation and parks amenities, with more than 20% of respondents indicating that time/distance is not a barrier.

- Battlefords households surveyed overwhelmingly (93%) think that municipalities should jointly fund, to some extent, parks and recreation opportunities. In fact, 41% said that the region should jointly fund all parks and recreation opportunities.

- The Sacichawasihc Relationship Agreement was signed in May 2019 and demonstrates the importance of collaboration and partnership between the Battlefords and Indigenous governments in the region.

DESIGN PRINCIPLES

- Recreation facilities are increasingly being designed to blend indoor and outdoor amenities seamlessly, with users flowing in and out of facilities and into high quality outdoor spaces.
- Users are also demanding more convenience amenities in parks and recreation facilities such as Wi-Fi, comfortable seating areas, good sight lines and access to natural light, and child play/minding spaces.
- Multi-use spaces and facilities are becoming more common in communities, providing opportunities for citizens to participate in a greater variety of activities while increasing utilization, efficient use of infrastructure, and long-term sustainability of programs. Pandemic related design considerations, such as reducing large crowds and congested areas in facilities and spaces as well as enabling social distancing will be important for parks and recreation.

ENHANCED UTILIZATION, SCHEDULING, & SUPPORT AMENITIES

- Municipalities are increasingly exploring alternative revenue streams, for example integrating lease spaces into facility designs and actively working to expand food offerings available, particularly healthy choices.
- Users are increasingly demanding flexible, pick up/drop in, and spontaneous recreation opportunities. Infrastructure and programming should be designed to offer a blend of structured and spontaneous opportunities and be offered at convenient times for users.
- Adding more support amenities to parks and outdoor recreation facilities was the most identified need by households and user groups in the Battlefords. These amenities include adding lighting, benches, waste receptacles, washrooms, and equipment storage areas.

- Communities are increasingly developing 'destination' multi-dimensional outdoor play spaces that expand seasonality of use (e.g. splash parks) and integrating natural play features such as hills and rocks to encourage different activities.

- Continuing to integrate CPTED principles into existing and new amenities is an excellent strategy for the Battlefords to enhance user comfort and safety in parks and recreation facilities.

- Many opportunities exist to work with the private sector to provide support services to parks and recreation users, including sports medicine/physiotherapy services and apparel retailers within recreation centres, generating stable lease revenues for the municipality.

PROGRAMMING, POLICY & EVENTS

MAJOR EVENTS

- The majority of Battlefords households (80%) indicate attending a major event in the region within the previous year. A sizable majority report (86%) being either very or somewhat satisfied with their experience attending these events.
- Battlefords households would like to see more high-level games and sporting events, large outdoor concerts and music festivals hosted in the Battlefords. These types of events would also bring new visitors to the region and have economic spillovers.

YOUTH

- Battlefords youth express low levels of engagement, community integration and sense of community. A need exists in the Battlefords to focus on youth engagement and sense of belonging.
- Developing opportunities for youth to lead projects and policies, as well as greater monitoring of progress/engagements, are important for community cohesiveness.
- Household and stakeholder respondents expressed interest in seeing more programs offered for youth in the community, particularly for those not interested in typical sports activities.

- Ninety one (91%) of Battlefords households feel that major community wide-events are either very or somewhat important.

- The Battlefords are well-positioned to host major sports and cultural events and should continue to work closely with Destination Battlefords for marketing and event attraction.

- Battlefords youth value participating in recreation activities, identifying having fun and making friends as the most common reasons for participating. Battlefords youth would like to see more dedicated, low-cost/free spaces just for them, and better advertising of what sort of programs and services exist for them within the community.

COMMUNICATION

- Around one-quarter of households (26%) indicate that they feel inadequately informed about recreation opportunities in the Battlefords.
- User groups surveyed indicated that communication with the municipalities needs to be improved as well, particularly on topics such as scheduling, fee setting, and facility allocations.
- Battlefords youth also expressed need for better advertisement of programs and services within the community, noting they are not always aware of events and opportunities.

GAPS AND ADDRESSING BARRIERS

- A significant percentage of Battlefords households with children report being lone-parent households. Of these households, the majority are female-parented.
- Providing affordable, safe, and accessible recreation opportunities (i.e. appropriate timing, convenient locations, etc.) will benefit all Battlefords households and particularly lone-parent families juggling time and financial resource constraints.

- User groups also indicated interest in joint-marketing efforts with the municipalities to expand awareness of groups and other programs.

- Nearly one in four (24%) of Battlefords census families report being lone-parent households, with a greater percentage of such households in the City than in the Town (25.4% vs. 18%). Of these households, around 83% are female-parent households.



1 INTRODUCTION



Recreation, leisure and culture provide multiple pathways to wellbeing for individuals and communities. These pursuits lead to many benefits in a community. Residents and visitors who participate in recreation¹ are healthier, more connected to their communities and less likely to partake in anti-social behaviors. Recreational spaces in a community enhance community pride and spirit and can have positive effects on the environment – especially outdoor parks and open spaces.

Through the efforts and support of both the City of North Battleford and the Town of Battleford – as well as many community-led organizations – there is an abundance of recreation services available to residents and visitors. To ensure that the needs of the community are met for public recreation and park services, the City of North Battleford and the Town of Battleford (hereafter referred to as “the Battlefords”) are partnering to develop a Joint Parks and Recreation Master Plan (Joint Master Plan). This Joint Master Plan is the first time the two municipalities have collaborated to establish a common framework for managing parks, open spaces, facilities and amenities, events, programs, and to plan together for future developments.

While the City and Town operate as independent municipalities, they offer parks and recreation infrastructure and services for both the region and their own communities. At a grassroots level, there is no border between the two communities: residents utilize recreation services on both sides of the river, as well as those from the surrounding region. Sports teams are not selected based on location, but rather on geography – children from both communities utilize municipal arenas, ball diamonds and soccer fields.

As the Battlefords continue to grow, a more focused regional effort to provide parks and recreation services and facilities will help to ensure an adequate and appropriate supply. At the same time, recreational infrastructure in the region continues to age and requires more operational resources with each passing year. Maximizing sustainability through facility redevelopment and developing new amenities that jointly benefit both communities and the region is the primary objective of the Joint Master Plan. The Joint Master Plan will guide and manage the direction of recreation and park services for at least the next 10 years. The planning process guiding the development of the Joint Master Plan involved analyzing the current state of recreation in the Battlefords to identify priorities and to ensure that current and future needs of residents are met. Two documents have been produced out of this process: the State of Parks and Recreation in the Battlefords Region (SOPR) Report and the Joint Parks and Recreation Master Plan.

This **State of Parks and Recreation in the Battlefords Region (SOPR) Report** summarizes project research work and public engagement findings. The SOPR begins by providing an overview of the regional and community context, and presenting notable demographic and socio-economic indicators/trends. Next, the benefits of recreation are discussed. Trends, issues and leading practices within recreation infrastructure and service delivery are then presented, followed by a comprehensive review of pertinent plan and strategy documents at various levels (i.e. City of North Battleford, Town of Battleford, provincial/national, etc.) This document also provides a snapshot of existing recreation service delivery within the study area, an inventory of recreational assets and infrastructure/program utilization estimates as of early-2020. Finally a thorough program of community engagement was conducted to gather the perspectives and suggestions of individuals and organizations as to the current and future provision of services.

The **Joint Parks and Recreation Master Plan** (under a separate cover) advances a demand-driven approach to integrated parks and recreation planning in the Battlefords, providing a framework necessary to manage current assets and plan for future projects. This document presents a strategic plan for the Battlefords that includes a vision and values, strategic directions and potential implementation tactics for recommendations and is informed by the findings of this SOPR document.

¹ This report utilizes the Canadian Parks and Recreation Association's renewed definition for recreation, which conceives of recreation holistically and as inclusive of spiritual, leisure, creative and cultural pursuits. That is, culture is presented as an important dimension of recreation, rather than as a separate topic.

RESEARCH AND ENGAGEMENT APPROACH

This research report examines recreation in the Battlefords, defined holistically, through the lens of the Canadian Parks and Recreation Association and Interprovincial Sport and Recreation Council's **Framework for Recreation in Canada** (2015)². The Framework provides a philosophic foundation for the recreation sector and affirms recreation as an essential public service – a public good.

The Framework establishes a vision for the delivery of recreation in Canada by identifying five strategic goals to be championed by recreation providers. Recreation is a broad term – local interests, priorities and needs differ in every community. However, the Framework provides a foundation for national-level alignment within the sector, a foundation that guides the work presented in this document. The Framework also presents a **Renewed Definition of Recreation** that espouses a more holistic view of recreation than has been conventionally employed in the past.

Framework Vision: *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.*

This document also presents the findings of a comprehensive public engagement guided by the principle of inclusiveness. Inclusive and thoughtful community and stakeholder engagement is critical to understand existing and future recreation needs in the Battlefords. A general public survey was fielded between November 27, 2019 and January 24, 2020, which provides insights into public opinion on parks, culture and recreation facilities, potential usage and willingness to support new recreation investments. Specific stakeholder groups were also identified and engaged with via both an online/paper survey and detailed interviews. Some direct engagement with youth in the community was also completed and reported on herein. The results of these engagement efforts present a snapshot of perspectives on current recreation services, infrastructure and opportunities within the study area.



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.

A 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
2015: Pathways to Wellbeing

² Canadian Parks and Recreation Association. (2015). *Framework for Recreation in Canada*. Retrieved from <https://www.cpra.ca/about-the-framework>

RESEARCH OVERVIEW

This document presents all data gathered during the research process which, in turn, informs the development of the Joint Recreation Master Plan. Before a strategic direction can be set, information must be gathered and analyzed to understand the current state of recreation in the Battlefords. Components of this research report are described below.

BATTLEFORDS CONTEXT

Overview of the Battlefords and its history, demographics, growth projections and highlighted statistics.

BENEFITS OF PARKS AND RECREATION

Outlines key benefits of recreation and articulates the value of recreation.

TRENDS AND LEADING PRACTICES

Presents trends and leading practices in participation, infrastructure and parks and recreation service provision.

PLANNING AND POLICY BACKGROUND REVIEW

Examines pertinent plan and strategy documents related to parks and recreation in the Battlefords at the local/regional and provincial/national levels.

SERVICE DELIVERY ROLES AND PROGRAMS

Reviews service delivery roles in recreation, including partnerships, expenditures, other agreements and programs.

FACILITY INVENTORY, UTILIZATION AND COMPARATIVE ANALYSIS

Presents an inventory of current parks and recreation spaces in the Battlefords, estimates facility utilization and presents a comparative analysis of recreation provision in other similar-sized communities in Canada.

ENGAGEMENT

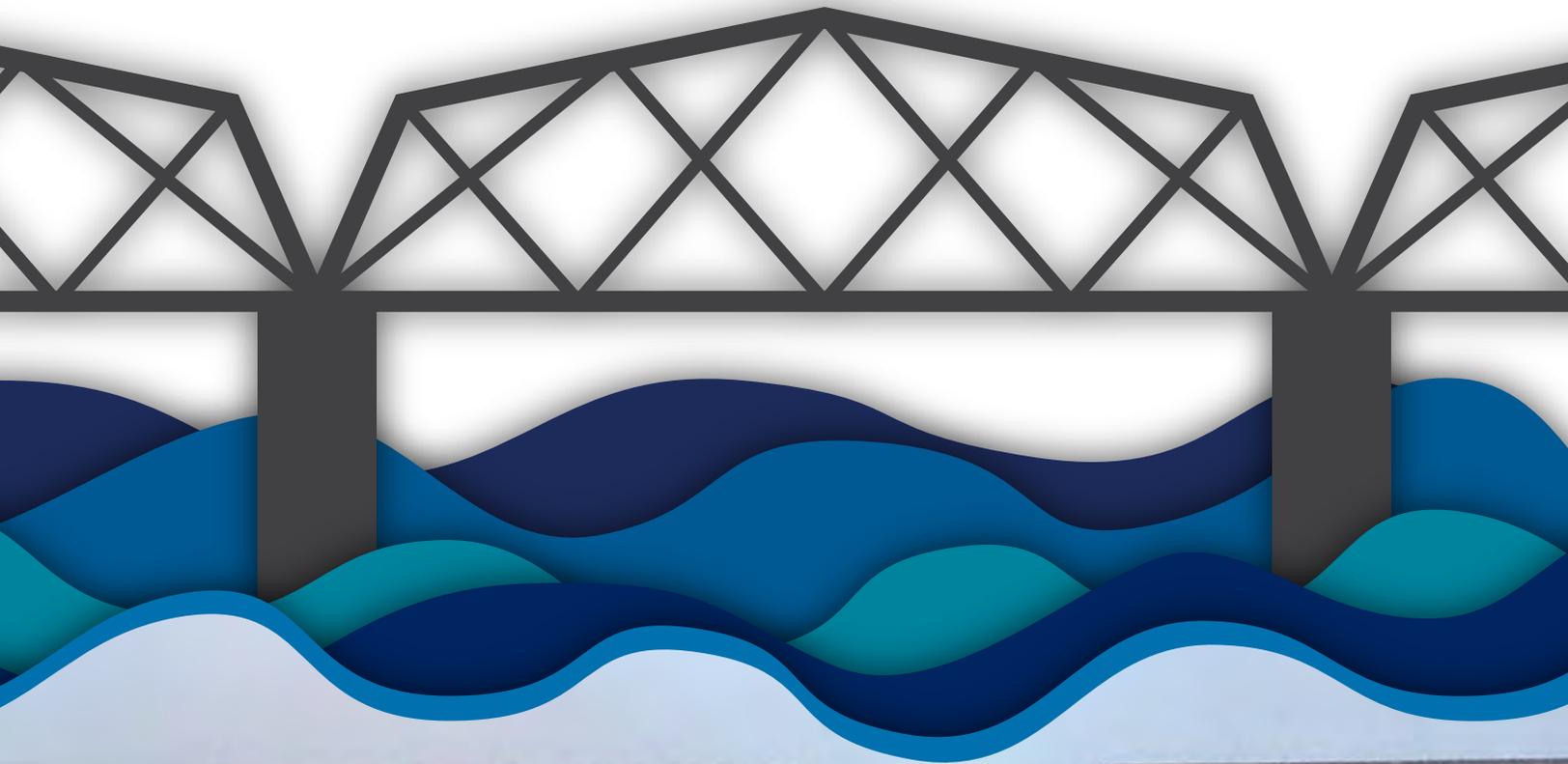
Presents findings from the household survey, group survey, youth engagements and stakeholder interviews to understand needs of residents and service providers.

SUMMARY AND CONSIDERATIONS

Summarizes research findings and highlights considerations for the Joint Recreation Master Plan.



2 BATTLEFORDS CONTEXT



This section presents a general description of the Battlefords region to better understand the study area; a population and demographic analysis to explore factors potentially impacting the planning and delivery of recreation, culture and parks services; and growth projections and other highlighted statistics that may be important for the development of the Joint Parks and Recreation Master Plan. To begin, a profile of the Battlefords is presented, followed by a brief overview of the City of North Battleford, Town of Battleford and other communities in the region. Then the examination of pertinent statistics related to population growth, socio-economic indicators and other figures are reviewed and population growth scenarios presented.

BATTLEFORDS PROFILE

The Battlefords is the collective name given to the City of North Battleford and the Town of Battleford - the two communities adjacent to one another in west-central Saskatchewan. Located at the crossroads for the Yellowhead Highway (Trans Canada 16) and four provincial highways (4, 26, 29 and 40), the Battlefords is about 140 km away from Lloydminster to the west and Saskatoon in the east. The region has an abundance of recreational opportunities within a short 20-minute drive, including golf courses, skiing, Jack Fish Lake Provincial Park, Blue Mountain Adventure Park and other amenities.

Located on Treaty 6 territory, the Battlefords is the traditional home of the Plains Cree, Blackfoot and Siouan Assiniboine First Nations. With the arrival of European settlers in the mid-1800s, the region's early economy was based on the fur trade and the Battlefords was an important trade and governance centre, becoming the capital of the then North-West Territories in 1876¹. The Metis peoples began to assume prominence as the fur trade developed. Fort Battleford, a National Historic Site in the region, was an important staging area for the North West Mounted Police during the Red River Uprising in 1885². As one of the earliest incorporated areas in Saskatchewan, the Battlefords is also home to a number of historic buildings.

In 1883, the main line of the Canadian Pacific Railway began operations, shifting the capital south to Regina. A new rail line north of the North Saskatchewan river reached the area in 1905, leading to the founding of the adjacent North Battleford community. With greater accessibility via the CNR line, settlers rapidly flowed into North Battleford to the point that the community incorporated as Saskatchewan's fifth city in 1913. Today, the Battlefords is a service centre for the surrounding region, with an economic base consisting of agriculture, manufacturing, tourism, lumber, and oil and gas. Agriculture is a significant component of the Battlefords community, with the popular Northwest Territorial Days Exhibition and Parade held annually since 1906³. There are many special events held regularly in the region that provide numerous opportunities for residents and visitors alike.

The Battlefords area is an active and flourishing region where parks, recreation and culture are a vital component of the two municipality's commitment to health, physical activity and a high quality-of-life. To this end, parks, recreation, cultural services and facilities enhance the economic, social and environmental well-being of the entire region. The Battlefords is also home to a modern hospital facility, two special care homes, the Saskatchewan Psychiatric Hospital, three post-secondary institutions providing comprehensive education services, as well as primary and secondary education delivered via four school divisions.

REGIONAL COMMUNITIES

The Battlefords serves as a hub for a larger regional population of more than 5,300 residents living within two rural municipalities (North Battleford No. 437, Battle River No. 438), four villages (Meota, Cochin, Aquadeo, Denholm) and five First Nations reserves (Red Pheasant 108, Saulteaux 159, Moosomin 112B, Sweet Grass 113 and Mosquito 109). Regional residents make frequent use of Battlefords infrastructure and amenities, including recreation facilities, parks and cultural centres.

1 <https://www.thecanadianencyclopedia.ca/en/article/battleford>

2 http://www.virtualsk.com/current_issue/fort_battleford.html

3 <https://www.newsoptimist.ca/community/local-culture/the-city-of-north-battleford-its-origins-and-early-history-1.1575983>

POPULATION ANALYSIS⁴

The Battlefords has experienced steady growth since 2001, growing collectively by approximately 7%. Over the same period, the City's population has increased by 4.5% (14,315 residents as of 2016) and the Town by 16% (4,429 residents as of 2016). More recently, the Battleford's population has grown by 4.4% (3.1% for the City, 9% for the Town) between 2011 and 2016. At the Provincial level, Saskatchewan's population has grown by 6.3% over the same period, with much of this growth occurring in major centres such as Regina (11.4%) and Saskatoon (10.9%). Table 1 below presents some demographic characteristics for the City and Town relative to Saskatchewan overall.

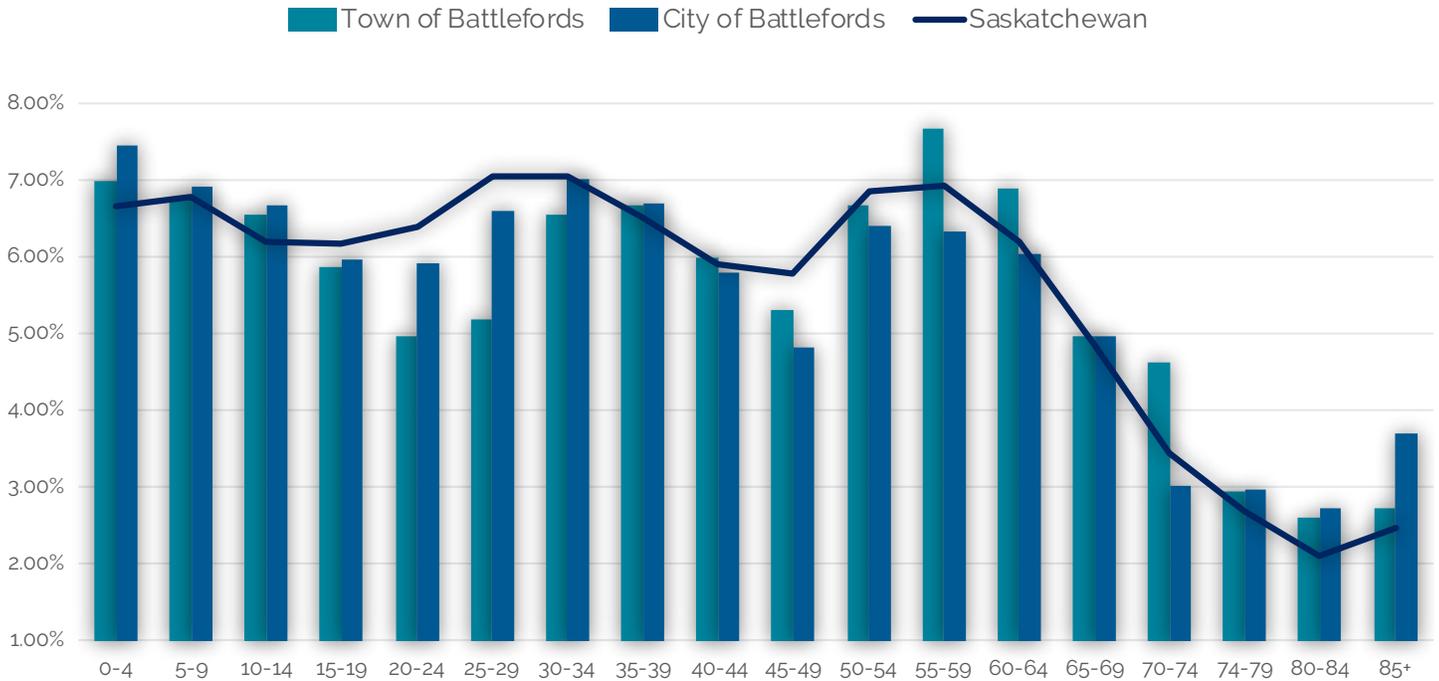
TABLE 1: THE BATTLEFORDS POPULATION CHARACTERISTICS, RELATIVE TO SASKATCHEWAN, 2011-2016

CHARACTERISTICS	CITY OF NORTH BATTLEFORD	TOWN OF BATTLEFORD	PROVINCIAL FIGURES	KEY CONSIDERATIONS
2016 Population	14,315	4,429	1,098,352	N/A
Overall Growth (2011-2016)	3.1%	9.0%	6.3%	Town is growing at a greater rate than the City, as well as at a greater rate than the Sask. avg.
Gender Distribution	53% female	52.1% female	50.3% female	Skews towards females, especially within older age cohorts; more pronounced in the City; average 59% female above age 65 in the City, higher than Town and Sask (53.5%, 54.7%)
Median Age	37.4	40.3	37.8	City younger than Sask. median age, Town median age 2 years older than Sask. Greater proportion of younger population in the City.
% of Pop. Under 4	7.4	7.0	6.7	Larger % of population under 4 than Sask. average, greater in the City than the Town
% of Pop. 5-14	13.6	13.3	13.0	Similar but less pronounced trend observed when compared to Sask. rates
% of Pop. 20-34	19.5	16.7	20.5	Lower proportion of those age 20-34 in the Town than the City, both below Sask. rates. Prime child-rearing ages for families, suggests potential for more births driving future growth in the City than Town.
% of Pop. 50-64	18.8	21.2	20.0	Comparable proportion of population aging into the 65+ cohort over the next 10 years within the Battlefords compared to Sask. rates.
% Pop. 65-84	13.7	15.1	13.1	Greater proportion of 65-84 in the Town than City, both higher than Sask. avg.
% of Pop. 85+	3.7	2.8	2.5	Greater number of residents over 85 in the City (530) than Town (120)
Household Income (2015) – After Tax	\$55,051	\$71,717	\$65,784	Higher after-tax household incomes in the Town than Sask. rate and City; City after-tax incomes significantly lower than Town and Sask.

⁴ Unless otherwise noted, population statistics were gathered from Statistics Canada (2016) (<https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>) and the Province of Saskatchewan (<https://www.saskatchewan.ca/government/government-data/bureau-of-statistics/population-and-census>)

AGE COHORTS

CHART 1: AGE DISTRIBUTION WITHIN THE BATTLEFORDS, 2016



Compared to the Town, the City has a slightly higher proportion of residents aged 0-14, but both communities have more children and youth than the province more broadly. Age distributions are comparable, except for there being a higher percentage of those aged 55-59 in the Town and a sizable number of residents aged 85+ within the City. Approximately 20% of the Battlefords population was in the 50-64 age cohort in 2016, suggesting that demographic transitions will mirror those taking place in Saskatchewan in terms of senior population growth. In terms of gender, the Battlefords population is evenly split until the age 70-74 cohort (70% percent of residents 85+ are female, or 200 out of 285).

HOUSEHOLD COMPOSITION

Around 55% of Battlefords households report being married (46%) or living in a common-law situation (8.6%). This is slightly lower than the Saskatchewan rate of 59%. Town households are more likely to be living married or common-law (62%) than is the case in the City (52%). Sixty percent (60%) of Battlefords census families, including lone parents) report having children in the household. Of the 1,880 couple-based households that have children, 39% have one child, 40% have two children and 21% have three or more children, comparable to Saskatchewan rates. Slightly less than 24% of Battlefords census families report being lone-parent households (25.4% in the City, 18% in the Town), compared to 16.4% provincially. Of these households, around 83% are female-parent households (77% provincially).

HOUSEHOLD INCOMES

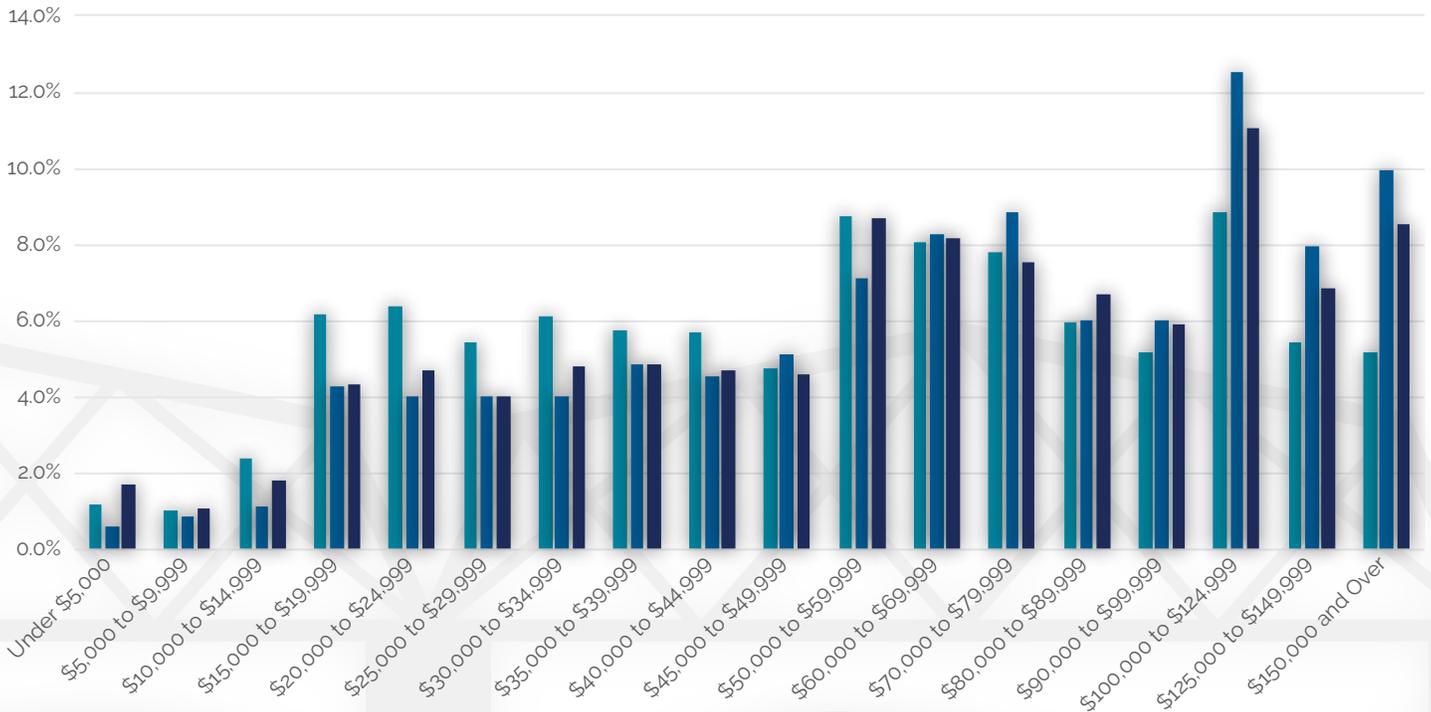
Median after-tax household incomes (2015) vary significantly between the City of North Battleford (\$55,051) and the Town of Battleford (\$71,717). After-tax household incomes are 29% higher in the Town of Battleford than in the City of North Battleford. Provincially, median household after-tax income is \$65,784. The City of North Battleford is below average (16% lower) and the Town of Battleford is above this average (9% higher). Approximately 17% of City households earn less than \$25,000 per year, after-tax, compared to 11% in the Town (14% provincially). More than 30% of households in the Town of Battleford earn more than \$100,000 after tax, compared to 19% of households in the City. These figures suggest that disposable incomes are likely higher for Town households than is the case in the City.

LOW INCOME RESIDENTS

Approximately 17% of Battlefords residents are considered low-income, based on low-income after-tax (LIM-AT) measures. This rate is slightly higher than the Saskatchewan average. However, when examining the municipalities separately, it is found that 20% of individuals in the City fall into the LIM-AT category, compared to just 10% in the Town (13% provincially). Around 30% of individuals aged 0-17 to which the LIM-AT concept can be applied fall into this category in the City (n=525 / 1755), compared to just 14% within the Town (n=85 / 1065) and 18% provincially. This discrepancy may partly be explained by the prevalence of lone-parent households within the Battlefords. Finally, around 18% of seniors in the Battlefords fall into the LIM-AT category, comparable to the provincial rate of 14%.

CHART 2: HOUSEHOLD AFTER-TAX INCOMES, THE BATTLEFORDS AND SASKATCHEWAN, 2015

■ City of North Battleford ■ Town of Battleford ■ Saskatchewan



ABORIGINAL IDENTITY

A significant percentage of the Battlefords population identifies as Aboriginal (First Nations, Métis, Inuit or multiple Aboriginal responses). Twenty-nine percent (29%) of the City's population and 21% of the Town's population identify as Aboriginal, compared to 16.3% provincially. These figures are significant in terms of population growth in the Battlefords, as Canada's Indigenous population has been growing at more than four times the rate of the country's population since 2006. Between 2006 and 2016, the number of Indigenous youths aged 15 to 34 grew by nearly 40% compared to 6% for non-Indigenous youth⁵.

NEW CANADIANS

Immigrants comprise around 10% of the Battlefords total population, comparable to the 11% rate at the provincial level. However, there are significantly more immigrants in the City (1,625 or 13%) compared to the Town (225, or 5%). Immigration rates to the Battlefords are increasing over time, with 48% of immigrants to the City and 38% of immigrants to the Town arriving between 2011 and 2016. Of recent immigrants to the City, 61% arrived from the Philippines, 16% from India and 14% from Europe. Within the Town, 53% of immigrants arrived from Africa, including the Congo, Nigeria and South Africa. There is also a notable Serbian population in the Battlefords: the 220 immigrants in the Battlefords arriving from Serbia represents 38% of the total Serbian population of Saskatchewan, with 95% of these 220 residing within the City.

EMPLOYMENT AND ECONOMY

The unemployment rate in the Battlefords was 8.8% in 2016, compared to 7.1% provincially. However, unemployment rates for males in the Battlefords (11.7%, 8% provincially) is significantly higher than for females (6.2%). Around 10% of workers identify as being self-employed, which is lower than the Saskatchewan rate (15%). The largest occupational categories in the Battlefords include sales and services, trades, transport and equipment operators, occupations in education, law, social, community and government services, and health occupations. The largest industries include healthcare and social assistance (19% of employment, compared to 13% provincially), retail trade (14%), educational services (9%), accommodations and food services (8%) and construction (7%).

Around 4.3% of those employed in the Battlefords report working in the arts, entertainment and recreation occupations. This is significantly higher than the Saskatchewan rate (1.8%). Just under 4% of the total provincial employment in these occupational sectors are in the Battlefords, despite accounting for only 1.7% of the Province's population. This suggests that there is a small arts, culture and recreation employment culture in the region (or, 405 jobs in these sectors). There is also a cluster of healthcare and social services within the region, with 19% of the working population employed in these occupations. The presence of these types of services is important for supporting an aging population.



5 <https://www150.statcan.gc.ca/n1/pub/89-659-x/89-659-x2018001-eng.htm>

EDUCATION

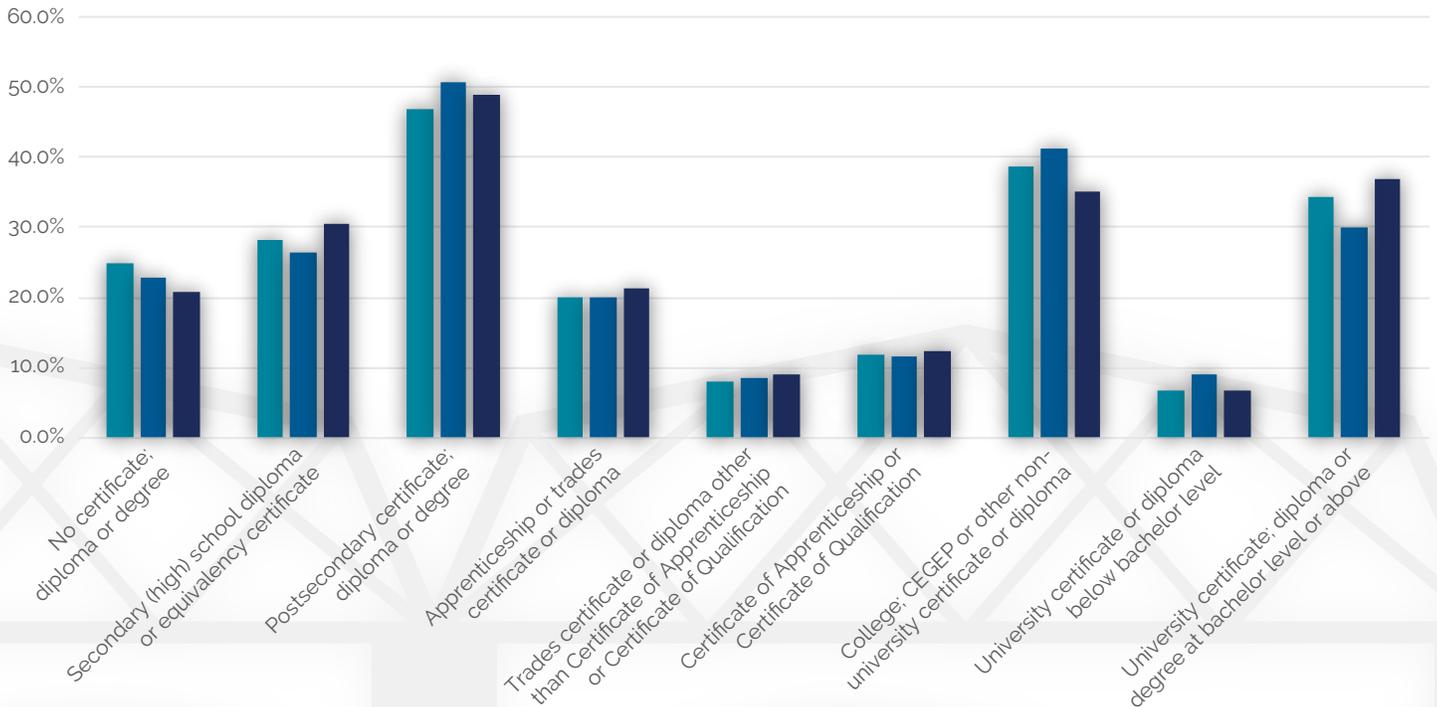
Educational attainment levels for the Battlefords are comparable to Saskatchewan rates, with around 14% of residents over the age of 25 possessing no certificate, diploma or degree, 29% possessing a high school diploma or equivalent and 57% having a postsecondary certificate, diploma or degree. Around 40% of Battlefords residents possess a college certificate or diploma, which is 5% higher than the Saskatchewan level (35%). The Town has a slightly higher proportion of its population that have a college certificate or diploma (43%) compared to the City (38.4%). There is a higher percentage of City residents that possess a university degree or certificate at or above the bachelor's level (36%) than in the Town (30%). Both levels are slightly lower than the Saskatchewan population overall (39%).

COMMUTES

A significant percentage (85%) of commuters in the Battlefords report driving a car, truck or van to get to work, with another 6% reporting they car-pool. These rates are comparable to provincial figures. Just under 1% of commuters report taking public transit to commute to work. As the City operates the transit system, it is unsurprising to note that public transit use for community is higher in the City (1%) than in the Town (0.5%). Approximately 6% of commuters walk to work, but the rate of walking to work is higher in the City (7%) than the Town (3%). Nearly three-quarters report that their commute to work takes less than 15 minutes, compared to only 44% reporting similar commutes provincially. Around 90% of all commutes to work within the Battlefords are less than 30 minutes.

CHART 3: EDUCATIONAL ATTAINMENT LEVELS, BATTLEFORDS AND SASKATCHEWAN, 2016

■ City of North Battleford ■ Town of Battleford ■ Saskatchewan



OTHER NOTABLE STATISTICS

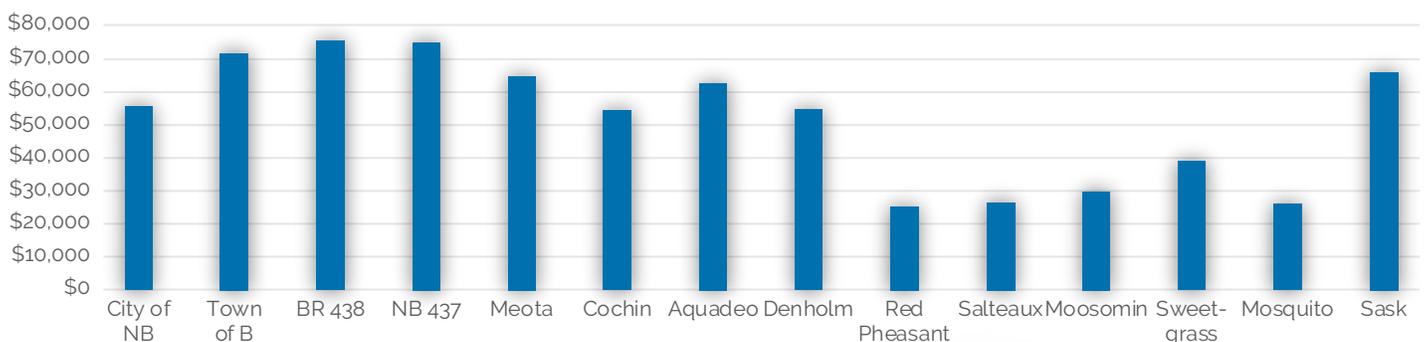
- Over a five-year period (2011-2016), 24% of residents report moving from another census division or outside of Canada to the Battlefords. Of those indicating a move within the last five years, nearly 60% moved from elsewhere in Saskatchewan.
- There is a much higher proportion of migrants moving to the City from other provinces (31% of all migrants, or 290 people) and from outside of Canada (20% of all migrants, or 190 people) compared to the Town (17% or 70 people and 10% or 40 people, respectively)



REGIONAL ANALYSIS ⁶

- The total regional population in 2016, excluding First Nations reserves, was 2,530 - a decline of around 7% since 2001. The population has grown by around 4.5% more recently (2011-2016).
- The population of the five First Nation reserves within the region was 2,863 in 2016, an increase of 11% since 2001. Growth remained flat (0.14%) between 2011 and 2016.
- Excluding First Nation reserves, average after-tax household incomes in the broader region are around \$64,400. Incomes are higher in the two rural municipalities than in the City and Town. Unemployment rates are lower in the region (5.7%) than in the City and Town (8.8%)
- The largest industries in the region include agriculture (20% of employment), health care and social assistance (11%), educational services (10%), retail trade (10%) and construction (9%).
- Nearly 30% of those employed in the region report being self-employed, significantly higher than in the City, Town, First Nations communities and nearly twice the provincial rate (14%).
- First Nations communities in the region have significantly higher levels of unemployment (38%) and much lower after-tax household incomes, ranging from around \$25,000 to just under \$40,000 (Sweetgrass FN).

CHART 4: REGIONAL HOUSEHOLD AFTER-TAX INCOMES, 2015



⁶ Includes North Battleford No. 437, Battle River No. 438, Meota, Cochin, Aquadeo, Denhome, Saulteaux FN, Moosomin FN, Sweetgrass FN, Red Pheasant FN and Mosquito FN.

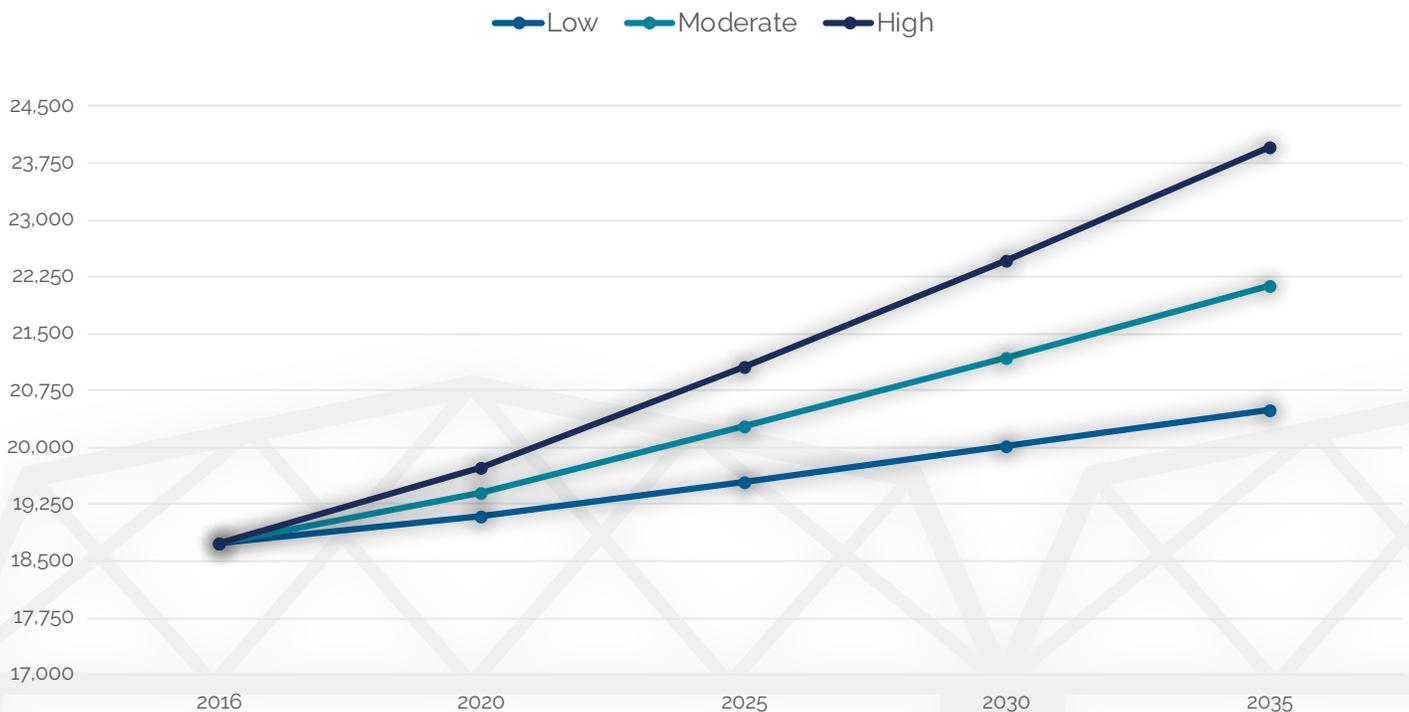
GROWTH PROJECTIONS

Examining Statistics Canada data over the previous four Census periods (2001, 2006, 2011 and 2016), the Battlefords population grew by 7% between 2001 and 2016, or approximately 0.47% per year. However, growth rates have fluctuated over time: between 2006 and 2011 the Battlefords population grew by 6.39% (or 1.3% per year) and by 4.41% between 2011 and 2016 (or 0.88% per year). Based on these historic trends, three growth scenarios have been developed to project what the Battlefords population may be by 2035 if historic trends were to continue. Table 2 below and Chart 5 help to illustrate these three scenarios.

**TABLE 2: GROWTH SCENARIOS FOR THE BATTLEFORDS, 2020-2035
(BASED ON 2016 POPULATION OF 18,744)**

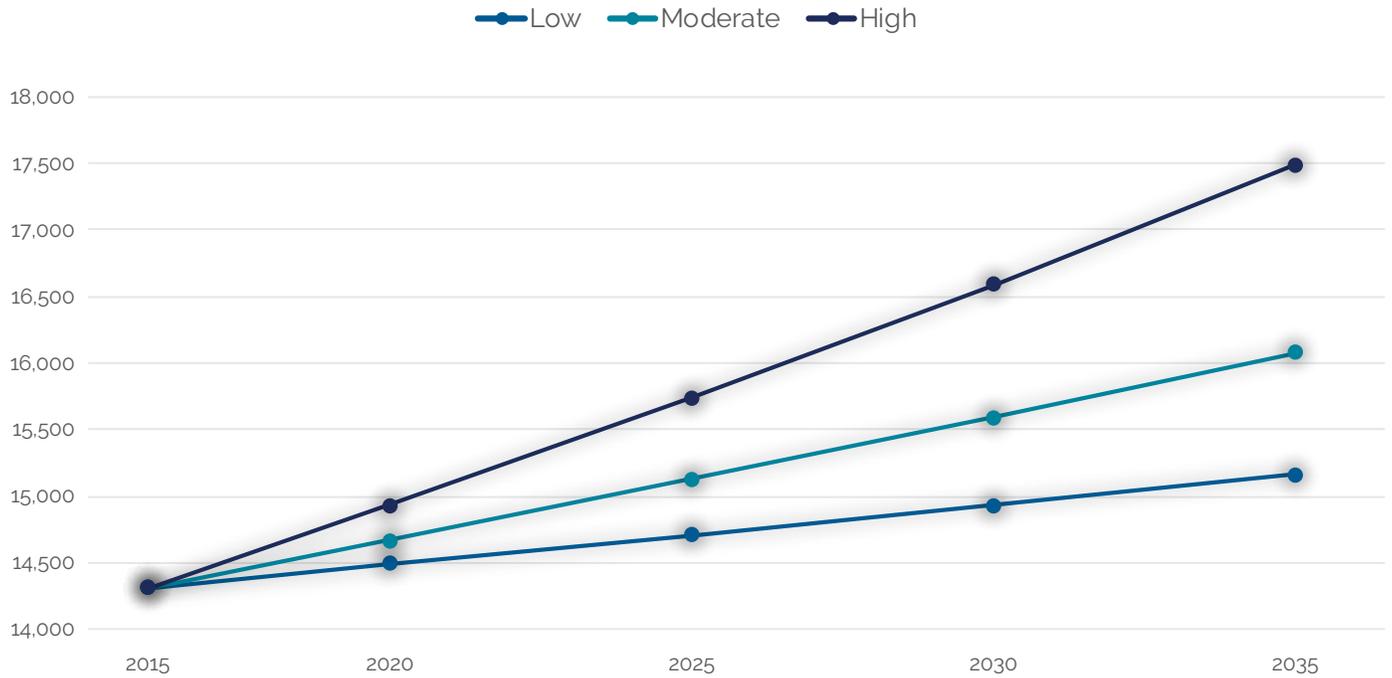
SCENARIO	ANNUAL GROWTH	BASED ON	2020	2025	2030	2035
Low	0.47%	2001-2016	19,098	19,551	20,015	20,490
Moderate	0.88%	2011-2016	19,412	20,281	21,190	22,139
High	1.3%	2006-2011	19,737	21,054	22,459	23,957

CHART 5: BATTLEFORDS PROJECTED GROWTH, 2016-2035



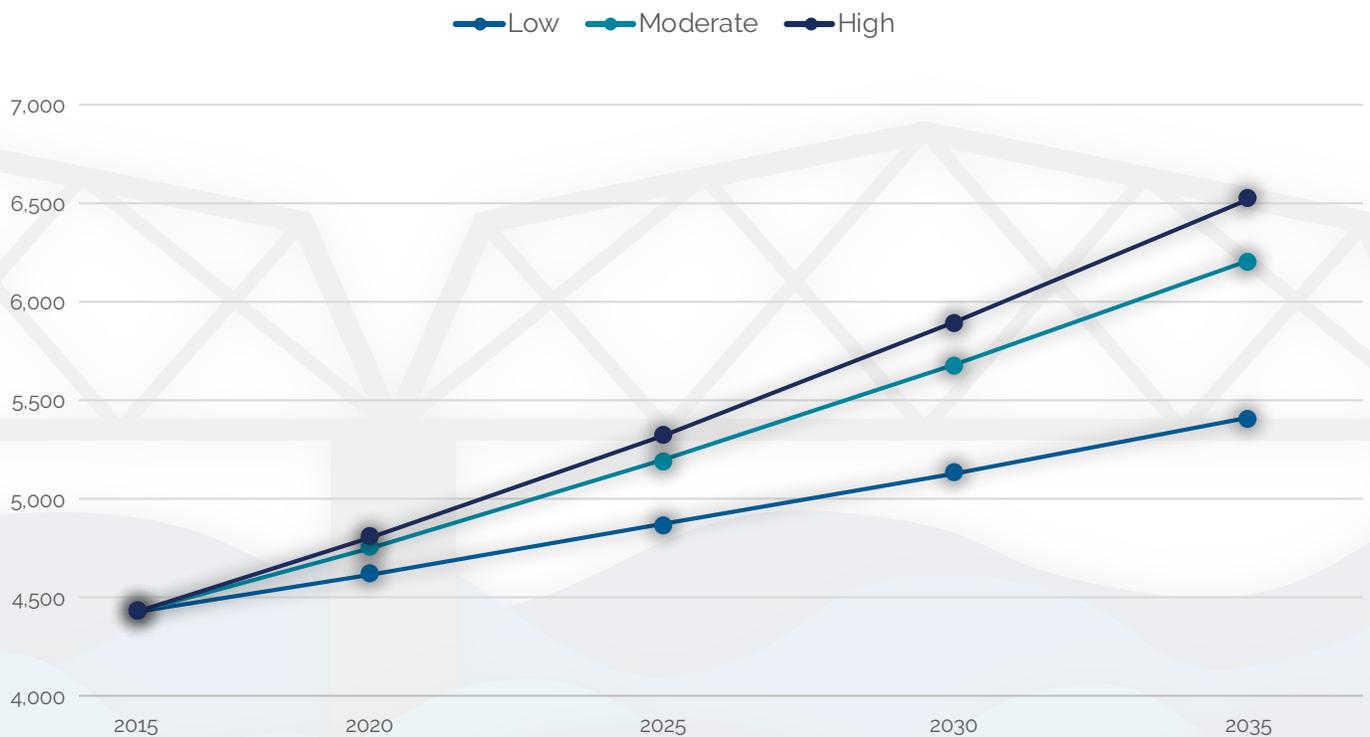
There are many complex factors that affect population growth, including different growth rates observed between the City and Town between 2001 and 2016. These differences will be examined further on the pages that follow; however, based on these three scenarios, the collective population of the Battlefords may range from around 20,500 by 2035 to more than 24,000. To illustrate potential variability in what the Battlefords population may be by 2035 individual growth scenarios have been developed for the City, Town and entire region. The total population residing within the Battlefords and surrounding study area (including First Nation reserves) could exceed 32,000 by 2035.

CHART 6: CITY OF NORTH BATTLEFORD PROJECTED GROWTH, 2016-2035



(Low scenario of 0.303% per year, based on 2001-2016; moderate scenario of 0.614% per year, based on 2011-2016; high scenario of 1.1% per year based on 2006-2011)

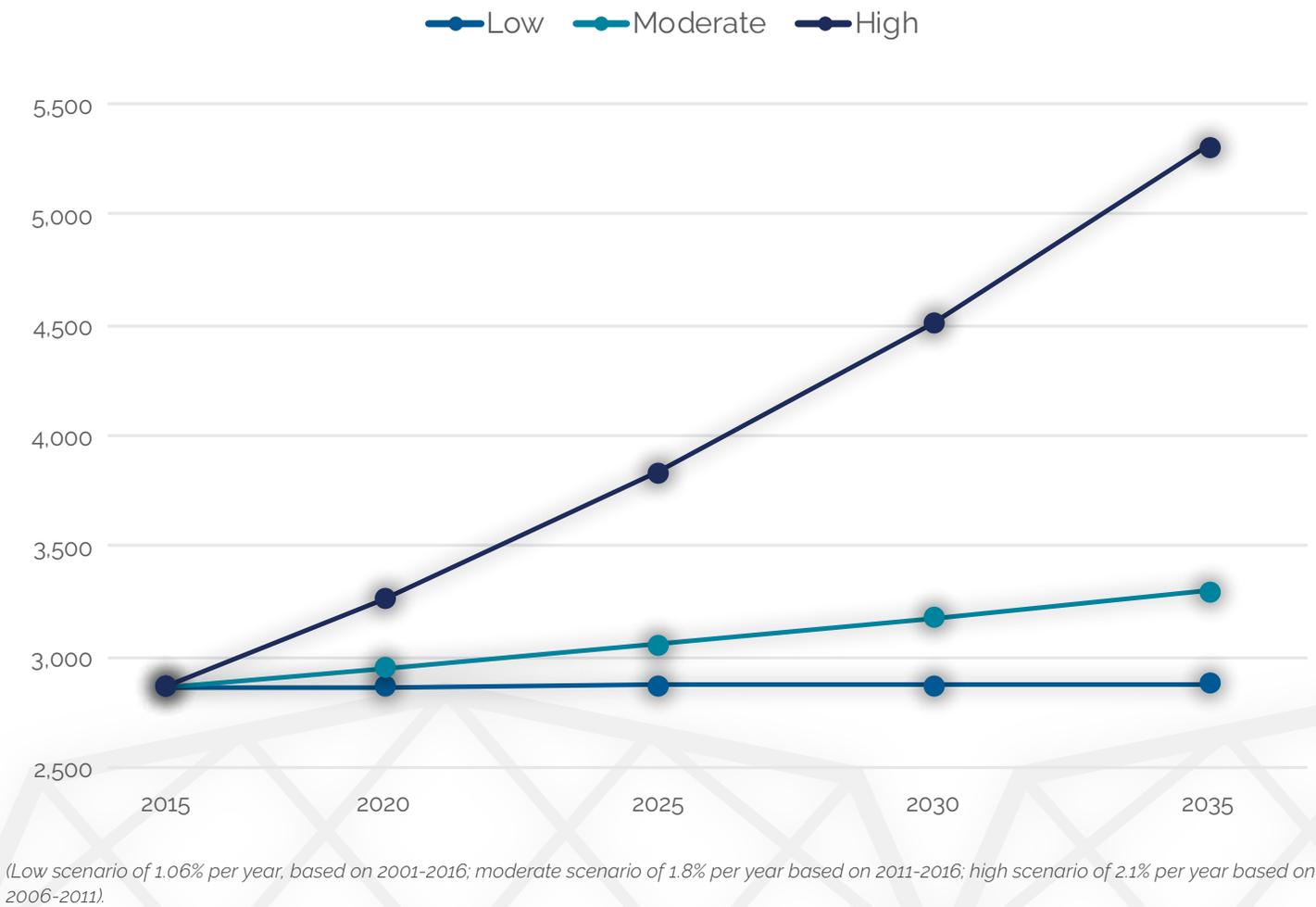
CHART 7: TOWN OF BATTLEFORD PROJECTED GROWTH, 2016-2035



(Low scenario of 1.06% per year, based on 2001-2016; moderate scenario of 1.8% per year based on 2011-2016; high scenario of 2.1% per year based on 2006-2011).

As illustrated in Chart 6 and Chart 7 above, both the City and Town have experienced variable growth rates over the last 15 years. Collectively, the two municipalities experienced the greatest rate of growth between 2006 and 2011. Over the temporal period of analysis (2001-2016) the Town's growth rate has exceeded that of the City, ranging from around 1-2% growth per year, compared to 0.3-1.1%. In raw population growth numbers, however, the City adds more residents per year than the Town. Over this same period, the broader Battlefords regional population has remained steady, averaging around 0.9% growth per year. Projected to 2035, the Battlefords regional population could reach around 3,000. Incorporating the projected growth of the five First Nation reserves within the region (Chart 8 below), it is possible that an additional 2,400 people will reside in these communities.

CHART 8: FIRST NATION RESERVES PROJECTED GROWTH, 2016-2035



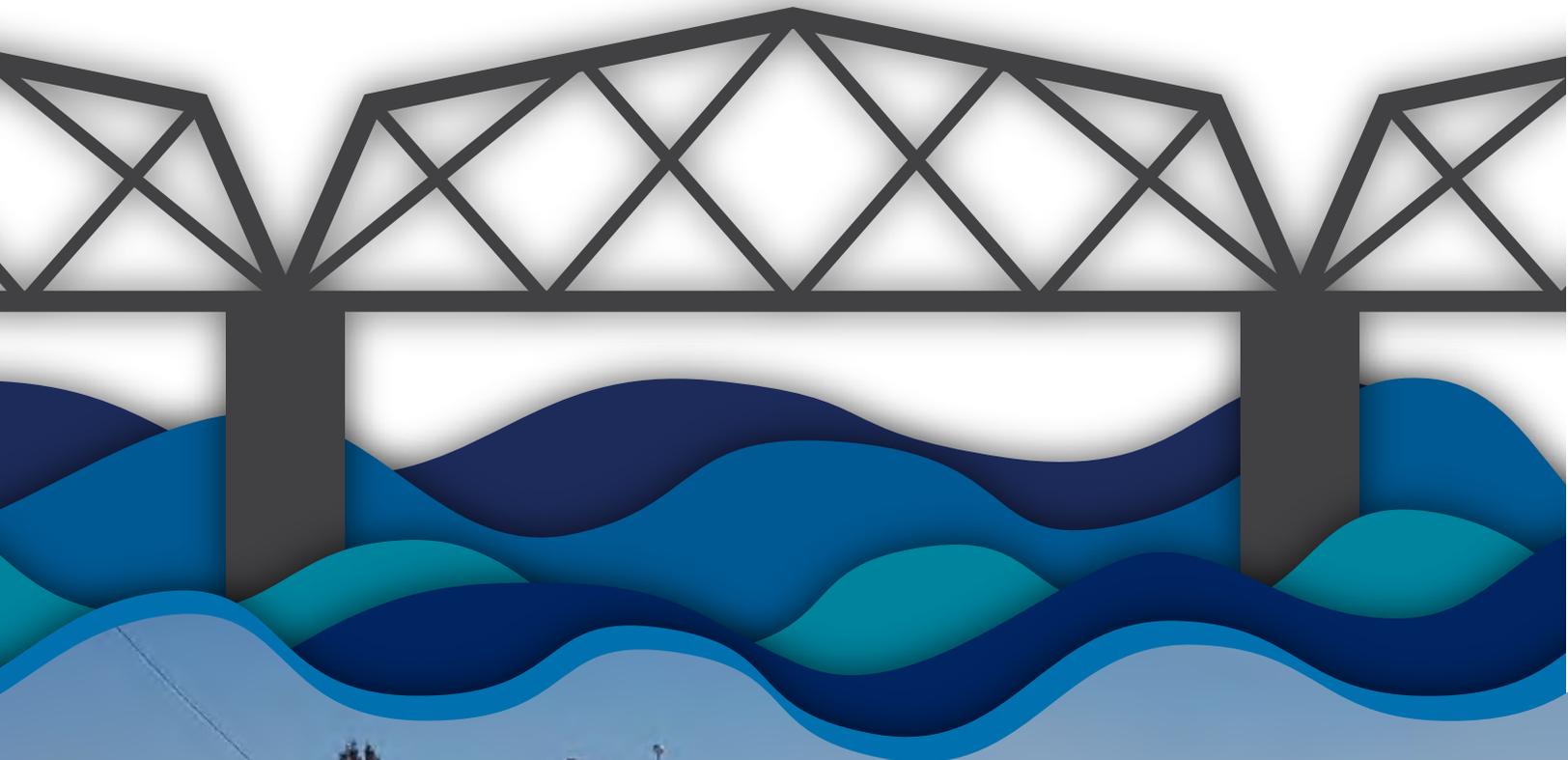
As such, it is possible that the broader Battlefords region population could exceed 32,000 by 2035 – an increase of nearly 8,000 residents. As mentioned previously, population growth dynamics are complex and can vary significantly. These projections are just a few possibilities for population growth within the study area, helping to illustrate what level of demand there may be in the future for parks and recreation infrastructure and services.

KEY FINDINGS/CONSIDERATIONS

- The Battlefords has grown steadily since 2001, reaching a population of around 18,500 in 2016. Depending on population growth variability, it is possible that the Battlefords' population could exceed 24,000 by 2035.
- Including the broader Battlefords regional communities and First Nation reserves, the total population within a 30-minute drive could increase by 3,000 residents by 2035, with the total study area population possibly exceeding 32,000.
- Around 21% of the Battlefords population is under the age of 15, slightly higher than Saskatchewan averages. Providing recreation opportunities for this cohort should be a priority.
- At the same time, the Battlefords' seniors' population is increasing over time as well (similar to national trends). Recreation and aging-in-place go together. Demand for senior-specific programs and services is likely to increase over time.
- Prevalence of low-income and lone-parent households within the Battlefords is higher than Saskatchewan averages and is higher in the City than in the Town. Providing recreation and cultural opportunities for low-income families will be critical to ensuring equitable, inclusive access to the many amenities available within the Battlefords.
- Immigration rates are increasing over time in the Battlefords, with nearly 50% of immigrants moving to the City of North Battleford between 2011 and 2016. Ensuring that recreational and cultural opportunities are inclusive of evolving cultural backgrounds is key.
- Nearly one-in-three residents of the Battlefords (27%) identify as Aboriginal. This is significantly higher than the Saskatchewan average (16%). This is both culturally significant as well as has implications for population growth, as Canada's Indigenous population has grown at a rate nearly four times higher than national averages since 2006.
 - » Incorporating Indigenous perspectives into program and service design, as well as providing opportunities for Indigenous children and youth to explore recreation and culture are important dimensions of broader reconciliation efforts.



3 BENEFITS OF PARKS AND RECREATION



When undergoing any planning activity, it is important to have a clear vision and understanding of:

- Why planning is taking place;
- Why changes make take place; and,
- Why investments may be made in recreation

There is a multitude of research around the importance of parks and recreation for individuals that helps to define the 'why' questions above. The benefits of recreation,¹ culture and leisure pursuits are substantiated within a growing body of research. Research demonstrates numerous benefits that communities may realize by investing in recreation: improved health outcomes for those of all ages, longer life expectancies, improved mental health, deeper community social connections, as well as broader economic and environmental impacts. These benefits are increasingly being recognized by all levels of government within Canada. The graphic on the following page provides a high-level overview of what benefits can be experienced from recreation opportunities in a community.



¹ For the purposes of this document, recreation broadly encapsulates general recreation sports, leisurely, heritage, arts and culture pursuits.

Benefits of Recreation and Culture

Essential to personal health and wellbeing

Provides a foundation for quality of life

Creates social capital, solidarity, cohesion, social inclusion, community empowerment, capacity building, community diversity and civic pride

Increases attractiveness of the area for tourists, residents and business

Is a significant economic generator

Creates opportunity for intergenerational experiences

Helps us make sense out of life, give us sense of place and identity

Leads to better individual health and wellbeing

Reduces poverty, neighbourhood crime and delinquency and the need for communities' at-risk-strategies

Builds strong families and healthy communities

Reduces health care, social service and policing costs

Increases volunteerism

Preserves heritage

Enhances community identity

Enables communities to attract and retain young residents

Provides the key to balanced human development

Reduces self-destructive and anti-social behavior

Job creation, tourism, revitalization

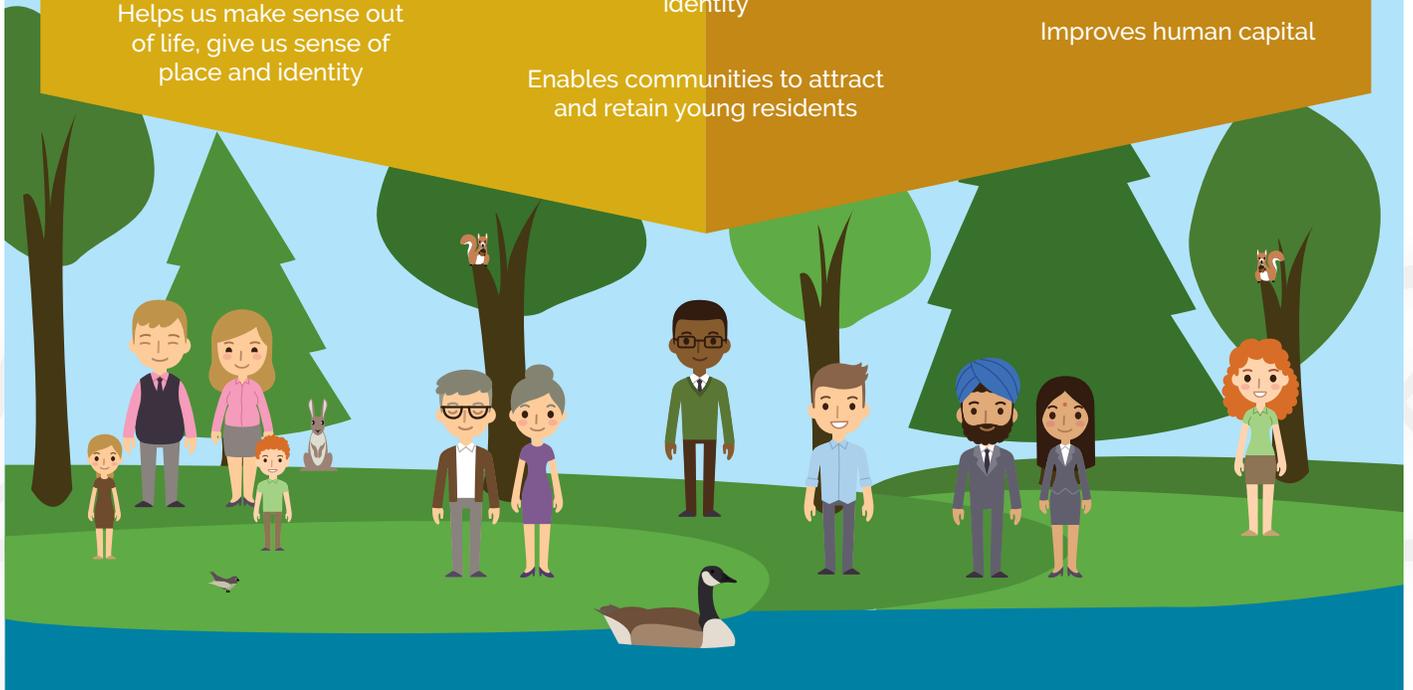
Improves learning outcomes both in public education and the development of a skilled work force

Green spaces are essential to environmental and ecological wellbeing

Builds collaboration and teamwork

Provides gathering spaces

Improves human capital



References:

National Benefits HUB

Lord

Creative City Network of Canada. (2009). *Developing and Revitalizing Rural Communities Through Arts and Creativity: An International Literature Review and Inventory of Resources.*

Creative City Network of Canada. *Making the Case for Culture.*
<https://www.creativecity.ca/publications/making-the-case.php>

The following items are organized according to the National Benefits Hub's eight key messages. The Hub is a research database that provides access to numerous studies substantiating positive impacts that recreation, sports, fitness, arts/culture, heritage, parks and green spaces often have on communities. References have been provided for further reading, if desired, with studies selected that reflect the major strategic priorities of the Battlefords.

KEY MESSAGE 1: RECREATION IS ESSENTIAL TO PERSONAL HEALTH AND WELLBEING:

- Moderate to vigorous amounts of leisure time and physical activity increases life expectancy.²
- Physical activity contributes to improved mental health and reduces rates of depression.^{3,4} Research is also exploring connections between physical activity and lower risk of dementia.⁵

- The provision of green spaces has been linked with several health and wellbeing benefits including increased physical activity, reduced risk of obesity and reduced stress.^{6,7}
- Exercise programs designed for seniors to improve balance and conditioning have been demonstrated to reduce risk of significant falls by nearly 40% within certain sub-groups.⁸
- Seniors age 75+ that regularly exercise and have a healthy participation in leisurely and social activities live several years longer than those that do not.⁹

2 Moore, S.C., et al. (2012). Leisure Time Physical Activity of Moderate to Vigorous Intensity and Mortality: A Large Pooled Cohort Analysis. *PLOS Medicine*, 9 (11): e1001335. doi:10.1371/journal.pmed.1001335

3 Gallegos-Carillo, K., et al. (2012). Physical Activity and Reduced Risk of Depression: Results of a Longitudinal Study of Mexican Adults. *Health Psychology*. In press. doi: 10.1037/a0029276

4 Barton, J., & Rogerson, M. (2017). The importance of greenspace for mental health. *British Journal of Psychology International*, 14 (4), 79-81. Retrieved from: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5663018/pdf/BJPI-14-79a.pdf>

5 Tolppanen, A.M., et al. (2015). Leisure-time physical activity from mid-to late life, body mass index, and risk of dementia. *Alzheimer's & Dementia*, 11(4): 434-443.e6. doi:10.1016/j.jalz.2014.01.008

6 Heinze, J. (2011). Benefits of Green Space - Recent Research. Environmental Health Research Foundation. Retrieved from: <http://www.ehrf.info/wp-content/uploads/2011/09/BenefitsofGreenSpace.pdf>

7 Burton, J.P., Hoobler, J.M., & Scheuer, M.L. (2012). Supervisor workplace stress and abusive supervision: The buffering effect of exercise. *Journal of Business and Psychology*, 27 (3), 271-279. doi: <http://dx.doi.org/10.1007/s10869-011-9255-0>

8 Sherrington, C., et al. (2016). Exercise to prevent falls in older adults: an updated systematic review and meta-analysis. *British Journal of Sports Medicine*, 51, 1750-1758. doi: 10.1136/bjsports-2016-096547.

9 Rizzuto, D., Orsini, N., Qiu, C., & Wang, H.X. (2012). Lifestyle, social factors, and survival after age 75: population based study. *British Medical Journal*, 345. doi: <https://doi.org/10.1136/bmj.e5568>

KEY MESSAGE 2: RECREATION PROVIDES A FOUNDATION FOR QUALITY OF LIFE:

- The arts are an important contributor to quality of life in communities, providing residents with opportunities to connect with one another, express themselves and be community-engaged.¹⁰
- High quality public spaces can enhance the sense of community in new neighbourhoods.¹¹
- Community sport facilities have positive benefits related to increased accessibility, exposure, participation, perceptions of success and improved sport experiences for youth.¹²
- A 2016 survey of UK seniors suggests that arts and culture are important contributors to self-reported rates of happiness, that participating in such activities encourages seniors to get out of their residences and are important for meeting other people.¹³

KEY MESSAGE 3: RECREATION IS KEY TO BALANCED HUMAN DEVELOPMENT:

- Regular physical activity is likely to provide children with the optimum physiological condition for maximizing learning.¹⁴
- Low income students who are involved in arts activities have higher academic achievement and are more likely to go to college.¹⁵
- Individuals that participate in physical activities in a social setting have improved psychological and social health, as well as benefit from increased self-awareness and personal growth.¹⁶

KEY MESSAGE 4: RECREATION REDUCES SELF-DESTRUCTIVE AND ANTI-SOCIAL BEHAVIOR:

- Youth participation in recreational activities increase leadership and social capacities.¹⁷
- Teens that are physically active are less likely to smoke and are more likely to quit smoking.¹⁸
- Sports participation often improves pro-social behavior and reduces crime/anti-social behaviour among young men, including lower levels of drug and alcohol use, school suspensions and juvenile crime.¹⁹

10 Environics Research Group. (2010). *The Arts and the Quality of Life. The attitudes of Ontarians*. Ontario Arts Council. Retrieved from: <http://www.arts.on.ca/oac/media/oac/Publications/Research%20Reports%20EN-FR/Social%20Impacts%20of%20the%20Arts/The-Arts-and-the-Quality-of-Life-The-attitudes-of-Ontarians-Report-2010.pdf>

11 Francis, J., et al. (2012). *Creating sense of community: The role of public space*. *Journal of Environmental Psychology*, 32 (4), 401- 409. doi: <http://dx.doi.org/10.1016/j.jenvp.2012.07.002>

12 Henderson, K., Scanlin, M., Whitaker, L., et al. (2005). *Intentionality and Youth Development Through Camp Experiences*. Canadian Congress on Leisure Research. Nanaimo, British Columbia.

13 ComRes Research. (2016). *Arts Council England Older People Pole*. Retrieved from: <http://www.comresglobal.com/polls/arts-council-england-older-people-poll/>

14 Marten, K. (2015). *Brain boost: Sport and physical activity enhance children's learning*. Government of Western Australia, Department of Sport and Recreation. Retrieved from <https://www.dsr.wa.gov.au/docs/default-source/file-support-and-advice/file-research-and-policies/brain-boost-how-sport-and-physical-activity-enhance-childrens-learning.pdf?sfvrsn=4>

15 Catteral, J.S. (2012). *The Arts and Achievement in At-Risk Youth: Findings from Four Longitudinal Studies*. National Endowment for the Arts. Retrieved from: <https://www.arts.gov/sites/default/files/Arts-At-Risk-Youth.pdf>

16 Eime, R.M., et al. (2013). *A systematic review of the psychological and social benefits of participation in sport for adults: informing development of a conceptual model of health through sport*. *International Journal of Behavioral Nutrition and Physical Activity*, 10 (35), 1-21. doi: <https://doi.org/10.1186/1479-5868-10-98>

17 Canadian Fitness and Lifestyle Research Institute. (2013). *Bulletin 01-13*. Retrieved from http://www.cflri.ca/pub_page/320

18 Kuehn, B.N. (2013). *Exercise and Teen Smoking*. *Journal of the American Medical Association*, 309 (20), 2087. doi: 10.1001/jama.2013.5931

19 Taylor, P., Davies, L., Wells, P., Gilbertson, J., & Tayleur, W. (2015). *A Review of the Social Impacts of Culture and Sport*. Culture and Sport Evidence Program. Retrieved from: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/416279/A_review_of_the_Social_Impacts_of_Culture_and_Sport.pdf

KEY MESSAGE 5: GREEN SPACES ARE ESSENTIAL TO ENVIRONMENTAL AND ECOLOGICAL WELLBEING:

- Sustainable public green spaces provide crucial areas for residents of all demographics to be physically and socially active. Proximity to parks is a crucial factor affecting use-rates.²⁰
- Increasing green spaces in urban centres has several positive environmental outcomes, including lower emissions and reducing long-term infrastructure expenditures due to users shifting towards more active forms of transportation (i.e. green transportation networks).²¹
- When children and youth have positive experiences with parks and green spaces, they are more likely to have stronger attitudes towards conservation and preservation of the environment.²²

KEY MESSAGE 6: RECREATION BUILDS STRONG FAMILIES AND HEALTHY COMMUNITIES:

- People with an active interest in the arts contribute more to society than those with little or no such interest.²³ Evidence indicates that adults who attend art museums, art galleries, or live arts performances are far more likely than non-attendees to vote, volunteer, or take part in community events.²⁴
- Structured sport and recreational activities can help foster a stronger sense of community among children and youth.²⁵

KEY MESSAGE 7: RECREATION REDUCES HEALTH CARE, SOCIAL SERVICE AND POLICE/JUSTICE COSTS:

- Quantifying health-care related cost savings resulting from increased physical activity is difficult. However, research suggests that increasing physical activity levels among those age 54-69 can lower health expenditures over time, perhaps by as much as 3.5% per year among this group.²⁶
- Health care is one of BC's largest annual budgetary expenditures. A report by the BC Recreation and Parks Association estimates that reducing physical inactivity rates by just 10% could reduce health care expenditures by \$150 million per year.²⁷
- Research has demonstrated that walking in forested environments helps to lower blood pressure and stress, providing both therapeutic and health-specific benefits (e.g. reduced risk of heart disease) for individuals and community members.²⁸

20 Cohen, D. et al. (2007). *Contribution of Public Parks to Physical Activity*. *American Journal of Public Health*, 97 (3), 509-514.

21 *The Trust for Public Land*. (2008). *Quantifying the Greenhouse Gas Benefits of Urban Parks*. Retrieved from: <https://www.tpl.org/quantifying-greenhouse-gas-benefits-urban-parks>

22 Place, G. (2004). *Youth recreation leads to adult conservation*. *Parks & Recreation*, 39 (2), 29-38.

23 *University of Illinois at Chicago*. (2012). *Interest in Arts Predicts Social Responsibility* [Press Release]. *ScienceDaily*. Retrieved from: <https://www.sciencedaily.com/releases/2012/08/120816151809.htm>

24 *National Endowment for the Arts*. (2009). *Art-Goers in Their Communities: Patterns of Civic and Social Engagement*, Research Note #98. Retrieved from: <https://www.arts.gov/publications/art-goers-their-communities-patterns-civic-and-social-engagement>

25 Hutchinson, S.L., & Brooks, E. (2011). *Physical Activity, Recreation, Leisure and Sport: Essential Pieces of the Mental Health and Well-Being Puzzle*. *Recreation Nova Scotia*. Retrieved from www.iusmm.ca/documents/CERRIS/cerris_Aubry_Carolyne_Article.pdf

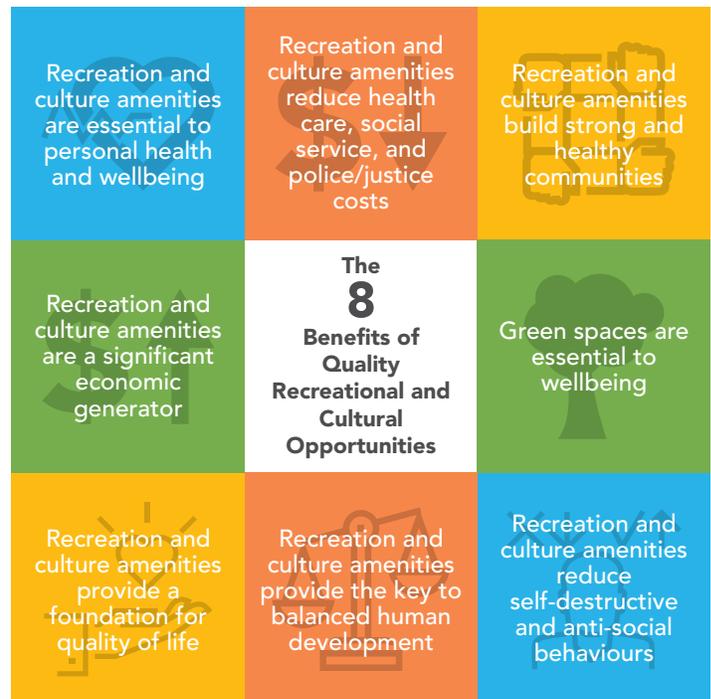
26 Andreyeva, T., & Sturm, R. (2006). *Physical Activity and Changes in Health Care Costs in Late Middle Age*. *Journal of Physical Activity and Health*, 3 (S), 6-19. doi: 10.1123/jpah.3.s1.s6

27 *BC Parks and Recreation Association*. (2012). *Recreation – a budget priority for Health Care Reform*. Retrieved from: <https://www.bcrpa.bc.ca/media/39504/budget2013consultationsubmission-bcrpa.pdf>

28 Li, Q., et al. (2011). *Acute effects of walking in forest environments on cardiovascular and metabolic parameters*. *European Journal of Applied Physiology*, 111 (11), 2845-2853.

KEY MESSAGE 8: RECREATION IS A SIGNIFICANT ECONOMIC GENERATOR:

- Open spaces such as parks and recreation areas can increase nearby property values, increasing municipal tax revenues. Homes in neighbourhoods that are designed to be walkable and friendly to pedestrians also tend to have higher average property values and attract new residents.²⁹
- Investments in recreation infrastructure and cultural amenities in rural areas can increase tourism. Such investments increase the attractiveness and accessibility of rural areas.³⁰
- Quebec's Route Verte (Green Route) is a 5000 km cycling network that connects all regions of the Province. Users of the route contributed over \$95 million dollars to local economies and small businesses along the route. It is estimated that 'cyclotourists' accounted for nearly 60% of spending, supporting over 2,800 jobs.³¹
- Kamloops, British Columbia has incorporated the hosting of tournaments and events as part of their economic development strategy for nearly 30 years. The City has invested approximately \$50 million in facilities, and aims to host over 100 tournaments and events a year. City policies have focused on leveraging event hosting outcomes for resident benefit.³²



²⁹ Shoup, L., & Ewing, R. (2010). *The Economic Benefits of Open Space, Recreation Facilities and Walkable Community Design. A Research Synthesis*. Princeton, NJ: Active Living Research.

³⁰ McGranahan, D. A., Wojan, T. R., & Lambert, D. M. (2011). *The rural growth trifecta: outdoor amenities, creative class and entrepreneurial context*. *Journal of Economic Geography*, 11(3), 529-557.

³¹ Velo Quebec. (2003). *Cyclists spend over \$95 million CAD (\$64.6 million USD) annually along the Route verte*. Retrieved from: [http://www.velo.qc.ca/en/pressroom/20030508171603/Cyclists-spend-over-\\$95-million-CAD-\\$64.6-million-USD-annually-along-the-Route-verte](http://www.velo.qc.ca/en/pressroom/20030508171603/Cyclists-spend-over-$95-million-CAD-$64.6-million-USD-annually-along-the-Route-verte)

³² Carey, M., Misener, L., & Mason, D. S. (2014). *The local and regional governments' perspective*. *The Routledge Handbook of Sports Event Management*, Routledge, London, 14-32.

4 TRENDS AND LEADING PRACTICES



PARTICIPATION AND ACTIVITY TRENDS

CONCERNS OVER PHYSICAL ACTIVITY LEVELS

The **2018 Report Card on Physical Activity for Children and Youth**¹ gives a national fitness grade of D+ and suggests that a national "wake-up call" is needed for children and youth activity levels. Other key findings include:

- Only 35% of 5-17 year-olds are reaching recommended physical activity levels as outlined in the Canadian 24-Hour Movement Guidelines for Children and Youth
- 51% of 5 to 17 year-olds and 76% of 3 to 4 year-olds are engaging in more screen time than is recommended for recreational screen-based sedentary behaviors
- 41% of 5 to 19 year-olds take at least 12,000 steps on a daily basis, on average
- 36% of 8 to 12 year-olds assessed by the Canadian Assessment of Physical Literacy (CAPL) meet or exceed the minimum level recommended for physical literacy

Older Canadians, too, are becoming less and less physically active over time. A 2018 Statistics Canada report examines how older Canadians spend their time, revealing a slow decline in overall activity levels among seniors. Participation rates of senior women in active pursuits declined from 77% in 1986 to 69% in 2015. Over the same period the average time spent by senior men and women on physical activity declined by 35 and 40 minutes per day, respectively. Forty-four percent (44%) of men age 65 and older participate in physical activities, along with 39% of women.²

RESEARCH ON RECREATION AND PHYSICAL ACTIVITY

A research paper entitled "Sport Participation 2010" published by Canadian Heritage identified trends pertaining to participation in specific sports.

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

Only 35% of 5-17 year-olds in Canada are reaching recommended physical activity levels. ParticipACTION suggests a national "wake up call" is needed.

1 ParticipACTION. (2018). *The 2018 ParticipACTION Report Card on Physical Activity for Children & Youth*. Retrieved from <https://www.participaction.com/en-ca/resources/report-card>

2 Arriagada, P. (2018). *A day in the life: How do older Canadians spend their time?* Statistics Canada, *Insights on Canadian Society*. Retrieved from: <https://www150.statcan.gc.ca/n1/pub/75-006-x/2018001/article/54947-eng.htm>

PRESCRIBING AND INCENTIVIZING EXERCISE

Physical inactivity has become one of the leading causes of death globally, according to the World Health Organization. To combat rising rates of physical inactivity, physicians have begun 'prescribing' exercise as a means of treating diverse conditions ranging from cancer to dementia. The Prescription to Get Active program enables physicians to prescribe physical activity to patients that do not meet physical activity guidelines. Patients can then take their prescriptions to various participating facilities, many of which offer visit passes upon 'redemption' of the prescription. Patients can also register their prescriptions online to receive motivational e-mails and links to other resources to encourage physical activity. Canadian medical schools have begun revising curricula to ensure that physicians are being trained on how to incorporate exercise into treatment programs and preventative health strategies and medical systems are slowly incorporating such approaches into overall service delivery models.³

Additionally, research has also begun to explore the role of 'incentives' in encouraging individuals and communities to be more physically active. Companies and organizations are experimenting with mobile apps that encourage employees to be more active during the day, such as achieving a specific step count target. If successful, employees are then rewarded with small incentives – including financial rewards. Such incentive programs have been implemented by both employers and governments, to varying degrees, and with a wide range of potential incentives. Many programs are utilizing data tracking technologies such as pedometers or smart watches to measure activity levels and can provide participants with real-time data and information on how to become more physically active.⁴

Physicians are now experimenting with 'prescribing' physical activity to patients as an important treatment strategy for a wide-range of diseases and conditions



3 Lear, S. (2018). Exercise is medicine, and doctors are starting to prescribe it. Retrieved from: <https://theconversation.com/exercise-is-medicine-and-doctors-are-starting-to-prescribe-it-104390>

4 Mitchell, M. (2019). Companies and governments are paying people to get healthy, and it works. Retrieved from: <https://theconversation.com/companies-and-governments-are-paying-people-to-get-healthy-and-it-works-117951>

PHYSICAL ACTIVITY PREFERENCES

While Canadians are becoming less physically active, new preferences are emerging for what types of recreation and leisure activities Canadians prefer to participate in. The **2013 Canadian Community Health Survey**⁵ revealed that the top 5 most popular adult activities are walking, gardening, home exercise, swimming and bicycling. Among youth, the top 5 most popular activities are walking, bicycling, swimming, running/jogging and basketball. While this data was collected several years ago, it remains one of the most comprehensive surveys of Canadian physical activity preferences conducted to date.

Participation levels and preferences for sporting activities are garnering much attention in recent years given the impact such preferences have on municipal infrastructure development and overall service delivery.

While "traditional" activities such as bingo, bridge and shuffleboard remain popular among older Canadians, demands and preferences are evolving over time. Younger cohorts of older adults (i.e. 'baby boomers') have different preferences than previous generations and are participating in moderately vigorous forms of physical activity, including:

- Pickleball,
- Trekking,
- Hiking,
- Water Aerobics,
- Dancing, and
- Yoga.

Participants and providers alike are focusing on providing more opportunities for multi-generational activities and programming. This trend is driven by participant demand (e.g. more opportunities to engage in programming with younger family members and friends), as well as increased recognition of the social/community benefits that multi-generational interaction can provide. For example, Statistics Canada estimates that for every 60 minutes an adult parent is active, children are active for an additional 15 minutes more per day on average.⁶

The **Canadian Fitness and Lifestyle Research Institute** conducts a Physical Activity Monitor (PAM)⁷ survey tracking physical activity and sport participation among Canadians. Conducted via telephone, PAM also tracks changes in physical activity preferences over time and factors that influence participation. The 2014-15 PAM asked Canadians age 18 and older about types of physical activities they participated in 12 months prior to the survey. Below is a breakdown of the 10 most common activities.

ACTIVITY	PROPORTION PARTICIPATING IN THE PREVIOUS 12 MONTHS (%)	
	MEN	WOMEN
Walking for exercise	80	88
Gardening or yard work	80	69
Bicycling	55	43
Social dancing	33	45
Ice skating	34	24
Exercise/aerobics classes	15	39
Yoga or tai chi	15	39
Golfing	33	13
Baseball or softball	23	12
Basketball	21	11
Ice hockey	21	4
Football	18	4

From the 2014-15 PAM Report

5 Statistics Canada. (2014). Canadian Community Health Survey, 2013. Retrieved from <https://www150.statcan.gc.ca/n1/daily-quotidien/140612/dq140612b-eng.htm>

6 Statistics Canada. (2017). Physical activity of Children and youth - Infographic. Retrieved from: <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2017034-eng.htm>

7 Canadian Fitness and Lifestyle Research Institute (2016). Bulletin 07: Popular physical activities among Canadian adults. Retrieved from: <https://www.cflri.ca/document/bulletin-07-popular-physical-activities-among-canadian-adults>

SPONTANEOUS AND UNSTRUCTURED RECREATION

There is growing demand for more flexibility in timing and activity for leisure pursuits. People are now seeking individualized informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. This trend does not eliminate the need for structured activities but suggests that planning for the general population is as important as planning for more traditional structured-use environments. Research on teenage activity preferences in Wales suggests that access and lack of opportunity hinder youth activity levels. Creating a voucher-type program where researchers provided teenagers with funds to pay for preferred activities, researchers found that teenagers gravitate towards fun, unstructured and socially oriented activities such as trampolining, laser tag and going to water parks. Top-down policy approaches are likely ineffective when it comes to increasing youth activity levels, as many teenagers prefer more flexible, spontaneous opportunities.⁸

Spontaneous recreation is broadly characterized as physical activities in which the activities, nature of participation and timing of participation are freely chosen and do not require registration for programs or leagues. Examples of spontaneous recreation activities include walking, running, children playing, skateboarding, shinny hockey and other pick-up sports games, and countless other activities.

Teenagers and youth increasingly prefer unstructured, spontaneous, socially oriented and fun physical activities rather than more traditional, structured activities.

Recreation consumers have a greater choice of activity options than ever before. As a result, service providers are now required to ensure that they are approaching service delivery fluidly and in such a way so to be able to quickly adapt to meet community needs. Many municipalities have also had to make hard decisions on activities they are able to directly offer or support, versus those that are more appropriate to leave to the private sector to provide.

8 James, M., & Brophy, S. (2019). Laser tag, trampolining and water parks – what teenagers told us would make them more active. Retrieved from: <https://theconversation.com/laser-tag-trampolining-and-water-parks-what-teenagers-told-us-would-make-them-more-active-115006>

SPORT PARTICIPATION

The Canadian Fitness & Lifestyle Research Institute's 2011-2012 Sport Monitor⁹ report identifies several statistics and trends pertaining to sport participation in Canada:

- **Most Canadians prefer non-competitive sports or activities.** Nearly half (44%) of Canadians surveyed preferred non-competitive sports, while 40% like both competitive and non-competitive sports. Only 8% of Canadians prefer only competitive sports or activities and an additional 8% prefer neither.
- **Sport participation is directly related to age.** Nearly three-quarters of Canadians age 15-17 participate in sports, with participation rates decreasing in each subsequent age group. The largest fall-off in sport participation occurs between the age categories 15-17 to 18-24 (~20%).
- **More adult men than women participate in organized sport.** Forty-five percent (45%) of adult men indicate participating in sports, compared to 24% of women. Among children and youth populations, participation rates are relatively equal.
- **Participation in sport is directly related to household income levels.** Households with annual incomes greater than \$100,000 have the highest participation rates, nearly twice as high compared to households earning between \$20,000 to \$39,000 and over three times as high than households earning less than \$20,000 per year.
- **The highest proportion of sport participants play in 'structured environments'.** Just under half of participants surveyed (48%) indicated that their participation occurred within organized environments, while 20% participate in unstructured or casual environments. Thirty-two percent (32%) participate in both structured and unstructured environments.
- **Community sport programs and venues remain important.** Most Canadians participating in sport (82%) do so within their communities. Approximately one-fifth (21%) participate at school and 17% participate in sports at work. A significant proportion (43%) also indicated participating in sporting activities at home.

9 Canadian Fitness and Lifestyle Research Institute. (2013). Bulletin 01-13. Retrieved from http://www.cflri.ca/pub_page/320

YOUTH SPORTS PARTICIPATION

The **Canadian Youth Sport Report (2014)**¹⁰ provides additional insight into sport participation trends among children and youth in Canada. As reflected in the table below, soccer participation is second only to swimming (largely driven by lessons) and is the most popular team sport for the 3-6, 7-12 and 13-17 age cohorts. Other notable findings from the Youth Sport Report include:

- 84% of Canadian youth in the 3-17 age range participate in sports of some kind and 60% do it on an ongoing, organized basis
- Youth sports in Canada represents a \$5.7 billion market, with families spending nearly \$1,000 per year per child on sports
- Fifty-five percent (55%) of new Canadian youth age 3-17 participate in organized sports but are less likely to be involved in organized team sports (24% vs. 30% on average). Top team sports for new Canadian youth were soccer, basketball, hockey and volleyball
- Top team sports for youth newcomers to Canada are soccer, basketball, hockey and volleyball

Canadian families, on average, spend nearly \$1,000 per child on sports. Overall, the Canadian youth sports market has grown to reach nearly \$6 billion.

TABLE 3: TOP 10 SPORTS AND ACTIVITIES AMONG CANADIAN YOUTH, 3-17

ACTIVITY	PARTICIPANTS
Swimming	1,120,000
Soccer	767,000
Dance	625,500
Hockey	531,000
Skating	436,000
Basketball	354,000
Gymnastics	336,000
Track and Field / Running	330,000
Ballet	277,300
Karate	230,000

From the Canadian Youth Report, 2014

Table 4 below identifies household participation rates in Alberta for several outdoor sports and recreation pursuits, based on data collected through the 2017 Alberta Recreation Survey.

TABLE 4: PARTICIPATION RATE OF ALBERTA HOUSEHOLDS IN VARIOUS OUTDOOR SPORTS AND RECREATION PURSUITS

ACTIVITY	PARTICIPATION RATE (% OF HOUSEHOLDS PARTICIPATING)
Soccer	20%
Softball/Baseball	14%
Football	6%
Rugby	2%

A **2019 Aspen Institute study** examining youth sport participation in the United States reveals that most children spend less than three years playing a sport and that most young athletes quit by age 11 due to not having fun playing their sport any longer.¹¹ Surveying households with youth that either play or played a sport, the Aspen Institute also found that many children face high levels of stress playing organized sports, with pressure to perform coming from increased

10 Solutions Research Group. (2014). *Massive competition in Pursuit of the \$5.7 Billion Canadian Youth Sports Market*. Retrieved from: <http://www.srgnet.com/2014/06/10/massive-competition-in-pursuit-of-the-5-7-billion-canadian-youth-sports-market/>

11 Aspen Institute. (2019). *Survey: Kids Quit Most Sports by Age 11*. Retrieved from: <https://www.aspenprojectplay.org/national-youth-sport-survey-1>

professionalization of sport, pressure from parents and coaches, and self expectations for high levels of achievement. Other survey findings reveal that most parents want and believe that their children are having fun playing sports and are willing to spend significant sums to enable their children to participate. However, children from lower-income households tend to have lower overall rates of participation and travel costs are emerging as one of the largest financial expenditures associated with youth sports.

The Aspen Institute study also reveals that nearly half of all children (45%) participating in sport tend to play just a single sport. Early age sport specialization, where young athletes spend a significant number of hours per week on a single athletic activity, typically on a year-round basis, has been linked to increased frequency of injury (e.g. strains, joint damage, bone or soft tissue damage) and greater levels of stress associated with participation.¹² Research suggests that encouraging unstructured play and participation in a variety of sports, rather than just a single activity, may improve youth motor skill development and greater levels of physical strength and fitness due to more diverse muscle groups being engaged via multiple activities.¹³

A recent New York Times article examining the athletic success of Norway at a previous Winter Olympics reveals that national policies on youth sport participation can have a huge impact.¹⁴ More than 9 in 10 youth in Norway participate in organized sports, owing largely to reasonable costs and lack of 'travel teams' until teenage years. Norway has also adopted a "Children's Rights in Sport" framework policy that sets standards and expectations for youth experiences in sport,¹⁵ ranging from the importance of activities that enable youth to develop friendships to ensuring that youth themselves are actively able to participate in the planning and participation in sports activity. The framework is largely focused on ensuring that children and youth experience joy in playing sport, discouraging high levels of competition that often come at the expense of personal and physical development. By shifting its sports policy away from performance excellence and more towards self-actualization and fun, life-long sport participation levels in Norway are among the highest of any country.

Travel costs, high competition levels and single sport specialization has led to a precipitous decline in youth sport participation in many countries. Norway is a notable exception, however. By prioritizing personal and physical development over achievement, Norway's "Children's Rights in Sport" framework has bolstered life-long participation rates by focusing on fun, socialization and self-determination.

12 Jayanthi et al. (2013). *Sports Specialization in Young Athletes: Evidence-Based Recommendations*. Retrieved from: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3658407/>

13 Myer et al. (2016). *Sports Specialization Part II: Alternative Solutions to Early Sport Specialization in Youth Athletes*. Retrieved from: <https://www.ncbi.nlm.nih.gov/pubmed/26517937>

14 Farrey, T. (2019). *Does Norway Have the Answer to Excess in Youth Sports?* *New York Times*. Retrieved from: <https://www.nytimes.com/2019/04/28/sports/norway-youth-sports-model.html>

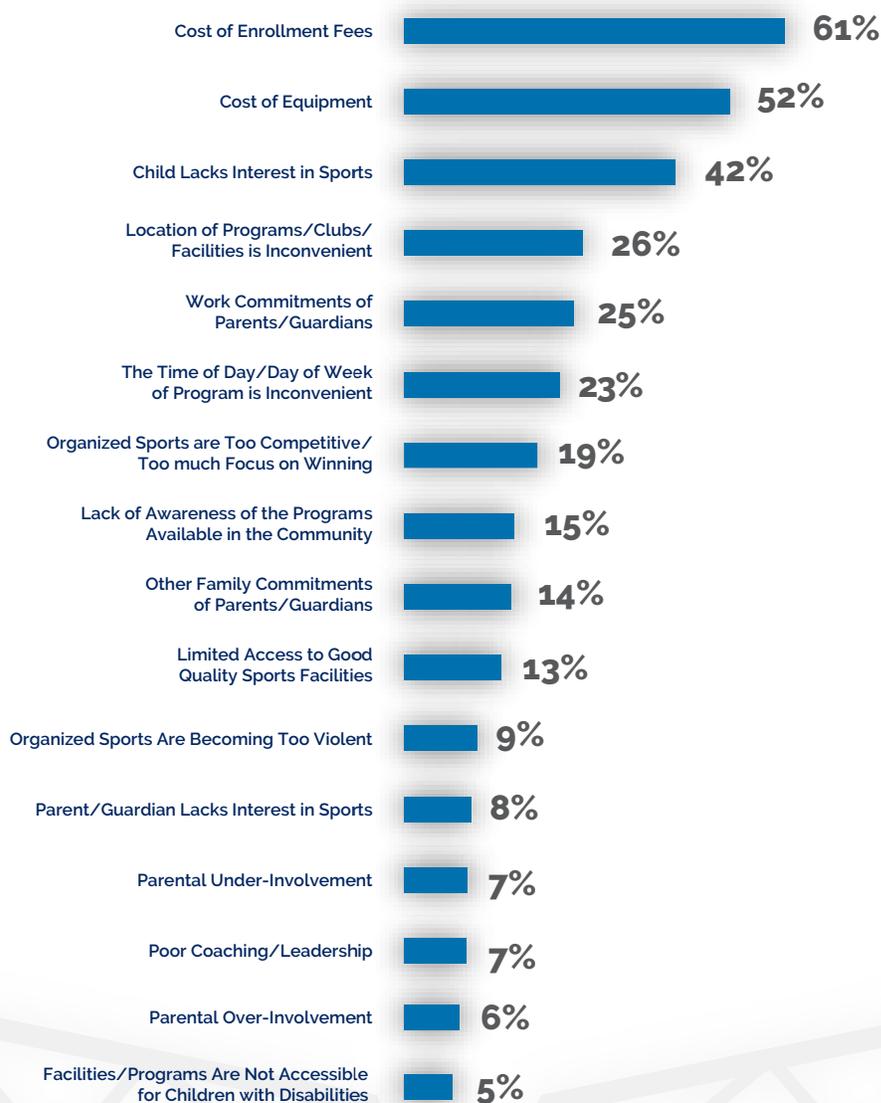
15 UNICEF. (2018). *Children's Rights in Sport Principles*. Retrieved from: <https://www.sporhumanrights.org/en/resources/childrens-rights-in-sport-principles>

BARRIERS TO PARTICIPATION

Many Canadians face barriers that impact their ability to reap the numerous social, physical and mental benefits that accrue from participating in leisure pursuits. Understanding these barriers can help service providers develop strategies to mitigate issues and encourage participation. The following graph, adapted from the **2014 CIBC KidSport Report**, illustrates common barriers to participating in sport for 3 – 17 year-olds in Canada. Enrollment costs, equipment costs and a lack of interest in participating are the top three barriers identified.¹⁶ Travel costs have also become quite significant, particularly within youth sports. A 2019 study in the United States estimates that parents spend more on travel for sporting events than on equipment, lessons or registration fees – the youth sports industry is now worth an estimated \$17 billion USD and much of this economic impact is being generated by travel teams.¹⁷

A **Heritage Canada** study published in 2009 identified barriers faced by youth organizations in providing opportunities in areas such as arts, heritage and culture. Lack of funding was identified as a main challenge when it comes to participation. Resource scarcity creates barriers in the form of time, money, transportation, human resources and facilities. Promoting opportunities for young people in these areas is a common challenge. Other barriers identified were communication, program evaluation, challenging paradigms about the role of youth and program inflexibility.¹⁸

BARRIERS TO PARTICIPATION



To help communities address barriers to youth participation in sport, recreation and culture, the **Canadian Parks and Recreation Association** has developed the **Everyone Gets to Play Toolkit**. The Toolkit provides a framework and template to assist communities to develop support programs that can help reduce financial barriers to participation.¹⁹

Finally, and particularly important within the context of the study area, Canada and Saskatchewan's senior populations

¹⁶ CIBC & KidSport. (2014). *CIBC KidSport Report: Helping Our Kids Get Off the Sidelines*. Retrieved from: www.kidsportcanada.ca/site/assets/files/1/cibc_kidsport_report_july_2014_final.pdf

¹⁷ See Aspen Institute reference above.

¹⁸ Heritage Canada. (2009). *Youth Participation in Arts, Heritage, Culture and Community*. Retrieved from: publications.gc.ca/collections/collection_2010/pc-ch/CH36-4-12-2009-eng.pdf

¹⁹ Canadian Parks and Recreation Association. (n.d.). *Everybody Gets to Play Community Mobilization Toolkit*. Retrieved from: <https://www.cpra.ca/toolkits>

continue to grow each year. Therefore, demand for senior-specific/focused recreation services will increase significantly in the years to come. Comprehensively understanding senior behavior and recreational preferences is essential for effectively delivering recreational services and preventing sedentary behavior among seniors.

While a lack of resources may contribute to inactivity in the senior population, social and other psychological factors are also significant contributors. The most common barriers reported by seniors as barriers to participating in recreation and physical activity programs include:

- Physical accessibility challenges, including a lack of transportation to recreation facilities/areas
- Safety concerns, such as risk of injury
- Lack of available/accessible information on current programs and services for older adults, especially those with cognitive or language limitations
- Lack of physical/emotional support from friends or family
- Sense of social isolation
- Lack of general motivation
- Cost
- Migration factors

Saskatchewan's senior population is growing each year. Demand for senior-focused recreation, leisure and culture services is likely to increase in step, as well, especially considering the importance of such opportunities for aging-in-place.

Social barriers can also play a role in sport and recreation participation. These barriers are highlighted particularly in certain segments of the population.

The Arts and Heritage Access and Availability Survey (2016-2017)²⁰ looked at the reasons that Canadians do not attend live arts performances; the primary reasons stated were lack of interest and time. Certain subgroups of the population, including Canadians living outside urban centres and Indigenous people, are less positive about their ability to access the arts and infrastructure. Other, demographic and socio-economic differences were noted:

- The level of participation in arts activities (for example singing, dancing, visual art or creative writing) is highest amongst youth (16-24-year olds) and declines with age, suggesting that efforts are needed to keep adults involved as they get older and take on other life responsibilities.
- Education level (and to a lesser extent, household income) affected participation, with highest participation rates being amongst university educated Canadians.
- Youth (16-24) are the most likely to have participated in artistic activities and to have used technology to access the arts. Youth are more likely to have seen a performance given by a visible or ethno-cultural minority.
- Overall attendance of foreign-born Canadians is similar to the overall population but they are more likely to report attending several types of arts events and to have attended a heritage site.

20 http://epe.lac-bac.gc.ca/100/200/301/pwgscc-tpsgc/por-ef/canadian_heritage/2017/051-16-e/summary.pdf

In 2018, the Saskatchewan Parks and Recreation Association (SPRA) surveyed Saskatchewan citizens on topics related to active living, inclusion and access, and supportive environments in relation to recreation and parks in the province. Just over 800 survey responses were collected. Notable survey findings include:

- 73% of respondents report being very or somewhat active (63% in 2017).
- Activity levels for LGBTQ2+ respondents nearly doubled year over year, with 85% reporting being very active (48% in 2017).
- The number of respondents reporting being not very active has declined to 23% (32% in 2018).
- 67% of respondents either agreed or somewhat agreed that they made efforts to become more active in 2018.
- Men are more likely to report being somewhat or very active (76%) than women (70%).
- The top three reasons why people in Saskatchewan are inactive include spending time on inactive pursuits (56%), health issues (42%) and not enough time to be physically active (35%).
- Around 25% of respondents reported that they cannot afford to participate in recreation opportunities, with those in income brackets less than \$30,000 per year most likely to report being not very active or not active at all.
- 92% of respondents somewhat or strongly agree that it is important for people in their community to have access to free or low-cost recreation opportunities.
- 94% of respondents feel that recreation facilities in Saskatchewan should be inclusive for people of all abilities and needs.
- 17% of respondents report experiencing discrimination while participating in recreation, with 35% of LGBTQ+ and 25% of Indigenous respondents reporting experiencing discrimination.
- 61% of respondents agree or strongly agree that Saskatchewan's recreation facilities are well-maintained and safe to use.
- 86% of respondents agree or strongly agree that physical activity reduces stress and anxiety.
- 79% of respondents agree or strongly agree that facilities should offer healthy food options.

In 2016, the SPRA²¹ conducted research to determine how Saskatchewan residents feel that recreation impacts quality of life. The overall findings of this work are that people in Saskatchewan widely recognize the community benefits of recreation, including encouraging healthy lifestyles, building community links and creating positive experiences for youth. Based on survey data, other notable findings include:

- Nearly 97% of respondents indicate that leisure is important to quality of life.
- More than half of respondents (52%) indicate that leisure is becoming more important to their overall quality of life.
- Around three-quarters of respondents (76%) agree that recreation programs, outdoor environments and indoor facilities encourage healthy lifestyles.
- Around 65% of respondents believe recreation opportunities helps attract visitors to the community and 55% believe recreation helps attract businesses and economic development opportunities.
- Most agree (74%) that providing residents with access to recreation facilities and services is a practical way to build sense of community among a diverse group.
- Seventy percent (70%) of respondents agree that recreation programs and services provide positive opportunities for youth.
- Four out of five (80%) respondents believe that green spaces make large contributions to communities in Saskatchewan, with 82% reporting using a recreation area, park or biking/walking trail in the province over the last 12 months.
- Nearly 90% report that their home is close enough outdoor recreation destinations to make them practical to use, with 95% reporting a park, playground or walking/bike path within their neighbourhood.
- As incomes rise, respondents report greater use of outdoor recreation environments – with those earning less than \$40,000 per year less likely (73%) to use such spaces compared to those earning more than \$80,000 per year (88%).
- Publicly operated recreation facilities are the most popular indoor recreation areas in the province, with 73% of respondents indicating they are most likely to use a public facility.
- Around 86% of respondents indicate there are organized recreation programs within their community, but only 42% report having participated in such programs.
- Only 64% of respondents indicate that they can afford to participate in recreational activities they want to – suggesting income and lack of affordable recreation opportunities are a barrier for households.

21 <http://spra.blob.core.windows.net/docs/QofL-researchsummary.pdf>

SERVICE DELIVERY TRENDS AND LEADING PRACTICES

RECREATION AND LEISURE OPPORTUNITIES FOR OLDER ADULTS

A major trend within recreation and leisure service delivery is greater focus on providing programs and services for aging populations. The Canadian population is aging steadily and there will be larger cohorts of Canadians aged 65+ than ever before in short order. The **World Health Organization (WHO)'s Global Strategy on Diet, Physical Activity and Health** outlines many benefits that can be realized by providing quality and appropriate physical activity opportunities for older adults, including:²²

- Lower rates of all causes of mortality, heart disease, high blood pressure, stroke, type 2 diabetes, colon cancer and breast cancer.
- Higher levels of cardiorespiratory and muscular fitness, healthier body masses and compositions.
- More favorable biomarker profiles for preventing cardiovascular disease, type 2 diabetes and enhanced bone health.
- Higher levels of functional health, reduced risk of falls, better cognitive function and reduced risk of moderate/severe functional limitations.

The WHO outlines six specific guideline recommendations for improving older adult physical activity levels/health outcomes:

1. Older adults should do at least 150 minutes of moderate intensity or 75 minutes of vigorous intensity aerobic physical activity throughout the week, or a combination of both.
2. Aerobic activity should be performed in bouts of at least 10 minutes in duration.
3. For greater health benefits, older adults should increase their moderate or vigorous intensity aerobic physical activity to 300 or 150 minutes per week, respectively.
4. Older adults with poor mobility should be physically active 3 or more days per week to enhance balance and prevent falls.
5. Muscle-strengthening activities of major muscle groups should be done on 2 or more days per week.
6. Older adults that cannot meet recommended amounts of physical activity due to health conditions should be as physically active as their abilities and conditions permit.

22 WHO. (2018). WHO launches ACTIVE: a toolkit for countries to increase physical activity and reduce noncommunicable diseases. Retrieved from: <http://www.who.int/ncds/prevention/physical-activity/active-toolkit/en/>

INCREASING PARTICIPATION

To maximize benefits of community recreation infrastructure and programs, community members need to participate. The “built it and they come” approach may work for some assets, but not all. It is important municipalities improve awareness and promote opportunities of infrastructure and programs to under-served markets. Canadian municipalities have explored several strategies to encourage participation in recreation, including:

- **Free-Drop In:** Providing free drop-in opportunities such as public skates or swim times can increase participation, often delivered through sponsorships by local businesses to generate revenue.
- **Impromptu Conversion of Public Space:** Setting up temporary or permanent equipment for activities in public spaces such as alleys, parks, plazas and road closures can attract new users. Equipment examples include table tennis, basketball hoops, chessboards, pianos, skateboard parks, concert and gallery spaces.
- **Social Media:** Social media is well-utilized by most municipalities. Techniques to improve participation include partnerships (i.e. retweeting promotional material from partner organizations), utilizing all platforms together (i.e. synchronizing use of Facebook, Twitter and Instagram from a single dashboard), pre-scheduling automatic posts (i.e. weekly opportunities are automatically posted the morning of) and using municipal social media handles as much as possible on all materials.
- **Prescriptions:** Some municipalities have partnered with local health organizations to “prescribe” recreation facilities and programs to patients to encourage greater participation.
- **Try-It Days:** Municipalities are hosting annual events where residents, particularly children and youth, can participate in a variety of sports and programs at no cost. The goals of such events are to increase sport participation, introduce families to new sports, increase the profile of sports organizations and to foster new relationships amongst sport and recreation stakeholders.
- **Youth Nights:** Hosting youth drop-in nights on Friday and Saturday evenings can successfully attract youth and teens to facilities. For example, a youth centre in Swift Current, Saskatchewan regularly hosts youth nights on weekends that attract upwards of 250 youth to the alcohol- and drug-free environment.



PARTNERSHIPS

Partnerships between the public, private, not for profit sectors and schools to deliver recreation and culture infrastructure are becoming more common and increasingly important in communities. These partnerships can take many forms and involve many partners. Municipalities are increasingly looking to form such partnerships to enhance service levels and more effectively leverage limited public funds.

Examples of partnerships include facility naming and sponsorship rights, lease/contract agreements with private service providers, facility operation contracts for spaces or entire facilities and program delivery.

According to one study, over three-quarters (76%) of Canadian municipalities work with schools in their communities to encourage municipal residents to participate in physical activities. Just less than half of Canadian municipalities work with local non-profits (46%), health providers (40%) or workplaces (25%) to encourage physical activity participation. Seventy-six percent (76%) of municipalities with populations between 1,000 and 9,999 and 80% of municipalities with populations over 100,000 have shared-use agreements in place with school boards for facilities. Since 2000, the proportion of municipalities reporting that they work with schools, health providers and local non-profits has increased by 10-20%.²³

Partnership frameworks are often utilized to guide the development of partnerships and ensure they are accountable and transparent. Criteria to consider when exploring potential partnerships include:

- Alignment with municipal plan visions, values and goals.
- Type of organization (i.e. non-profit, private business, etc.)
- Competency of organization (i.e. ability to budget, business plan sophistication, etc.)
- Whether new/additional opportunities are provided
- Capital and operating cost savings
- Whether health and wellness of individuals is enhanced
- Safety and risk management/liability
- Access and affordability
- Equity and fairness
- Sustainability

Municipalities and community organizations generally recognize that governments cannot carry the whole responsibility of managing and supporting recreation and culture infrastructure and programs. Greater engagement with the private sector in partnerships is a major trend within the field and includes strategies such as utilizing municipal instruments (e.g. development charges, planning incentives), public-private partnerships and sponsorships.

Canadian municipalities are increasingly working with non-profits, health providers and employers to encourage physical activity participation.

23 Canadian Fitness & Lifestyle Research Institute. (2010). Bulletin 06: Strategic Partnerships. Retrieved from: <https://www.cflri.ca/document/bulletin-06-strategic-partnerships>

PHYSICAL LITERACY

Service providers are becoming more aware of physical literacy approaches and best practices, as well as integrating physical literacy principles into recreation programming and services. Physical literacy means focusing on physical skill development, particularly among children and youth, to ensure fundamental movement skills that can be used throughout life are developed. It means that individuals have the motivation, competence, knowledge and understanding to value physical activity for life.



SOCIAL INCLUSION

The concept of social inclusion is increasingly being addressed on a community scale. Social inclusion is about making sure that all children and adults can participate within the community as valued, respected and contributing members of society. It involves basic notions of belonging, acceptance and recognition. Social inclusion goes beyond including "outsiders" or "newcomers". It is about eliminating boundaries or barriers between "us" and "them". For immigrants, social inclusion manifests itself in full and equal participation in all community dimensions including economic, social, cultural and political realms.²⁴

While always an important issue, social inclusion has become more important in Canadian communities as they become more diverse through immigration. Diversity is recognized as having worth onto itself and is not something to be overcome. Recreation, leisure and culture continue to be important vehicles for social inclusion and provide mechanisms for residents of different backgrounds to come together.²⁵

There are 5 main dimensions of social inclusion that municipalities should consider:

1. Valued Recognition: affirmed recognition and respect for individuals and groups
2. Human Development: nurture talents, skills, capacities and choices of children/adults to live lives they value and to make contributions both they and others find worthwhile
3. Involvement and Engagement: provide necessary supports to make/be involved in decisions affecting one's self, family and community.
4. Proximity: share physical and social spaces to provide opportunities for interactions and to reduce social distances between people.
5. Material Wellbeing: ensure material resources are available to allow children and parents to participate fully in community life.

24 Omidvar, R., & Richmond, T. (2003). *Immigrant Settlement and Social Inclusion in Canada*. Retrieved from: <http://citiesofmigration.ca/library/immigrant-settlement-and-social-inclusion-in-canada/>

25 Donnelly, P., & Cookley, J. (2002). *The Role of Recreation in Promoting Social Inclusion*. Retrieved from: http://laidlawfdn.org/wp-content/uploads/2014/08/wpsosi_2002_december_the-role-of-recreation.pdf

UNSTRUCTURED LEISURE

There is an increasing demand for more flexibility in timing and activity for leisure pursuits. People are seeking individualized informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. This does not eliminate the need for structured activities, but instead suggests that planning for the general population is as important as planning for traditional structured use environments. Examples include informal paint nights and music in casual bar settings.

Spontaneous recreation broadly categorizes physical activities in which the activities, the nature of participation, and the timing are freely chosen and do not require registering for a program or a league. This includes walking, running, children playing, skateboarding, shinny and other pick-up sports games, and countless other activities.

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

Ensuring that programming staff and management are current on local trends is important in the identification and planning of programming. Regular interaction and data collection (e.g. customer surveys) from participants are other methods that service providers use to help identify programs that are popular and in demand.

DATA UTILIZATION

The Internet and digital technologies are both disruptions and opportunities within the field of recreation. Digital networks and technologies have had a cross-cutting impact on how people connect with each other, access, consume, display, distribute and preserve information. How audiences are communicated to/with has changed dramatically, requiring new skills to participate in a digital world daily. Municipalities must keep up with innovations, as well as to find ways to integrate digital opportunities and experiences into recreation and cultural opportunities.

Digital technologies and changing preferences have changed how people engage with culture and creative content. Smartphones are nearly ubiquitous and users expect experiences to engage them both physically and digitally. Regularly changing and updating digital content is expected in an open format. Content is also being used and reimaged in such a way as to challenge authorship and copyright. Keeping up with these changing preferences requires municipalities to consider how content and information is delivered to users in terms of recreation and culture programming, facilities, and events.



EMERGING OPPORTUNITIES AND FOCUS AREAS

Municipalities are focusing efforts and plans on capitalizing on emergent opportunity areas, particularly festivals and sports tourism. **Festivals** are increasingly important within municipal recreation planning efforts. Festivals of all sizes are becoming more prominent within many communities, in many cases supplanting 'bricks and mortar' cultural infrastructure such as performance spaces. Events such as street fairs to annual signature events such as holiday parades attract residents and tourists and serve as an economic driver. Festivals are nimble and scalable: they can take place in non-traditional spaces and can adapt and evolve programming as necessary. Many festivals are free to attend and utilize existing public spaces and cultural assets, sparking interactions among a diverse range of community members and improving images of urban areas, particularly those in need of a boost.

Sports tourism has become a priority for many municipalities as well. To a large degree, sporting events (e.g. tournaments) are being utilized to leverage capital funding for new facility investment and demonstrate the value of investing in recreation (e.g. economic impacts, community appeal). This trend is particularly evident in rural or remotely located communities in Canada. For example, event hosting has been used as a mechanism within northern communities to increase their tourism profile and procure funding from multiple levels of government, creating legacy-type facilities for future use. The sports tourism industry in Canada creates \$6.8 billion dollars in economic activity per year.²⁶

In contrast to other segments of the tourism industry, sports tourism has grown steadily over time and is largely driven by the domestic, overnight market rather than by national or international visitors. The City of Red Deer, Alberta was the host of the 2019 Canada Winter Games, expected to have a regional economic impact of more than \$130 million.²⁷ The sport tourism sector is also becoming more organized, structured and competitive. Municipalities are more actively seeking to attract high profile sporting events for both the infrastructural legacy that they may create, as well as for economic spillovers that often result from such events.

COMMUNITY ENGAGEMENT

Municipalities are utilizing new and exciting techniques for engaging with community members, to identify preferences and desired outcomes and to support planning outcomes. **Creative placemaking**²⁸ is a popular approach for bringing together the public, private, non-profit and community service sectors to shape the physical and social character of neighborhoods. Arts and cultural activities are utilized to give voice to local artists and create authentic experiences for community members, gather resident feedback and encourage engagement. Creative placemaking is particularly attractive for engagement in that it:

- Leverages the creative potential of residents and artists that is already in place.
- Supports community diversity and provides new opportunities for engagement and interaction.
- Contributes to a mix of uses and users that make places more diverse and active.
- Fosters new and existing connections among people and across cultures.

26 Canadian Sport Tourism Alliance. (n.d.). About CSTA. Retrieved from <https://canadiansporttourism.com/about-csta/about-csta.html>

27 City of Red Deer. (2018). 2019 Canada Winter Games. Retrieved from: <http://www.reddeer.ca/city-government/budget-and-annual-financial-reports/2018-budget-and-annual-financial-report/2018-capital-budget/2019-canada-winter-games/>

28 Project for Public Spaces. (2015). Creative Communities and Arts-Based Placemaking. Retrieved from:

LIBRARY PROGRAMMING INNOVATION

Public libraries are increasingly shifting towards a 'hub' type model in which traditional lending services are being supplemented by digital catalog offerings (i.e. ebooks, magazines, podcasts, media) and by delivering experimental/hands-on learning programs. A 2018 article in Maclean's²⁹ describes public libraries in Canada as 'reinventing' themselves to meet evolving demands and to deliver modern, relevant services and programs including programming workshops, music recording studio spaces, cooking classes, 3D printing lessons and video game stations. In addition to providing a more 'technology' focused hub experience, libraries are also embracing a greater role in communities as critical gathering places for learning, personal enrichment and community-building. A unique example of offering community-specific programming, the Cape Breton Regional Library has begun 'lending' themed backpacks that contain laminated books and other material to support borrowers to explore the local environment. Themed backpack examples include one for bird watching, sea life identification, night sky viewing and wild crafting.³⁰

While libraries are becoming more innovative in programs and services being offered, they also remain fundamental institutions for lifelong literacy, with librarian expertise in research and critical thinking as increasingly important resources for communities.³¹

ENCOURAGING BORROWERS TO EXPLORE OUTDOORS

To encourage exploration of natural environments, the Cape Breton Regional Library has recently put together a series of 'nature themed' backpacks that can be checked out. Backpacks contain laminated information material, activity suggestions, binoculars, flashlights and other items. Themes include night sky viewing, sea creature identification and bird watching.

<https://www.cbc.ca/news/canada/nova-scotia/nature-backpacks-available-at-cape-breton-libraries-1.5163434>



²⁹ Maclean's. (2018). How public libraries are reinventing themselves for the 21st century. Retrieved from: <https://www.macleans.ca/society/how-public-libraries-are-reinventing-themselves-for-the-21st-century/>

³⁰ CBC News. (2019). Nature backpacks available at Cape Breton libraries this summer. Retrieved from <https://www.cbc.ca/news/canada/nova-scotia/nature-backpacks-available-at-cape-breton-libraries-1.5163434>

³¹ Rothbauer, P. (2019). Libraries can have 3-D printers but they are still about books. Retrieved from: <https://theconversation.com/libraries-can-have-3-d-printers-but-they-are-still-about-books-120728>

REGIONAL RECREATION COLLABORATION

Collaborations between municipalities to deliver recreation, leisure and culture infrastructure and programs are becoming more common in Canadian jurisdictions. As will be discussed further in the next section, the Inter-Municipal Collaboration in Recreation (2015) guide identifies several areas where Saskatchewan communities can benefit from recreation collaboration, including in staffing requirements, facility development and maintenance expenses, joint funding and cost-sharing agreements and greater program demand/efficiencies.

Provincial legislation can also evolve to encourage collaboration in recreation, culture and social services. For example, recent changes to Alberta's Municipal Government Act (MGA) now require communities sharing a common border to develop Intermunicipal Collaboration Frameworks (ICFs). Through ICFs, communities are identifying how to work more closely together to manage growth, coordinate service delivery and optimize resource spending to provide high-quality infrastructure and services, including recreation³². ICFs do not require joint service delivery, but several Alberta municipalities are now exploring the potential benefits of such agreements for recreation provision. The City of Edmonton and City of St. Albert are now exploring plans to collaborate on recreational service delivery and infrastructure optimization³³. As ICFs start to come online in Alberta, new and innovative approaches to regional recreation provision and collaboration are likely to emerge. The Province of Saskatchewan encourages regional approaches to planning and cost-shared services and infrastructure, but such collaborations are to be voluntary rather than required through legislation³⁴. Regions such as the Battleford are taking the lead in working together to establish shared goals, priorities and objectives within Saskatchewan.



³² <https://mgareview.alberta.ca/whats-changing/plan-for-growth/>

³³ <https://www.cbc.ca/news/canada/edmonton/edmonton-st-albert-councils-to-debate-recreation-sharing-agreement-1.5432720>

³⁴ <https://www.saskatchewan.ca/government/municipal-administration/community-planning-land-use-and-development/regional-planning>

CLIMATE CHANGE AND RECREATION

Recreation impacts the natural environment, and the natural environment impacts the provision of recreation. The environment and climate change may challenge the provision of recreation and management of parks in the coming years through changes to weather patterns, extreme weather-related events, and air pollution. Recreation providers must be committed to sustainable practices to support the natural environment and practices to adapt to the changing climate.

For facility operators and event managers, the warming planet will have significant implications related to water, energy, and waste. Additionally, the declining quality of the natural environment or damage from extreme weather events may result in a lower usage of public parks and other community spaces of play. For example, poor air quality from forest fires may limit the use of public play spaces, parks and the spectator attendance and participation in outdoor recreational sport. Rising temperatures and reduced rainfall can impact the utilization of outdoor spaces as well.

Additionally, the effects of climate change and extreme weather events will have profound changes for recreation managers as to how recreation and leisure opportunities are delivered. For example, in historically cold-weather communities, rising temperatures have resulted in unstable unsafe ice surfaces, which has forced recreation managers to consider alternative events for pond hockey and ice fishing.

As communities strive to be more resilient to the impacts of climate change, incorporating sustainable practices into recreation operations, programming and management is increasing important. Furthermore, the sustainability activities of recreation departments and managers should not only focus on environmental benefits but also on public education and cost savings.

PUBLIC HEALTH AND PARKS AND RECREATION

Planning for a widespread public health crisis is a challenging undertaking for any, and all levels of government. Pandemics, such as COVID-19, are unpredictable events, which occur when a novel virus strain emerges, spreads widely and causes a worldwide epidemic. Given the broad economic, social, and environmental impacts a pandemic can cause, the response requires a coordinated effort between all levels of government, departments and sectors. Future responses will evolve from the experiences of 2020 building on research, public health evidence and lessons learned across all sectors of society, including parks and recreation.

The value of the local park or green space should not be understated in times of crisis. A 2020 study conducted by National Recreation and Parks Association found that 83% percent of adults agree that visiting their local parks, trails and open spaces is essential for their mental and physical well-being during the COVID-19 pandemic. Nearly 60% responded that it is very or extremely essential to exercise in parks and green spaces to relieve stress and remain healthy during a the COVID-19 crisis. Given the strong connection communities feel to their local green spaces, recreation and parks will be key to social recovery and in the maintaining of community bonds and relationships.

As society moves through the response and recovery phases, the experience of a pandemic event will undoubtedly influence the operating practices, participation levels and facility and site design of public parks and recreation facilities and spaces. While it is not yet known in the case of COVID-19 what a general shift in the public psyche will be, it can be surmised that one will occur based on public responses to past global events (e.g. 9/11; World War II; Spanish Flu 1918). This shift may impact how communities interact and gather for some time. It must be acknowledged that COVID-19 will impact how residents view and use (once safely opens) parks

and recreation facilities and spaces. Participants will need to be convinced and reassured that recreation and public spaces are "safe". This will be need to be a coordinated approach that aligns parks and recreation with public health. A unified approach and collaboration between departments, and between all levels of government, will ensured simple, consistent messaging to community members, as well as consistent messaging to their staff — whom are still working, while maintaining proper physical distancing, to make sure that when the parks and recreation facilities and spaces are cleared to open, they will be ready. It should be anticipated there will be a public demand to understand and be aware of new public health measures that will be in place when facilities and spaces reopen. New protocols may include new or adapted sanitizing processes, physical distancing measures, programing capacity reduction and increased public health messaging/education in public spaces.

In the future it is to be expected that pandemic readiness will be top of mind of parks and recreation professionals, and the COVID-19 experience will impact the provision and design of parks and recreation in the future. While the outcomes are still unknown (the crisis is ongoing at the time of the writing of this report) it can be expected that parks and recreation professionals will need to consider:

- Expanding their relationship and coordination of efforts with public health departments.
- Making adjustments to maximum capacities in recreation facilities and spaces.
- Adopting new recommendations for sanitizing public spaces.
- Ensuring vulnerable populations are supported.
- Exploring new partnerships with community organizations to build healthy and connected neighbourhoods.
- Addressing the natural conflict with physical distancing and community building/desire for social capital.

INFRASTRUCTURE TRENDS AND LEADING PRACTICES

PLANNING

Spaces for recreation and culture activities are important in facilitating participation and achieving community benefits. Most often, municipalities are looked upon to provide publicly accessible community infrastructure for activities to occur. The planning of such spaces is critical to ensure accessibility, to maximize usage, and to understand financial implications.

The following topics should be considered during the planning of community infrastructure.

- Capital costs
- Operating costs
- Funding models (capital and operating)
- Revenue sources
- Capital replacement and maintenance contributions
- Partnerships (building and operations)
- Primary and secondary uses of the space(s)
- Current provision in the municipality
- Current provision in the region
- Tournament hosting standards
- Accessibility standards
- Non-gender specific and flex spaces
- Programming requirements
- Market assessments
- Governance and ownership model
- Site selection criteria

MULTI-DIMENSIONAL OUTDOOR PLAY SPACES

Increasingly, many municipalities and play space providers are focusing on creating "destination" play spaces that provide opportunities across a wider range of ages, ability levels and interests. Expanding the seasonality of use also feeds into this trend as there is a demand for sites that can be used in winter climates beyond the traditional 4 or 5 months of the year. Playground planners are expanding meeting these demands by creating playground spaces that include a wide range of equipment, better support amenities and integration of other community spaces (e.g. adjacent indoor facilities, skating areas, outdoor aquatics features).



Rotary Park (Whitecourt, AB). Source: Calgary Playground Review

Playgrounds are often not designed for Canadian winters. Playground planners are now experimenting with how to design for cold climates by integrating new pieces of equipment and adjacent indoor spaces.

NATURAL PLAY AREAS

In recent years the playground landscape has seen significant expansion in the types of equipment and structures that are available. Leading this trend are "natural play spaces", which are intended to replicate aspects of natural environment such as forests, rocks, crevices, slopes and other outdoor elements. Societal concerns over the disconnect with nature by our children and youth is leading this trend. This is especially pronounced in urban environments. In some instances entire playgrounds are constructed using natural play equipment, while in other cases playgrounds include a mix of traditional and natural play equipment. One key attribute of natural play spaces is the opportunity to create unique "themes" for play spaces.



*Spruce Grove Natural Play Park (Spruce Grove, AB).
Source: City of Spruce Grove website*



Borden Park (Edmonton, AB). Source: Calgary Playground Review

MOBILE ARTS AND CULTURE EXPERIENCES

An emerging trend within the arts and culture sector is to deliver programs and opportunities via mobile infrastructure, including trucks, buses and even train cars. The City of Richmond, BC's Art Truck program began in 2013 by providing offering arts activities at large events and birthday parties, such as group 'paint by numbers' activities. The early success of the initiative led to the expansion of the Art Truck program to now include two-hour after school experiences, whereby school children first spend 60 minutes playing with a physical activity instructor and then spend a second hour learning arts practices ranging from painting to musical theatre. Children are also provided a healthy snack and take home menus by registered dietitians. The Art Truck works closely with local schools and over the course of 2018 delivered activities to nearly 350 children.³⁵ In Ecuador, a local design firm has repurposed a historic train car into a mobile cultural centre known as the "Wagon of Knowledge". The train car travels along its route and provides a public space for meetings, theatre productions, cultural learning events and celebration space.³⁶ The success of these and other successful 'mobile' arts and culture experiences suggest that communities can provide unique and rich experiences without necessarily requiring expensive, fixed infrastructure such as auditoriums or studio spaces. In addition, mobile centres add in additional program flexibility by allowing services providers to travel to events 'on demand'.

ADULT PLAY AND FITNESS

Another emerging phenomenon in outdoor play is the development of spaces and equipment focused on older teens and adults. While not yet commonplace, these spaces are starting to receive more consideration due to increasing societal demands for unique recreational opportunities that integrate elements of fun, challenge, and social connection. As reflected in the picture below, these spaces can also be designed to include outdoor fitness equipment and other elements that can provide opportunities for fitness programming and casual use.



Source: <https://voiceofplay.org/blog/move-kids-playground-adults/>

ADDRESSING AGING INFRASTRUCTURE

The **Canadian Infrastructure Report Card**,^{37,38} provides an assessment and analysis of the state of sport and recreation facilities in Canada. Key findings include the following.

- Canada's infrastructure, including sport and recreation facilities, is at risk of rapid deterioration unless there are immediate investments made.
- The 2019 Report Card estimates that one-in-three recreational or cultural facilities in Canada will require reinvestment within the next 10 years.
- The annual average reinvestment rate in sport and recreation facilities is currently 1.3% of capital value. It is recommended that municipalities reinvest 1.7% to 2.5% of capital value into facilities per year (2016 Report Card).
- Approximately 30-35% of municipal culture, recreation, and sports facilities in Canada are in fair condition or worse, with many facilities over 50 years old. Facilities in the worst conditions include single ice sheet arenas, outdoor pools, indoor curling rinks, tennis courts, and indoor 25-metre pools.
- Compared to the 2016 Report Card, culture, recreation, and sports facilities are in better condition in 2019, likely as a result of new facility development and renewal projects.
- The extrapolated replacement value of sport and recreation facilities in 'very poor' or 'poor' condition in Canada is \$9 billion. Those facilities in 'fair' condition require \$14 billion in investment (2016 Report Card).

REVENUE GENERATING SPACES

Municipalities operating community facilities must find creative and innovative ways to generate revenues needed to sustain current operations and fund future expansion or renovation projects. Generating sustainable revenues outside of user fees or regular government contributions enable facilities to maintain and even expand service levels.

Leasing out spaces within facilities to other groups or businesses is one such opportunity to generate new revenues. Many facilities are creating new spaces or redeveloping existing areas of facilities to lease out to food and beverage providers, as well as other retail businesses. Short-term rental spaces are also major sources of revenue for some facilities. Lobby areas, program rooms and event hosing spaces can be rented to the private sector for meetings, team building activities, holiday parties and a host of other functions.



FOOD OPTIONS IN RECREATIONAL FACILITIES

In some studies patrons of recreational facilities have indicated interest in healthier food options. There are mixed results however when operators institute policies as it is important to remain economically feasible. A success story for instituting a healthy food initiative exists in the City of St. Albert's recreation facilities. The City partnered with Alberta Recreation and Parks Association to request vendors to create a plan for healthy food implementation. The plan required the vendors to provide:

- 20% 'choose most often foods';
- 80% 'choose sometime foods' and
- 0% 'choose least often' foods (based on Alberta Nutrition Guidelines for Children and Youth).

The success of this initiative was represented by profit stabilization of vendors and businesses that offered the healthy food options. Additionally, the City of St. Albert received positive media support for providing healthy options in recreation facilities and patrons were making better food choices.

Another successful initiative was conducted in Edmonton when a healthy fast food vendor in the Kinsmen Sports Centre strategically promoted and marketed their healthy products to generate customer demand. A specialized menu was created, tailoring the items to athletes, coaches and trainers who frequented the facility. The menu consisted of 85% healthy choices based on the Alberta Nutrition Guidelines for Children and Youth. The success was identified by the demand for the healthy menu items which resulted in the ability to expand the business to develop a seasonal kiosk and concession stands at other recreation facilities throughout Edmonton.

In cultural facilities there is a trend towards providing food options for revenue generation and to improve visitor experiences.

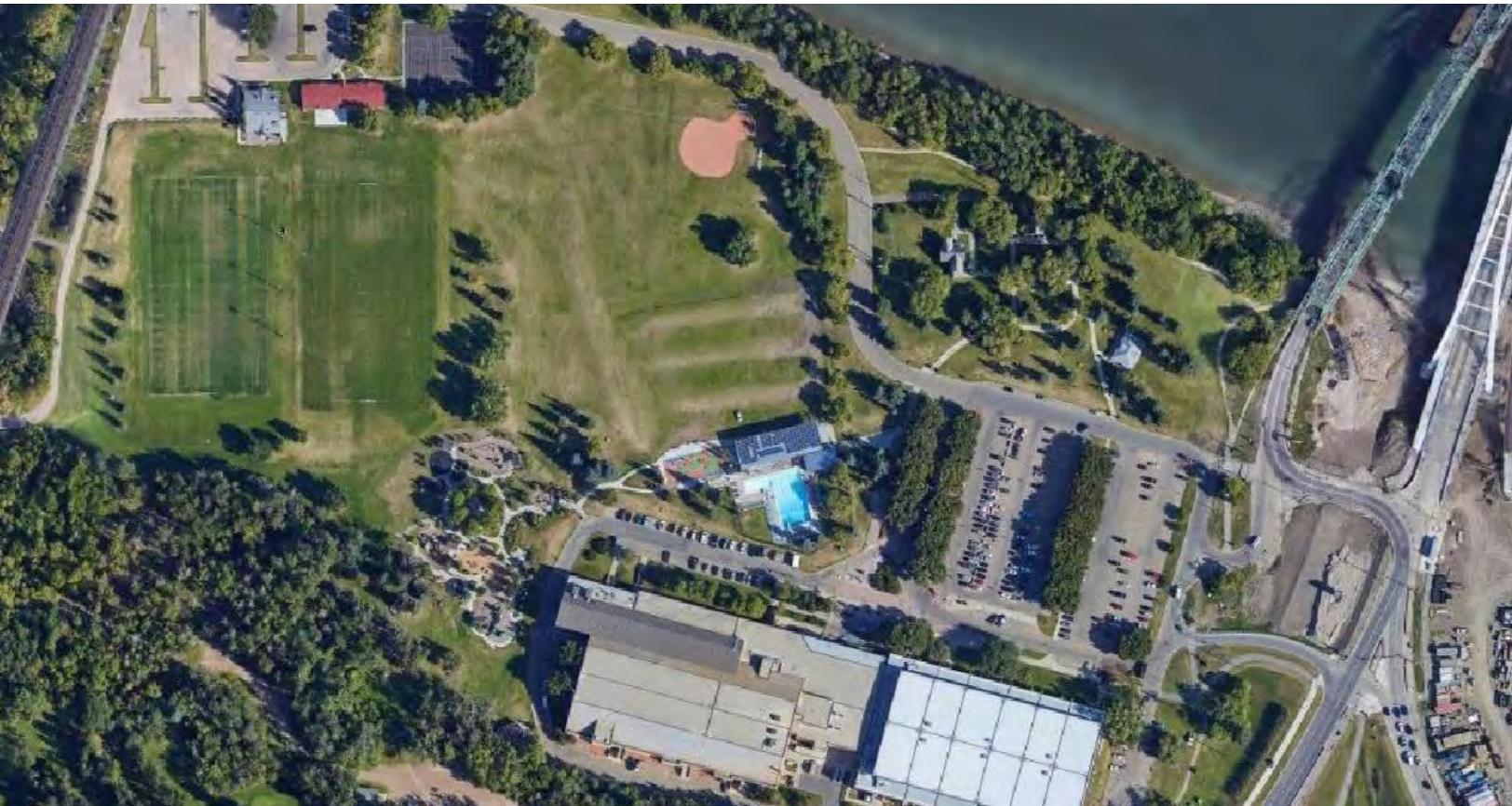
INTEGRATING INDOOR AND OUTDOOR RECREATION AMENITIES

A relatively new approach being employed by municipalities in recreation and leisure infrastructure planning is to **ensure that indoor environments and facilities interact seamlessly** with adjacent outdoor spaces. This requires municipalities to take a holistic approach to providing public event spaces, indoor/outdoor walking trails, indoor/outdoor play areas, and indoor/outdoor public art. By more seamlessly integrating indoor and outdoor spaces, municipalities can improve community walkability and accessibility of infrastructure.

There are several operational considerations that must be accounted for when planning indoor/outdoor environments, such as cleaning, maintenance and controlled access. Good practice for planning a new indoor facility is to complement

and coordinate with existing or planned amenities on the site it is located on (including indoor and outdoor amenities) and the broader network of community parks and trails. Planning in such a way is prudent and ensures that public spending on indoor and outdoor recreation and culture infrastructure is optimized. A very simple way to integrate indoor/outdoor environments is to simply ensure that patrons have good opportunities to view the outdoors from inside.

At the same time, municipalities must also try to meet **increasing expectations from residents for the functionality and aesthetics of parks** and central gathering places in the community (e.g. downtown). Renewed societal value on aesthetics, convenient access and perception of safety has largely driven this trend. The following chart identifies some leading practices observed in how communities plan and design park spaces.



Kinsmen Sports Centre (Edmonton) Source: Google Maps Satellite

LEADING PRACTICE	DESCRIPTION	EXAMPLES
Include support amenities	Park spaces should have enough support amenities to enhance visitor experiences, encourage use and support a range of activities	Washrooms, change stations, public WiFi and abundant seating areas
Maximize safety and accessibility	Park space design should prioritize accessibility for those with physical and cognitive disabilities to reduce barriers to visitation	Provide access to the site via safe trails and paths, create bright open spaces that feel safe and provide sufficient wayfinding signage
Design for all ages, interests and abilities	Ensure that park or other public spaces have a broad appeal. Include amenities that appeal to a diverse array of individuals	"Hub" type spaces that provide a mix of amenities that are both active and passive, multi-generational and facilitate both social gatherings and individual relaxation/solitude
Incorporate new and innovative play features	Include playground equipment and installations that provide a mix of traditional and new features, helping to appeal to a wider range of ages and interests	Natural playgrounds, adult playgrounds and integrating playgrounds into other on-site spaces
Utilize "functional" landscape planting	Park designs that shift away from traditional, non-native plantings to native or 'productive' plantings that promote local horticulture and food production, etc.	"Nibble" or "make a salad" concept plantings (pick vegetables in a park space for use in salads), interpretive signage explaining native plantings and integrating vegetation into functional park space amenities
Integrate public art	Include public art installations and features into community park spaces to increase character and appeal, promote community connectedness and local artists	Murals, graffiti walls and art integrated directly into playground features (e.g. painting slides and posts)



ANIMATED OUTDOOR SPACES

Another emerging trend in the provision of public outdoor space is a focus on "animation". Simply put, this trend means creating spaces and places that are appealing and interesting to residents. The term "place making" is often linked with this objective in terms of trying to plan, design and operate spaces in such a manner that creates an increasing sense of belonging and overall well-being.

Examples of outdoor space animation include:

- Murals in park spaces;
- Integrating urban art creation opportunities (e.g. graffiti walls);
- Community garden plots;

CHESS BOARD AND SITTING AREA – EDMONTON, AB (MONSIGNOR WILLIAM IRWIN PARK)



Source: RC Strategies+PERC file photos

PARK MURAL COMPETITION – FORT MCMURRAY (LIONS PARK)



Source: Regional Municipality of Wood Buffalo website

- Installing benches and gathering spaces that encourage social interaction;
- Functional plantings such as the "make a salad" concept (ability to pick vegetables in a park space that can create a salad);
- Interpretive signage (signage that explains local significance, native plant species, etc);
- Unique design of utility and washroom buildings;
- Integrating active features (e.g. mini-golf, small disc golf course); and
- Installation of bike racks.

A key aspect of achieving maximum park space use often also involves addressing issues related to safety (perceptual or real). Animating park spaces with the above amenities can be part of the solution along with ensuring adequate lighting, maintenance, and space monitoring.

CREATIVE PARK WASHROOM DESIGN – WINNIPEG, MB (ASSINIBOINE PARK)



Source: <http://www.wolfromeng.com/Projects/Play-Work/Assiniboine-Park-Washrooms.html>

SMALL GAZEBO AND PERFORMANCE SPACE



Source: Blue Imp (www.blueimp.com)

ACTIVE TRANSPORTATION

Active transportation refers to any form of human-powered transportation, such as walking, cycling, using a wheelchair, inline skating or skateboarding.³⁹ As of 2016, 7% of Canadians commuted to work via active forms of transportation such as walking or riding a bicycle.⁴⁰ Research demonstrates there is a relationship between the design and form of the built environment and the health of residents. Municipalities are now experimenting with how to plan, design and build communities in such a way as to encourage active transportation and the benefits realized by residents, such as lower body-mass indexes, better quality of life measures and reduced individual GHG emissions.⁴¹

Pathway systems connecting neighbourhoods across the municipality are important for accommodating alternative methods of transportation. Hub spaces such as parks encourage active pedestrian traffic through their boundaries if they are adjacent to roadways or provide shortcuts through the community. Multi-use pathway systems are the standard for park designs, as they facilitate a wide range of recreational uses and serve an important transportation function. Relationships between pathway systems and other infrastructure should be examined closely. Amenities on pathways affect usage, including lighting for night usage, paving surface material and types of uses supported (e.g. walking or cycling). Analyses of why certain pathways are utilized more than others can provide insights into how other corridors can be approved. Municipalities often use trail trackers or pedestrian counts to gather data needed to determine utilization rates.

Younger professionals are using active transportation more than ever. Many factors contribute to this trend, including people becoming more environmentally conscious, financial limitations and people moving to core areas closer to workplaces from suburban locations. For seniors, functional active transportation networks can provide a key means for navigating around the community, particularly if a senior can no longer drive or lives in a community without a public transit system. Municipalities should consider how active transportation can be supported through the development of new infrastructure.

MULTI-FIELD SITES

While local neighbourhood and community provision of fields may be important to sustain, a continuing trend in the development of dedicated athletic fields is to develop these spaces as multi-field "hubs". This practice has a number of advantages which include operational efficiencies, increased tournament hosting capacity, and the ability to develop amenities (washrooms, change facilities, concessions, parks) that can be shared between users of multiple fields.

When developing multi-field sites a number of design factors are important to consider such as the following.

- Ensuring that fields are spaced and oriented in such a manner that activity conflicts are minimized (e.g. baseballs/softballs being hit into an adjacent rectangular field or seating area).
- Adequate parking for tournaments and high use/peak hours.
- Ensuring, if possible, that the site is developed to accommodate future growth and/or repurposing if warranted.



Source: <http://whitetownshiprec.org/facilities/outdoor-facilities/white-township-recreation-complex/>

INCREASING DEMAND FOR ARTIFICIAL TURF

A significant trend impacting the provision of athletic fields is the growing user preference and demand for artificial turf fields. Historically, this field type was often reserved for elite levels of sport with no or limited community use. However in many urban centres community and recreational level users are increasingly looking to access artificial turf fields in order to expand their season of use, limit rain-outs and field condition related cancellations, and enhance overall participant experience. Advancements in artificial turf technologies have also fueled this trend.

Newer synthetic grass types of artificial turf have the ability to better accommodate activities such as soccer and football than previous types of artificial turf. However, the cost of providing artificial turf surfaces remains significant and often results in user fees that are higher than many community level groups can afford.

Another factor driving the increased demand for artificial turf is the provision of this type of sport field by smaller communities. Whereas in the past artificial turf was provided almost exclusively by larger urban centres, many smaller communities are now providing artificial turf fields. This factor will likely increase the expectations of users in smaller communities and may also impact the rates that can be charged to access this type of sport field amenity.



Source: RC Strategies+PERC file photos

COMMUNITY GREENSPACE AS LOCATIONS FOR SPONTANEOUS/ PICK UP SPORTS

While structured sport programs and user groups are often the primary consideration when planning for future athletic field spaces, the growing demand for passive or "spontaneous" recreation and leisure opportunities has forced many service providers to shift historical ways of thinking. While designated athletic fields can accommodate spontaneous and "pick up" activities, barriers to using these spaces often exist. These include being unaware if a field is booked by an organized user group, physical barriers (fencing) that permit access, and transportation to field sites.

To ensure spontaneous opportunities exist for residents, many municipalities are actively encouraging the use of greenspace for casual and "pick up" sports. In addition to encouraging physical and social activity, encouraging these activities in public greenspaces can result in a number of broader benefits.

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

A number of municipalities have had success encouraging this practice in the following ways.

- Communicate and promote (through traditional and social media platforms) that "pick-up" sport is permitted in parks and open spaces.
- Installation of washroom facilities.
- Regular grass cutting and basic maintenance.
- Signage in park spaces which promotes spontaneous recreational and spontaneous sport.



Source: RC Strategies+PERC file photos

INCREASING USER EXPECTATIONS AND DEMAND FOR CONVENIENCE AMENITIES

In general, expectations for recreation and sport facilities continue to increase. Active participants and spectators alike have higher expectations for the experience provided at facilities that they use and/or visit than in decades past. This trend is largely fuelled by the significant investment made in recreation and sport infrastructure by municipalities of all sizes throughout Canada and beyond. This increased provision has raised expectations across the board and resulted in a highly competitive landscape. Convenience and comfort amenities expected by many users at recreation facilities (including multisport field sites) now include Wi-Fi, comfortable seating areas, washroom facilities, change areas and child play areas. Investment in athletic field infrastructure in many municipalities has become driven by the demand for sites that can accommodate special events and tournaments.



KEY FINDINGS/CONSIDERATIONS

- Spontaneous and structured recreation activities are both important.
- A large number of Canadians remain inactive, including children.
- Lack of time and cost barriers continue to be barriers to participation. Social barriers can also prevent participation in recreation and culture - social inclusion is a key determinant of population health. Recreation and culture providers can take a role in ensuring access to recreation and culture opportunities.
- Communities can take a role in promoting programs and services to encourage participation.
- Multi-use spaces and facilities can provide opportunities for citizens to participate in a variety of activities, while also ensuring that infrastructure is efficient and sustainable.
- There is a move towards smaller, localized cultural facilities that are more financially viable and easier to access. They provide smaller scale and intimacy.
- Festivals and events are growing in popularity and are ways to engage citizens in culture, heritage and the arts.
- The use of technology is becoming more and more prevalent in terms of how services are offered as well as how data is collected.
- Partnerships are a tool that communities can use to reach their goals in the provision of culture and recreation opportunities. Schools can be a key partners for non-profit groups and municipalities looking to provide performing or visual arts services or spaces/places.
- There has been increased emphasis on temporary exhibitions and programming to encourage repeat visitors.
- Volunteers are heavily relied upon to organize and execute programs, events and activities.

RECREATION AND CULTURE FACILITIES AS COMMUNITY HUBS

In many communities, recreation and parks facilities often function as formal or informal community hubs – in addition to their primary function. Facilities are now being designed to accommodate multiple activities as well as to provide critical social gathering spaces, such as attractive lobby or atrium areas, common spaces, restaurants, spectator viewing areas, meeting facilities, adjacent outdoor parks or green spaces, and public wireless internet access. By providing these and other types of social amenities, facilities can function as a 'community living room' and enable greater levels of community cohesion and connectedness. In viewing recreation and culture facilities as community hubs, the facility audience shifts away from just primary users, but towards residents on the whole – providing social gathering spaces can result in residents visiting facilities during non-event or program hours to meet friends or as simply part of their daily routine.

RACIAL EQUITY AND RECONCILIATION

In recent months, a renewed cultural awareness of the systemic nature of racism, inequity, and exclusion has emerged – revealing that municipalities have a lot of work to do to combat racism and foster inclusion/reconciliation. BIPOC (black, Indigenous and people of colour) advocacy groups have brought attention to the persistence of racism within Canadian communities and the need to create safe, inclusive spaces for all. The platform of reconciliation in Canada, too, challenges the recreation sector to do more than an acknowledgment of territorial land or of the Calls to Action within the Truth and Reconciliation Report; it is an opportunity to learn about the land Canadians reside on, the traditional peoples and cultures, and to foster new relationships that will lead to healthier individuals, communities and balanced partnerships. Parks and recreation can help to build communities and create opportunities to foster inclusion and reconciliation. It is widely accepted that recreation and culture facilities, along with parks, can foster a sense of community identity, pride and spirit, bring people together, create destination-oriented spaces (i.e. hubs), and connect people to each other and nature. Inclusion and reconciliation are ongoing processes that should occur in a respectful manner. Parks and recreation provide foundations to address social inequalities and racism.



5

PLANNING AND POLICY BACKGROUND REVIEW



This section presents a review of plan and policy documents pertaining to the provision of parks and recreation within the Battlefords. These plans and policies provide a foundation for the Joint Parks and Recreation Master Plan. Existing local and regional-level documents are reviewed to help further the goals and objectives outlined that support the Master Plan and to ensure strategic alignment. Facility design studies, plans, assessments and other documents are also reviewed. Finally, provincial and national-level plans and policies are also reviewed to identify high level goals and objectives to provide a rich policy framework for the Master Plan to focus on.

1 Municipal Policies and Procedures

2 Strategic Plans
Services Review
Inter-municipal Development Plans
Municipal Development Plans
Facilities Master Plan

3 Provincial and National Frameworks and Plans



CITY OF NORTH BATTLEFORD

2017-2021 CITY OF NORTH BATTLEFORD STRATEGIC PLAN

The City's 2017-2021 Strategic Plan identifies a vision, mission, values, identifies stakeholders and outlines specific programs and services to guide municipal decision-making over the next several years. Highlighted material from the Strategic Plan pertinent to the Joint Master Plan are identified below.

VISION

North Battleford is a vibrant and innovative community leading the way in economic growth and quality living. As a regional hub, we believe we are better working with our neighbours and embrace the diversity our community and region has to offer. Our community is welcoming, safe and we are proud to call North Battleford home.

MISSION

- To provide good government.
- To provide services, facilities, and other things, in the opinion of council, that are necessary and desirable for all or part of the city.
- To develop and maintain a safe and viable community.
- To foster economic, social and environmental well-being.
- To provide wise stewardship of public assets.

FINANCIAL SUSTAINABILITY

- Strategic priorities are aligned to City financial targets.
- Asset management systems enable planned capital renewal and funded reserves.
- Operating costs are funded through taxation, user fees and provincial government transfers.

HIGHLIGHTED PROGRAMS AND SERVICES

- Downtown revitalization: streetscaping, road repair, new sidewalks, pedestrian framework for downtown core.
- Apply CPTED principles (Crime Prevention Through Environmental Design).
- Investigate need for a Cultural or Aboriginal Liaison coordinator.
- Complete a prioritized 20 year infrastructure plan and debt limits.



2020 CITY OF NORTH BATTLEFORD BUDGET

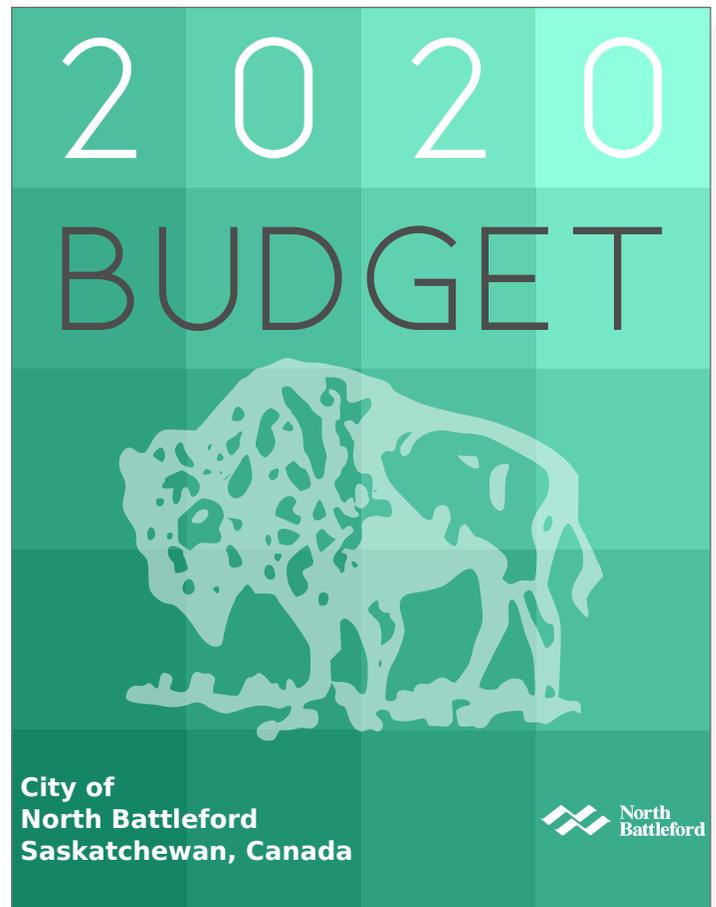
Budget 2020 identifies 2019 as a challenge year whereby the City had to reduce staffing levels and continue to adjust to operational revenue dynamics. Major strategic alignment areas for 2020 include finding new efficiencies, highlight the Recreation Capital Levy to help the City plan for future recreational capital needs, and solicit public feedback around budgeting processes.

2020 SPECIFICS FOR PARKS AND RECREATION PROVISION

Budget 2020 establishes a 2020 budget target of \$494.36 per resident for leisure services, up nearly \$60.00 per resident from 2018 levels. The City also levies the Recreation & Cultural Capital Facilities Levy (RCCF), which generates around \$1.5 million annually to pay for construction of the CUPlex, Curling Rink and the Dekker Centre. For 2020, the City estimates that interest and principle payments for these three facilities to be just over \$2.1 million. The RCCF levy should cover the annual CUPlex debt by the end of 2026, at which point the City will have more debt room for future recreational planning.

OTHER BUDGET HIGHLIGHTS

- Another major strategy identified by the City to realize cost efficiencies is to explore partnership opportunities with local groups and municipalities, which directly supports developing the Joint Master Plan with the town. \$233,000 in capital expenditures are identified for the Leisure Services department, up from \$97,500 in 2019.
- Leisure Services 2020 budget is \$6,830,243, down from \$7,764,039 budgeted for 2019 (\$5,925,277 actual as of November) – and \$9,571,228 in 2018
- Battlefords Transit System (including Handi-Bus) provides residents with transportation, allowing those without other modes of transportation to still be active in the community. City is providing \$274,156 to the transit system and \$98,340 to the Handi-Bus
- The Dekker Centre for Performing Arts is the only modern performing arts centre in the Battlefords. The facility hosts many different types of professional acts. The City provides a \$235,000 operating grant to the Board of the Dekker Centre and pays for facility maintenance costs.
- The City is the largest funder of the Lakeland Library Region (head office for regional libraries), helping to pay for annual operating costs supporting literacy in the region, providing \$361,024.
- The City also provides the North Battleford Library with a grant of \$147,000 for annual facility operations and periodic building maintenance, as well as \$7,000 for the rented space for the Sports Museum and Hall of Fame
- The City, in partnership with the Town of Battleford, provides \$68,000 in funding (based on a funding formula) for upkeep and beautification costs of the River Valley
- The City provides an annual \$75,000 grant for capital equipment and to maintain water and sewer infrastructure at the North Battleford Golf and Country Club.
- City, in conjunction with the Town and the Hotels Association, provides \$118,458 in annual funding to Destination Battlefords Tourism
- The City provides a \$15,000 capital grant and \$25,000 operating grant to the Boys and Girls Club to assist with new facility costs and ongoing programming that specifically fits the parameters of the Community Safety Plan

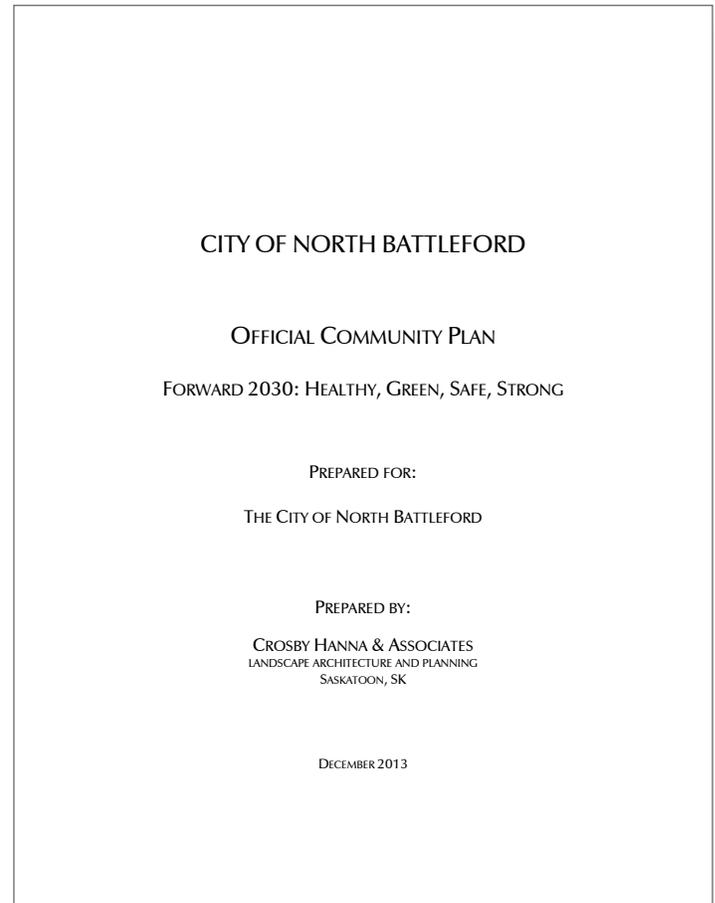


2013 CITY OF NORTH BATTLEFORD OFFICIAL COMMUNITY PLAN

The City's 2013 Official Community Plan (OCP) is titled "Forward 2030: Healthy, Green, Safe, Strong". The purpose of the OCP is to guide the physical, social and economic development of the City to 2030, providing direction and guidelines for bylaws, programs and other decision-making. Goals, objectives, policies and opportunities related to parks and recreation are highlighted below.

GOALS

- Maintain a positive relationship with the North Saskatchewan River Valley
- Focus on redevelopment of land with existing infrastructure and public services, as well as maintain existing infrastructure
- Recognize the value of the culture and history of the City of North Battleford and the region
- Improve the aesthetics of key entryways into the City and use them to promote the City and its businesses, attractions and culture
- Support development practices that work with the natural environment and strive for a more sustainable City
- Pursue partnerships that will strengthen and expand the role of North Battleford as a regional centre
- Strengthen North Battleford as a place to live in retirement
- Build and upgrade community facilities to enhance quality of life, especially sports, recreation and cultural amenities, meeting a diversity of needs and interests
- Continue being a national leader in terms of developing proactive and continued positive relationships with First Nations and Metis communities
- Pursue partnerships and opportunities with neighbouring First Nations communities and adjacent municipalities on recreation services



OBJECTIVES AND POLICIES

Residential

- Continue to accommodate walking and other forms of alternative transportation and ensure connectivity of residential areas to the community using trails and linear parks
- Support the development of meaningful residential spaces that are walkable connected and pedestrian friendly
 - » Orient residential areas to serve pedestrian and cycling traffic, as well as vehicular traffic
 - » Streets should provide multi-purpose public spaces that are designed to balance their role for traffic with other roles as community spaces
 - » Ensure the North Saskatchewan River Valley and North Battleford's green spaces, trail linkages and other important destination sites connect to new neighbourhoods as much as possible
- Optimize use of existing infrastructure (e.g. water, sewer, community service buildings) in established neighbourhoods, including downtown
 - » Enhancements to public and open spaces should be a consideration where increases in density occurs due to the intensification of existing residential neighbourhoods

Commercial

- Facilitate the development of visually appealing commercial districts with strong consideration given to creating a positive, lasting impression and civic pride
 - » Promote and encourage the creation of aesthetically pleasing urban environments along entry and exist points, focused on functional environments that promote the city as an inviting urban environment for residents and visitors
 - » Landscape entry and exit points to the downtown following urban design principles
- Support downtown's role as the city's central business, cultural and entertainment activity core
 - » Promote and encourage downtown revitalization through investment in public buildings and public realm improvements such as public park development, public-private partnerships and tax abatement incentives
 - » Enhance livability by supporting increased amenities within the core, creating a highly desirable urban community
 - » Promote retention and development of entertainment and cultural uses within the downtown core in lieu of other areas of the city to attract residents and visitors to the area at all hours of the day

Economic Development

- Strengthen and expand the role of North Battleford as a regional centre for shopping, business, health, education, tourism and services to the resource sector
 - » Be proactive in supporting the development, retention and expansion of important community facilities related to tourism and recreation by maintaining relationships with community service providers, government agencies and other organizations by establishing appropriate locations for facilities that benefit the region as a whole
- Strengthen North Battleford as a place to live in retirement
 - » Build and upgrade community facilities that will enhance quality of life, especially sports, recreation and cultural amenities meeting a diversity of needs and interests
- Strengthen conservation efforts with respect to natural, heritage and historical resources, including encouraging tourism in the City in areas appropriate for continued conservation
 - » Support event programming such as festivals, entertainment, sporting events and tournaments, exhibitions, rodeos and other programs to take place in the river valley, at the CUplex, downtown and in other facilities

- » Develop and promote existing historical and heritage based amenities in the City as premier destination sites within North Battlefords
- » Develop relationships in the region that will ensure the River Valley Master Plan and conservation of this resource continues for benefit of residents, tourists and the region as a whole

Community Services and Safety

- Support, encourage and facilitate, where feasible, the development and enhancement of recreational opportunities and other imperative community services
 - » Zoning Bylaw will contain a community service district to provide for a wide range of community services and other compatible uses
- Identify suitable potential sites for the development and expansion of major community services, including such facilities as the Union Hospital and a new arena complex site
 - » Encourage the coordination and integration of community facilities where appropriate
- Monitor shifts in population structure, types of recreation demand, community service need and population diversity, adjusting recreation program delivery, community service delivery and facility provision based on this
 - » Council will, from time to time and in conjunction with the Recreation and Parks Board, examine feasibility of expanding the types of recreational programs and facilities in the community in accordance to City demographics and population growth
 - » Encourage extensive participation by service clubs, community and public agencies, and developers in the developing community facilities and services, as well as support public service agencies to provide services and assist in programming of services to the public
 - » Provide for appropriate public consultation in delivering community services, resulting in a fair distribution that reflects community desires
- Proactively address crime and safety issues through a range of initiatives and community partnerships
 - » Implement principles of Crime Prevention Through Environmental Design (CPTED) to enhance the development of a safe and sustainable city
 - » Establish a program to audit new and existing civic structures, facilities and developments for compliance with the principles of CPTED
- Promote local food to create a more healthy and sustainable community
 - » Review the possibility of creating a centralized farmers' market and/or a number of smaller off-shoot markets
 - » Emphasize the importance of growing food as a community through community and school gardens

Amenities and Dedicated Lands

- Make provision for municipal reserves when land is subdivided that supports equitable access of community parks and open spaces for all residents
 - » Establish a Parks and Recreation zoning district to delineate areas in which only parks, recreation and resource conservation uses will be permitted
 - » Parks and playgrounds within open space will be permitted uses in all zoning districts
 - » Encourage extensive participation by service clubs, community and public agencies and other interested groups in the development of parks, green space and recreation facilities
 - » Consider developing a Park Development Guidelines Policy to guide size, use, allocation and development of parks and recreation open space within the City
 - » Natural and scenic areas, where possible, shall be placed in public ownership
- Encourage and facilitate connectivity and walkability throughout the City while considering important linkages between destination sites, residential areas and existing pedestrian amenities
 - » Encourage and facilitate linkage of natural areas and parks in a continuous open space system
 - » Facilitate the development of a walkable community through provision of sidewalks, pathways in linear parks and adequate lighting
 - » Integrate new parks and open space development in existing areas to foster City-wide connectivity. Consider developing a city-wide network plan or master trail plan to ensure sidewalks, pathways, green spaces, parks and other usable spaces are integrated as well as linked to special places like the river valley
- Support the continued development of recreational opportunities that the river valley and associated amenities afford, promoting the river valley as a destination within the City and strengthening physical connections to the North Saskatchewan River
 - » Provide open spaces and pedestrian linkages connecting the river valley to the City's neighbourhoods, and cultural and recreational amenities
 - » Implement the Battlefords River Valley Master Plan by focusing on conserving natural and cultural heritage resources and ensuring that recreation and interpretive facilities are provided in a manner appropriate to the goals and objectives of the Master Plan

Natural and Cultural Heritage Resources

- Protect and enhance the North Saskatchewan River Valley for maximum benefit of City residents
 - » Riverbank shall remain primarily an area of unstructured, low intensity and passive recreation
 - » Work in partnership with organizations and neighbouring municipalities to conserve, protect and restore the river valley for its ecological, recreational, aesthetic, educational and natural resource valley
 - » Support key recommendations put forth in the Battlefords River Valley Master Plan
- Protect historic, archaeological and other features, resources or sites of cultural heritage from incompatible development and ensure mitigation where protection cannot be achieved
 - » Encourage and facilitate designation of properties as either provincial or municipal heritage properties
- Integrate heritage conservation into the broader context of planning and decision making
 - » Consider formulating a Municipal Heritage Advisory Committee
 - » Formulate a list of potential heritage properties
 - » Support heritage education and awareness initiatives through community partnerships

2012 CITY OF NORTH BATTLEFORD ART WALK MASTER PLAN

The City developed the 2012 Art Walk Master Plan as a supplement to the River Valley Master Plan. The Art Walk Master Plan envisions reframing the south City entrance by integrating the Allen Sapp Art Gallery and Chapel Gallery with Coronation Park to create a City entranceway enhancement. The vision for the Art walk is to be completely connected, a place for all, a city-wide destination and a source of community pride, a safe place, and a place to celebrate nature, cultural expression, art and history.

The Master Plan proposes creating a triangular precinct with the Allen Sapp Gallery to the North, the Chapel Gallery to the South and the North Saskatchewan River to the West. An Art Walk Promenade trail would connect the two galleries, serving as a connecting spine between the two Galleries. There would be two sites established, one primarily connecting the Allen Sapp Gallery to the Don Ross Centre through Coronation Park, and a secondary site to the North of the Don Ross Centre and Chapel Gallery. The Master Plan proposes a 20-25 year build out period to occur over two separate Phases.

Phase 1:

- Site 1A: lighting and art placement, arbour and pergola elements, irrigation and earth works, soft and hard landscaping, site furniture and intersection upgrade
- Site 1B: same components as 1A, but with wetland restoration
- Site 1C: lighting and art placement, city portals, earthworks and soft landscaping

Phase 2:

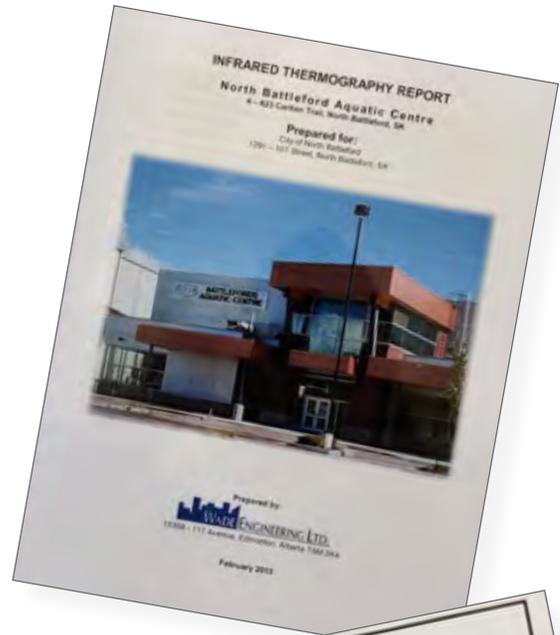
- Site 2A: lighting and art placement, arbour and pergola elements, irrigation and earthworks, soft and hard earthworks, rain garden, site furniture and green wall
- Site 2B: lighting and art placement, bio filtration beds, earthworks, soft and hard landscaping, site furniture and landscape restoration at Artist's Studios
- Site 2C: lighting and art placement, earthworks, soft and hard landscaping, arbour elements, site furniture and play on art play equipment
- Site 2D: lighting and art placement, river valley portals

The Art Walk Master Plan should be considered a conduit for ongoing dialogue adaptable to the motivation, expectations and financial capabilities of the community.



2017 CO-OP AQUATIC CENTRE INFRARED THERMOGRAPHY REPORT

The City of North Battleford conducted a thermographic study of the Aquatic Centre to identify areas of the building envelope that may be under-performing, due to the facility experiencing issues with heat loss and air exfiltration. The report identifies several deficiencies, but notes that heat loss being experienced is not necessarily damaging to the structure. The primary issue identified is a lack of continuity in the building's air barrier and the roof deck. Other deficiencies identified were noted as less significant. 45



2009 ROOF REPLACEMENT PROJECT CIVIC CENTRE

In 2009, the City undertook an investigation for replacing the roof of the upper auditorium roof area of the Civic Centre. This document provides the specifications and drawings for this project. Several sections of the arena roof were replaced in 2014, 2015 and a full roof replacement of the lower roof area in 2019.



2013 FALL RISK MANAGEMENT PLAN

In 2013, the City hired a consultant to develop a Fall Risk Management Plan for the Co-op Aquatic Centre. This document categorizes the facility into various Fall Risk Zones (Zone 1 - 5) that identify how workers should take precautions while working in areas where there is a risk of falling. This document outlines the nature of risk with each zone, training required and equipment that may be required when working in these zones. This Plan should guide all maintenance and major project work that occurs at the Aquatic Centre into the future and costs factored in to project budgets.



2014 CIVIC CENTRE ARENA BUILDING CONDITION ASSESSMENT

The City hired a consultant in 2014 to conduct a complete building condition assessment of the Civic Centre Arena. The Assessment reports that there were no serious conditions found that threaten the immediate safety and/or serviceability of the facility. The report identifies that the overall building condition is good to fair given its age, but that several building elements would not meet current building code standards.

This analysis identifies several elements that may require repair:

- **Architectural:** building envelope, roof sections, bleacher guard rails, improve accessibility, install sprinklers
- **Structural:** roof members overstressed, some masonry walls require repair, slab on grade sections require attention
- **Mechanical/Electrical:** air handling systems at end of life and replacement recommended, steam piping approaching end of life, cold and hot water mains past expected life, electrical services do not require upgrading, distribution panels are recommended to be replaced, install emergency LED lamps
- **Functionality:** user groups report functionality, but that another ice pad would be desirable, east hallway congestion could be improved, additional storage and larger player benches desired
- **Misc:** there are likely hazardous materials (e.g. asbestos, lead) within the facility. Identifying these hazards should be a priority.

The report identifies major building system upgrades and repair:

- Critical (within 1 year): \$21,000
- Potentially critical (within 3 years): \$389,000
- Not yet critical (4-6 years): \$466,000
- Recommended (6-10 years): \$177,000
- To meet current standards: \$437,000

It is likely that several of these upgrades and repairs have been undertaken as of 2020. The consultant provided additional cost estimates to construct a replacement arena were estimated to be \$10-\$30 million for either a single or twin-ice pad facility with similar amenities.



2007 ENERGY AUDIT AND FACILITIES BENCHMARK

The City performed an energy audit and benchmark of five facilities in 2007: the Don Ross Centre, the Civic Centre, the Kinsmen Aquatic Centre, the new RCMP building and City Hall. The audit found that, based on 2007 prices, the City was spending around \$350,000 per year on electricity and natural gas for the Don Ross Centre, the Civic Centre and the Kinsmen Aquatic Centre. As the Kinsmen Aquatic Centre has since been replaced, only recommendations for the Don Ross Centre and Civic Centre will be listed.

- Don Ross Centre
 - » Replace hot water heating system
 - » Replace classroom rooftop and main admin rooftop units
 - » Install DDC control system
 - » Recover heat byproducts from the ice plant
 - » Install low-e ceiling in the arena
 - » Install dedicated flood water heater
- Civic Centre
 - » Replace hot water system
 - » Recover heat byproducts from the ice plant
 - » Install a 'pony' brine pump
 - » Install variable speed drive on condenser fan
 - » Install low-e ceiling

Cost estimates for these recommendations were also provided, but have not been included as they are now 13 years out of date as of time of writing.

2019 CITY OF NORTH BATTLEFORD'S URBAN FOREST PRESENTATION

This presentation presents a summary of an in-depth study of the City's urban forest inventory. The study identified that there are approximately 23,000 trees within the City, of which 90% are classified as young (40-70 years old). Enhancing the variety of planted trees is suggested as a key strategy for avoiding potential risk from disease, including emerald ash borer, Dutch Elm Disease, and bronze birch borer. In 2019 the Leisure Services Department initiated a Tree Risk Management Project.



2019/2020 UPDATE CITY OF NORTH BATTLEFORD GALLERIES

The City operates both the Allen Sapp Gallery (considered an art museum) and the Chapel Gallery (contemporary art). This document provides Council with an update of various exhibitions and events taking place within both Galleries over the 19/20 period. Project highlights include hosting a Cree language camp at Poundmaker First Nation over 4 days in the summer of 2019, and the Walking With Our Sisters art memorial. The Galleries secured an additional 2 years of core funding from the Sask Arts Board, at its existing level of \$57,850. Additionally, they have implemented a 5-year strategic plan that includes a vision, mission and strategic goals.

VISION

The North Battleford Galleries are recognized as an international model for a small city gallery whose community is culturally diverse and has a major population of Northern Plains Indigenous people. This recognition is grounded in the role we play as a major resource for our diverse and fully engaged stakeholders working within the context of the City's Strategic Plan.

MISSION

Honouring Cultural Diversity Through Art

STRATEGIC GOALS

1. Truth and Reconciliation: The North Battleford Art Galleries are a major regional resource in addressing the Calls to Action of the TRC
2. Arts Leadership: As a leader in the arts in our community, the Galleries offer a wide range of experiences in the visual arts and other art forms.
3. Community Engagement: The community is fully engaged in our programs and exhibitions and is aware and enthusiastic of the impacts of the visual arts
4. Organizational Capacity: Our service to residents and visitors is enhanced by constant improvements to our capacity and performance.

Additionally, the Galleries have submitted appraisals and applications to the Canadian Heritage Cultural Property Review Board to explore constructing a new collections vault. The Galleries will be contracting a consultant to develop a renovation, redesign and budget plan in 2019 for construction of a new vault in the Don Ross Centre.

2019 TITLE SPONSORSHIP FACILITY NAMING RIGHTS

The City developed a Title Sponsorship Facility Naming Rights RFP document in February 2019 for the Civic Centre Arena. This document provides an overview of the facility and its various uses, including hosting several special events including the Kinsmen's Annual Indoor Rodeo, an annual professional bull riding event, the PINTY's/Meridian Canadian Open curling tournaments, Skate Canada Provincial sectionals, car and trade shows, graduation ceremonies, the Saskatchewan Winter Games, and various pow wows, with an estimated 130,000 visits to the Arena per year. Proponents are required to submit a detailed revenue proposal in order to be considered.



TOWN OF BATTLEFORD

2017-2020 TOWN OF BATTLEFORD STRATEGIC PLAN

The Town of Battleford's Strategic Plan assists Council and Town Administration to make decisions that support achieving Council's short- and long-term objectives. The Plan articulates the vision, missions/purposes and values that help guide decision-making. Several Strategic Priorities are also articulated that pertain to parks and recreation within the Town and region.

VISION

Learning from the past, growing for tomorrow.

MISSIONS/PURPOSES

Facilitating a safe, family friendly and multicultural community

Building an inclusive, diverse, and economically vibrant community

The Town will be effective, efficient, and sensitive to community needs

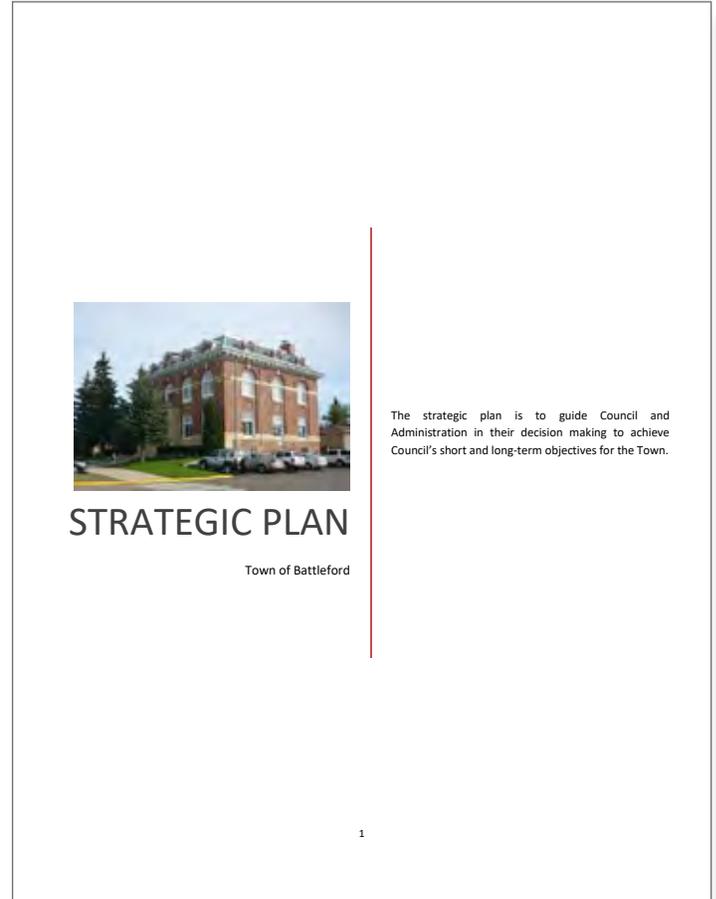
VALUES

1. Fiscally responsible: effectively use taxpayer money to ensure ongoing sustainability
2. Transparent: make and implement decisions in an open manner and be accountable to the public
3. Business Friendly: create an environment for businesses to start, grow and mature
4. Communication: exchange information with residents
5. Engaged Community: all organizations and individuals build ongoing relationships
6. Governance: Council manages itself to make effective decisions implemented by Administration

STRATEGIC PRIORITIES

Safety: Town is a safe and friendly community, addressing neighbourhood concerns

- Bylaws and policies are to be updated and maintained
- Work with RCMP to mitigate risks and identify concerns
- Town facilities are secure and sound



Sustainable Infrastructure: ensure Town infrastructure is reliable and sustainable, sustaining Battleford's quality of life, facilitating economic success and remaining competitive.

- Develop an Asset Management Plan (AMP) and Long-Term Capital Plan (LTCP)
- Update Bylaws to prolong life of Town assets
- Modernize Bylaws to ensure resources are available to sustain infrastructure

Organizational Effectiveness: elected and appointed officials are professional and knowledgeable, trusted to be wise stewards of Town resources

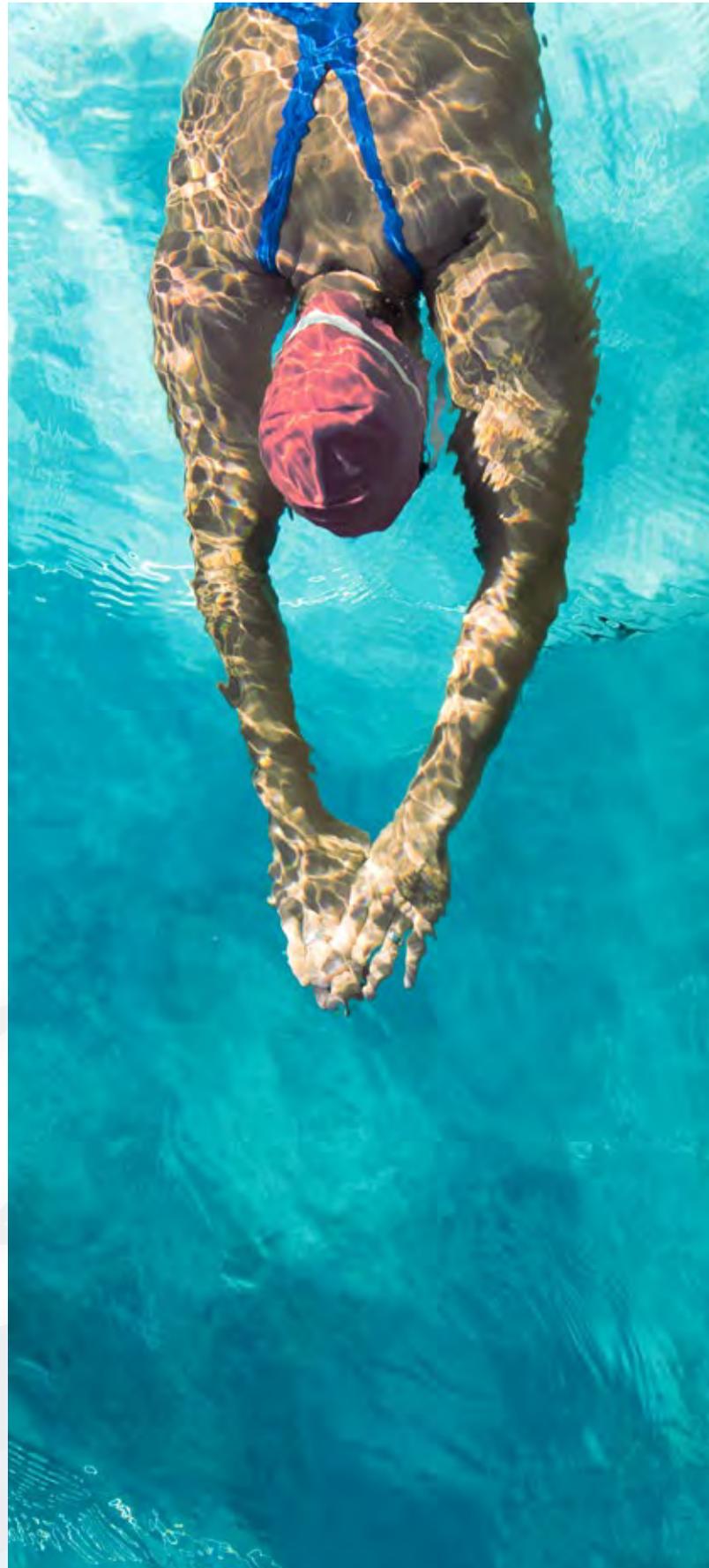
- Increase capacity of Town staff
- Increase utilization of new software resulting in effective and efficient use
- Identify and implement best practices at a reasonable price
- Ensure clear communication both internally and externally

Economic Development: ensure the ongoing socio-economic vitality of Battleford

- Strengthen the Town's position as a tourist destination

Quality of Life: Town of Battleford facilitates opportunities for individuals and groups to be fulfilled

- Ensure residents have access to good health, education and environments for healthy lifestyles
- Ensure residents have access to healthy leisure and social activities
- Town is clean and beautiful
- Battleford is easy to move around for vehicles, cyclists and pedestrians



2016 TOWN OF BATTLEFORD OFFICIAL COMMUNITY PLAN

The Town's Official Community Plan (OCP) provides goals, objectives and policies to guide development and growth for approximately 20 years. The OCP addresses the need for future land use planning, as well as the physical, social and economic development of the Town, providing direction and guidelines for bylaws, programs and decision-making. All development within the Town shall conform to the objectives and policies contained in the OCP. Goals, objectives, policies and other OCP content relevant to parks and recreation provision within the Town are highlighted below.

PERTINENT OCP GOALS

- (7) To protect and promote the significant historical, cultural and heritage resources in the Battleford Area
- (8) To facilitate a safe and up-to-date transportation network, including safe and inviting linkages for walking and other active transportation
- (9) To ensure that the Town's current and future infrastructure requirements are planned and developed in a manner which facilitates growth in an environmentally and financially sustainable manner
- (11) To market and promote the Town of Battleford as a regional destination centre...
- (12) To encourage healthy and active lifestyles among Town residents
- (13) To work with other local and senior governments to strengthen regional partnerships and initiatives

PERTINENT OCP OBJECTIVES & POLICIES

3.1.2.4 New Residential Areas

- New neighbourhoods shall be designed to be pedestrian friendly, walkable and connected by orienting development to serve pedestrian and cycling traffic in addition to automobile traffic
- New residential neighbourhoods connect to and complement existing and future developments, with concept plans required to be submitted to the Town

3.1.2.6: Compatible and Complimentary Land Uses

- Neighbourhoods shall permit a range of complimentary uses, including: community centres, parks and recreation facilities
- New residential neighbourhoods connect to and complement existing and future developments, with concept plans required to be submitted to the Town

TOWN OF BATTLEFORD OFFICIAL COMMUNITY PLAN

Prepared for:

THE TOWN OF BATTLEFORD

Prepared by:

CROSBY HANNA & ASSOCIATES
LANDSCAPE ARCHITECTURE & COMMUNITY PLANNING
SASKATOON, SK

MAY 2016

3.2.2.1: Downtown Strength

- The downtown shall continue to be prioritized as a prime location for...cultural activities in the community
- Consideration may be given to the enhancement of the downtown commercial area through investment in public buildings, public realm improvements (e.g. streetscape enhancement, public art and public park development)

3.4.2.1 Integrated Infrastructure Planning

- Town will continue to pursue innovative opportunities to enhance municipal service delivery
- Town shall undertake comprehensive infrastructure and transportation studies
- Town will ensure that development can be adequately serviced by infrastructure and utility systems and services by understanding infrastructure needs and costs associated

3.4.3 Asset Management

- Continue to utilize and implement the Town's Tangible Capital Asset Register
- Ensure consistency between all long-term planning documents
- Utilize Asset Management Plans going forward

3.4.4.2 Active Transportation

- Consider connectivity and safety for pedestrians, cyclists and private vehicles in all land use development decisions and the planning and design of street improvements
- Develop walking facilities within the Town by exploring and envisioning linkages and connections between commercial areas, green spaces, destination sites and residential

3.5.2.2 Economic Promotion

- In partnership with other stakeholders, pursue opportunities to market and promote Battleford's investment properties, events, services, culture, heritage and the tourism industry in general
- Continue to support existing and pursue new town-wide special events

3.5.2.2 Economic Development

- Continue to collaborate in providing tourism amenities and opportunities for the region, seeking out mutually beneficial opportunities with other organizations and authorities in the interest of promotion, preservation and enhancement of tourism in the region
- Continue to be a participating partner in implementing the initiatives and development priorities, as set out in the River Valley Master Plan

3.6.2.1 Community Service Management

- Continue to support volunteer organizations that participate in the delivery of services to the community
- Continue to work with other levels of government in the provision of social, cultural and recreation programs and amenities
- Consult with the Living Sky School Division No. 2020 and the Light of Christ Catholic Schools Division with respect to...opportunities for joint use facilities
- Encourage extensive participation by service clubs, community and public agencies, developers, the RM of Battle River, the City of North Battleford, and other interested groups in the development of recreation and other community facilities.
- Examine, from time to time, the feasibility of expanding the types of programs and facilities in the community in accordance with town demographics and population growth by monitoring shifts in populations structures and demands for recreation and culture needs

3.6.2.2 Youth Engagement

- Continue to work with community groups and agencies to support youth activities and pursue programs and activities to specifically engage and include youth in the community

3.7.2.1 Amenities and Dedicated Lands Objectives and Policies

- Ensure the protection and enhancement of green space, open natural areas and other amenities within the community through use of restricted development zoning districts that signify natural, cultural and visual resources in the Town
- New development areas in the Town (Future Land Use Concept) will be located to compliment the cultural, natural and visual resources in Battleford

3.7.2.3 Connectivity and Walkability

- Pursue opportunities to link natural areas, parks, destination sites such as the Battleford's river valleys and the Town's many cultural and historic sites, and walking and cycling facilities in a continuous open space system, with direction provided by the River Valley Master Plan
- Facilitate the development of a walkable community by considering provision of sidewalks, pathways in linear parks and appropriate lighting, contributing to public safety

3.7.2.4 Equitable Access to Parks

- Town will encourage extensive participation by service clubs, neighbourhood residents, community and public agencies and other stakeholders in the development of parks, green space and trail systems throughout the community

3.8.2.1 Hazard Lands

- Environmentally sensitive areas shall be used for public open space

3.9.2.2 Regional Cooperation

- Town will pursue agreements and cooperation with neighbourhood municipalities, planning commissions, First Nations and other stakeholders that will address joint planning, future growth, and joint delivery of services based on common regional interests

3.9.2.2 Cultural and Heritage Resource Protection

- Support designation of provincial and municipal heritage buildings/sites within the Town
- Ensure subdivision of land on potentially heritage sensitive parcels follows Heritage Conservation Branch of Saskatchewan guidelines, with costs the responsibility of proponents
- Land use and development decisions will be sensitive to conservation and protection of culture and heritage resources
- Consider use of dedicated lands, such as environmental and municipal reserve, to protect and conserve culture and heritage features, where possible

3.9.2.3 Culture and Heritage Resource Promotion

- Consider the development of a Cultural Strategy that identifies and maps local culture and heritage resources while creating awareness of the benefits of preserving and promoting such resources for community development purposes
- Continue to support heritage and cultural events
- Work with community and culture groups, clubs, sports and recreation clubs to promote and celebrate existing programs available to residents and visitors

2020 TOWN BUDGET

The Town's annual budget highlights accomplishments from the year, establishes broad goals and objectives and presents how funding will be allocated to various projects and Departments.

The most notable projected capital "spends" for 2020 include: Campground Playground Equipment Replaced (\$100,000); and Arena Upgrades - LED lighting, heat reclaim, large scale upgrade design (\$75,000). The Town budget is further supplemented by the 2020 Parks and Recreation Five Year Capital Draft Plan, outlined below.

TOWN OF BATTLEFORD BYLAW NO. 3 (2017) – PARKS & RECREATION ADVISORY COMMITTEE

The Town's Bylaw No. 3 (2017) establishes a Parks and Recreation Advisory Committee, deeming recreation to be a primary service delivered by the Town. The bylaw states that all citizens of the community have access to opportunities to engage in meaningful, accessible recreation experiences based on individual and community wellbeing, as well as the wellbeing of places and spaces. The Committee is to serve both the Town and the RM of Battle River #438. The Committee advises council on all matters relates to parks and recreation, contributing to health and wellness of residents. The Committee has a wide range of functions, including community engagement, policy development, adjudicating lottery grants, promoting communication, and forwarding recommendations to Town Council. The Committee is comprised of nine voting members (Mayor, Town Councillor, a resident of the RM and six members at large) and one non-voting member, the Director of Parks and Recreation.

<p>TOWN OF BATTLEFORD BYLAW NO. 3/2017</p> <p>A BYLAW TO ESTABLISH A PARKS AND RECREATION ADVISORY COMMITTEE IN THE TOWN OF BATTLEFORD, SASKATCHEWAN.</p> <p>Whereas the Council of the Town of Battleford deems recreation to be considered a Primary service;</p> <p>And Whereas the Council of the Town of Battleford envisions that all citizens of the community have the opportunity to engage in meaningful, accessible, recreation experiences that promote:</p> <ul style="list-style-type: none"> i) Individual wellbeing ii) Community wellbeing iii) The wellbeing of places and spaces <p>And Whereas the Council of the Town of Battleford deems that this vision can be best realized under the direction and coordination of a Parks and Recreation Advisory Committee;</p> <p>THAT the Council of the Town of Battleford, in the Province of Saskatchewan, pursuant to Section 81 of <i>The Municipalities Act</i>, enacts as follows:</p> <p>A District Parks and Recreation Advisory Committee is hereby established to serve the Town of Battleford and the R.M. of Battle River #438 and the board shall be known as the Battleford & District Parks and Recreation Advisory Committee.</p> <p>1. SHORT TITLE This bylaw may be cited as <i>The Parks and Recreation Advisory Committee Bylaw</i></p> <p>2. DEFINITIONS in this bylaw:</p> <ul style="list-style-type: none"> - "CAO" refers to the Chief Administrative Officer for the Town of Battleford. - "Committee" refers to the Battleford & District Parks and Recreation Committee. - "Council" refers to the Council of the Town of Battleford. - "Director" refers to the Director of Parks and Recreation for the Town of Battleford. - "Facility" refers to all lands and buildings designated for recreational usage. - "R.M." refers to the participating Rural Municipality of Battle River #438 who is aligned with the Town for the provision of recreation services and who contributes financially to the Town's Parks and Recreation Budget. - "Recreation" – the term shall be inclusive for sport, culture and recreation. - "Town" – means the corporation of the Town of Battleford or the area contained within the boundaries of the Town of Battleford as the context requires.

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2020 PARKS AND RECREATION FIVE YEAR CAPITAL BUDGET DRAFT

The Town's Parks and Recreation Department has identified capital projects for various facilities and projects to occur between 2020 and 2024. The table below and on the following page outline these expenditures. Please note that the Town anticipates receiving an external grant of \$1.1 million for the Arena addition/upgrades.

PROJECT	SOURCE	PRIOR FUNDED	2019 CARRYFWD.	2020	2021	2022	2023	2024
Museum Irrigation Upgrades	Reserve	7,400	7,400	7,400				
15th Street Green Space	Reserve	75,000		75,000				
Campground Playground Equip	Reserve	100,000		100,000				
1 Ton Truck	Reserve	60,000		60,000				
Sickle Mower (Split 50/50 with utilities)	Reserve	7,100		7,100				
Asphalt Walking Trails	Surplus	25,000		25,000	25,000	25,000	25,000	25,000
Museum Walkway (Front Walkway and Sidewalkway)	Reserve	5,000		5,000				
Arena Heat Reclaim	Reserve/Surplus	17,500		35,000				
Flats Ball Diamond Upgrades Shale	Surplus	12,500		18,500	9,500		5,000	
Flats Ball Diamond Upgrades Fencing	Surplus			9,000	9,000	9,000	9,000	9,000
Arena Addition/Upgrades Conceptual Design	Reserve	20,000		20,000				
Arena LED Lighting (Building)	Surplus	-		20,000				
Arena Addition/Upgrades	Surplus/Grant	280,000		140,000	140,000	1,660,000		
Campground Full Service Sites expansion	Reserve/Surplus	15,000		22,500	60,000			

PROJECT	SOURCE	PRIOR FUNDED	2019 CARRYFWD.	2020	2021	2022	2023	2024
Kinsmen Playground Equip	Surplus	33,333		22,222	22,222	100,000		
ACT Playground Equip	Reserve/Surplus	41,666		16,667	16,667	16,667	16,667	125,000
Tot Lot Upgrades	Reserve/Surplus	100,000		50,000	50,000	250,000		
Tot Lot Playground Equip	Reserve/Surplus	15,000		15,000	15,000	15,000	75,000	
Seniors Playground Equip	Reserve/Surplus	27,000		27,000	27,000	27,000	135,000	
Cold Storage building	Reserve/Surplus	100,000		50,000	50,000	250,000		
Cemetary Expansion Work Phase 1	Reserve/Surplus	75,000		75,000	225,000			
Cemetary Expansion Work Phase 2	Reserve/Surplus	62,500	-	62,500	62,500	250,000		
Cemetary Expansion Work Phase 3	Reserve/Surplus	40,000	-	40,000	40,000	40,000	200,000	
TOTAL		1,118,999	7,400	902,889	751,889	2,642,667	465,667	159,000

The Town projects spending approximately \$900,000 on capital expenditures in 2020, which includes arena additions. Expenditures are set to decrease in 2021, with major projects including expanding the cemetery (phase 1) and more arena additions / upgrades. Expenditures are set to jump to nearly \$2.6 million in 2022 as a result of Arena addition/upgrades. Cemetery expansion and trail paving are the other notable projects between 2022 and 2024.



TOWN HALL REHABILITATION AND RENEWAL BUSINESS CASE (2020)

Presented to the Town in February 2020, this Business Case presents two options for revitalizing the second floor of Town Hall, formerly a Grand Opera Hall. The Business Case identifies that both options will incur significant capital and operational costs, challenging Council's prioritization of financial sustainability moving forward. Beyond the two options presented, the Business Case also identifies a need to update floor joists upon major renovation regardless of option selected. Leveraging synergies with partners and the need to create multi-purpose spaces are also identified to maximize utilization. The Business Case identifies that either option is likely to cost around \$3.5 million to develop.

Option 1: recreate the Grand Opera Hall to be used as a performing arts venue, rentable for private functions including weddings, anniversaries, fitness programs, and so on.

Option 2: utilize the space for a library or museum, given the central location within the Town.

TOWN OF BATTLEFORD ASSET CONDITION REPORTING SYSTEM REPORT (2001)

In 2001, the Town completed a review of all municipal buildings, identifying building condition and health and safety considerations. The inspection generally reported that facilities were in fair to very good condition, with no buildings considered to be in poor condition as a result of regular maintenance being carried out on an ongoing basis. Approximately \$150,000 of upgrades and repairs were identified.

The following parks and recreation facilities are addressed in the report, with an overview of repairs and cost estimates provided. The status of these recommended repairs or current condition of buildings has not been explored for the purpose of this report.

FACILITY	CONDITION	REPAIRS/UPGRADES	COST ESTIMATES (TOTAL 5 YEAR+)
Alex Dillabough (built 1989)	Good	Emergency lighting system, mostly building code updating	\$25,775
Arena (built 1977)	Good	Emergency lighting, safety upgrades, install air unit in kitchen	\$31,300
Campground (built 1965)	Good/Fair	Emergency lighting, replace light fixtures, upgrade kiosk	\$7,450
Flats Concession (built 1986)	Fair	Fix roof, cupboards in concession room, painting, etc	\$5,625
Fred Light Museum (built 1912)	Fair/Good	Add emergency lights, replace fire exit doors, repair windows/seals, fix roof leaks	\$29,225
Gardiner Church (built 1895)	Good	Exterior repairs, as wheelchair access, replace shingles	\$13,550
Library (built 1916)	Fair	Add emergency lights, fix exits, fix furnace room, roof repairs, ventilation upgrade	\$21,750
Parks Shop (built 1975)	Fair	Fix lights, wiring, relocate storage, add emergency lights	\$9,150
Tot Lot	Good	Service fire extinguisher, fix sidewalk	\$4,050
TOTAL			\$147,875

OTHER REGIONAL PLAN AND POLICY DOCUMENTS

BATTLEFORDS YOUTH NETWORK REPORT (2018)

The Battlefords Youth Network (BYN) was formed in 2017 in response to a community-identified need to increase youth engagement levels and create opportunities for youth serving/youth engaged agencies to work better together. The BYN includes the Town of Battleford, North Battlefords and surrounding First Nations communities. The BYN consultation process involved over 35 organizations and the organization now meets regularly at the Don Ross Community Centre.

Major youth challenges identified by the BYN include an alarming number of youth suicides since the start of 2018 and elevated racial tensions due to a high profile trial. However, BYN notes that racial tensions and instances of racism have been an ongoing concern for the community for many years. The BYN Youth Report (2018) seeks to identify major gaps between Battlefords youth and supports and services, provide necessary data and offers early solutions and ideas for increasing youth engagement.

HIGHLIGHTED YOUTH SURVEY RESULTS

- One hundred and twenty three (123) youth were surveyed over the course of 3 months; 45.5% of youth identified as having a First Nations cultural/racial background, 32% identified as white and an additional 10% identified as Metis. 8.4% of respondents indicated that they were born outside of Canada.
- Battlefords youth measure significantly lower in scores related to community engagement than aggregate youth surveyed in other communities
- Youth express low levels of community integration and sense of community. A need exists to focus on youth engagement and increasing youth's sense of belonging
- Future efforts by BYN and partners should focus on understanding and improving opportunities for youth to participate in and feel a part of their community in meaningful ways
- Continued monitoring will be important to ensure youth engagement projects and policies are successful and to provide a sense of direction for youth-led projects and actions

UPDATE OF BATTLEFORDS RIVER VALLEY MASTER PLAN (2010)

With a new funding agreement between the Province of Saskatchewan and the cooperative Battlefords River Valley Board established, the Battlefords identified that the original River Valley Master Plan needed updating in the mid-2000s. Completed in 2010, the updated Battlefords River Valley Master Plan largely advances the priorities of the 1989 Master Plan, but puts forward an updated theme, and renewed goals and objectives. The Updated Plan departs slightly from the 1989 Master Plan by focusing on short-term project implementation based on visibility, accommodating efficiencies with existing and future facilities/amenities and uses and facilitation of broad public use.

THEME

The theme remains conservation, but its definition is amended as "the wise management and use of natural and cultural heritage resources of the Battlefords River Valley".

GOALS

1. Natural resource conservation
2. Cultural heritage and resource protection
3. Develop facilities, services and opportunities that are consistent with conservation and protection of heritage resources and that add to the enjoyment of the river valley by residents and visitors
4. Promote and increase public awareness and understanding of the river valley and heritage resources within through public education
5. Encourage and promote community involvement in planning, management, conservation and development of the river valley
6. Create an appropriate administrative and operational framework to permit implementation of the Master Plan goals and objectives

The Master Plan also puts forth a number of general policies to guide development in the river valley, including improving accessibility, protecting key views/vistas, ensuring linkages to notable sites including Fort Battleford, Government Ridge, and Saskatchewan Hospital, compiling and sharing knowledge of the cultural and natural history of the valley, developing a coordinated interpretation and education program, restoring natural habitats and preserving natural landscapes, facility and service design guidelines, working cooperatively with

private land owners, ensuring active public engagement, as well as ensuring safety and security throughout the river valley area.

Regarding tourism and recreation, the following policies are recommended.

- Provide year-round active/passive leisure time pursuits in the valley that do not put natural/cultural heritage resources at risk.
- Market the river valley and related opportunities for recreation and interpretation as an integral component of the Battlefords' tourism development efforts, working jointly with community groups and businesses to expand promotion and use of the valley.
- Work with other agencies and organizations to enhance and promote the unique cultural and heritage features of the area.
- Create linkages to connect recreational and cultural facilities and amenities as part of the development scheme for the river valley.

Viewing the development of the River Valley as a decades-long process, the 2010 Master Plan Update categorizes projects into short (1-5 years), medium (5-10) and long-term (10+). \$1.3 million in short-term projects are identified, with an additional \$2.26 million over the medium-term and \$2.47 million over the long-term. A list of proposed projects over these stages and budget estimates can be seen in FIGURE 1.

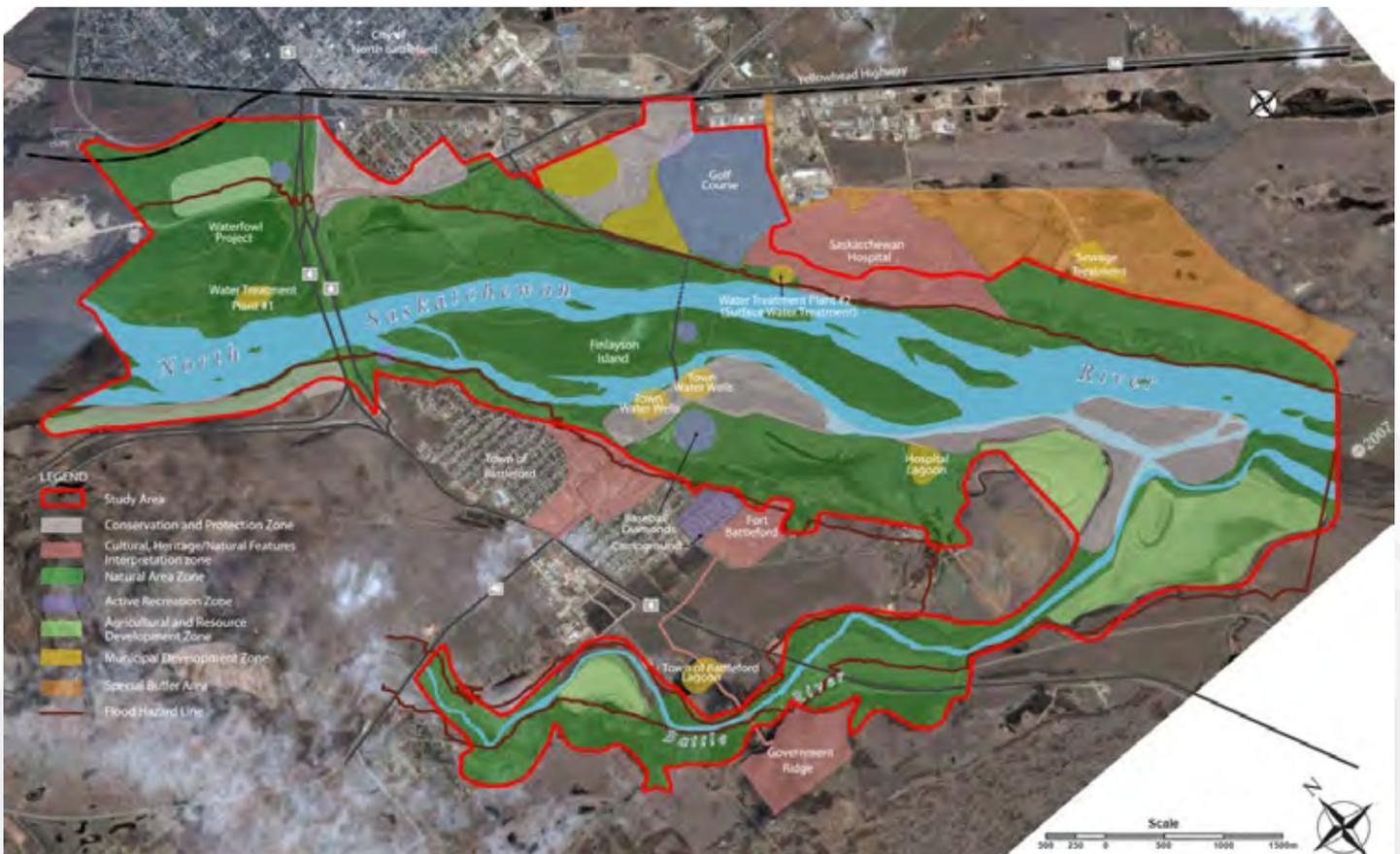


Figure 1 - p. 85 of 2010 River Valley Master Plan Update

Proposed Capital Budget

Battleford River Valley Master Plan Project Matrix				
Development Concept Area	Project	Priority		
		Short Term (1-5 yrs)	Mid Term (5-10yrs)	Long Term (10+ yrs)
Finlayson Island	Day-use Picnic Facilities		\$25,000	
	Washrooms / Parking Lots Upgrades	\$125,000		
	Outdoor Kitchen			\$30,000
	Rest Area / Shelter		\$65,000	
	View Point		\$15,000	
	Trail Upgrades (Accessibility)	\$40,000		
	Ski Trail Lighting			\$250,000
	Overlook Structure at Bridge		\$250,000	
	North Span Upgrades			\$600,000
	South Span Upgrades			\$150,000
South Channel Parkway	Hard Surface Pathway			\$250,000
	Pump House Pavillion			\$300,000
	Soft Surface Pathway	\$200,000		
	Group Picnic Facilities		\$100,000	
Speers Spruce Stand/Cemetery	Upper Lookout Development		\$20,000	
	Interpretive / Skiing Trails		\$250,000	
	Hard Surface Multi - Use Trail		\$250,000	
	Speers Spruce Stand Entrance		\$35,000	
	Lower Lookout Development			\$20,000
	Speers Spruce Management Plan	\$45,000		
Valley Nature Centre	Visitor Centre			\$250,000
	Waterfowl Interpretive Lookout			\$45,000
	Amphitheatre	\$260,000		
	Equestrian Trailhead		\$10,000	
	Parking : 60 cars			\$60,000
	Equestrian Trail		\$300,000	
	Valley Lookout			\$20,000
	Habitat Enhancement			\$250,000
	Viewing Tower			\$100,000
	Storm Water Bio-remediation Project		\$200,000	
Fort Battleford	Guthrie's Fen Board Walk		\$75,000	
	Canoe Put-In		\$10,000	
	River Forks		\$60,000	
	Trail Link between Fort Battleford and Government Ridge	\$550,000		
	River Trail		\$100,000	
	Historic Battleford Tour	N/A		
	Ski Trail with Shelters		\$250,000	
	Telegraph Flats Interpretive Feature			\$20,000
Golf Course	Lookout Development (S)		\$100,000	
	Golf Course Ravine Linkage		\$100,000	
	Saskatchewan Hospital Grounds Improvements			\$100,000
	Shanty Town Interpretive Feature	\$20,000		
All Areas	Site Furniture Upgrades	\$50,000	\$30,000	\$20,000
	Wayfinding Upgrades	\$30,000	\$15,000	
Priority		1-5 Years	5-10 Years	10+ Years
Subtotal		\$1,320,000.00	\$2,260,000.00	\$2,465,000.00
	TOTAL		\$6,045,000.00	

Proposed budget on p.95 of updated document

1989 RIVER VALLEY MASTER PLAN

The City of North Battleford and the Town of Battleford jointly commissioned the creation of a Battlefords River Valley Master Plan in 1989. The Master Plan established a broad goal of conservation and proposed complementary opportunities for enjoyment, recreation, and learning in such a way as to protect the River Valley for future generations. This Master Plan provided a comprehensive report on the natural and cultural history of the River Valley, established management objectives and policies, and proposed development concepts for the future.

The 1989 Master Plan divided the Battlefords River Valley into 13 distinct policy districts, along with a special buffer area to ensure environmental conservation. Each district had a different policy emphasis, including special development, environmental enhancement or resource protection, non-intensive and intensive recreation, and agriculture. The Plan also identified several opportunities and constraints, which are highlighted below.

- Use floodplain areas for extensive recreation, interpretation and environmental education with few permanent or 'hard' structures to protect against flood damage risk.
- Avoid extensive infrastructure construction on the valley slope areas, opting for light/flexible/temporary structures instead.
- Expand/enhance habitat areas for species including geese and deer.
- Developing a highly manicured or maintained urban park within the River Valley is not appropriate due to the highly varied and evolving nature of the valley and its ecosystems.

- Clear and significant potential for a major tourism development, heritage interpretation or education development program, as well as to create functional linkages between known cultural heritage resources in the valley and the Battlefords.
- Potential for additions to better understand the history and prehistory of the area through archaeological surveys.
- Key viewpoints can be enhanced or developed, with landmarks and views protected and enhanced through use of development controls/guidelines.
- Create a trail linkage from the recreation centre to the River Valley.
- Redevelopment/reprogramming of the Fort Battleford National Historic Park.
- Develop an additional waterfowl enhancement project in the floodplain north of the river near Highway 4 and Highway 16.
- Strong community support for conservation rather than development of facilities, with strong interest in public participation in planning, management and development of the River Valley.

Since the 1989 River Valley Master Plan was adopted, development was somewhat slow due to municipal funding constraints and priorities. A new funding agreement between the Province of Saskatchewan and the Battlefords was established in 2006, which created a new opportunity to renew the River Valley Master Plan in 2010.



NATIONAL AND PROVINCIAL PLAN AND POLICY DOCUMENTS

Several provincial- and national-level planning and policy documents were reviewed for this report to better understand broader factors that help guide the delivery of parks and recreation amenities and services in the study area, in Saskatchewan, and, more broadly, in Canada.

Brief summaries and relevant content are presented for each of the following documents.

- A Framework for Recreation in Canada: Pathways to Wellbeing (2015)
- Parks for All (2017)
- Let's Get Moving: A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada (2018)
- Creative Canada (2017)
- Canadian Sport for Life
- Truth and Reconciliation
- Moving Forward: Towards A Stronger Canadian Museum Sector (2018)
- Canadian Infrastructure Report Card
- SaskCulture Strategic Plan (2015 - 2019)
- Ministry of Parks, Culture and Sport: Plan for 2018-19
- Sask Sport Strategic Plan (2017 - 2021)
- Prairie Resilience: A Made in Saskatchewan Climate Change Strategy (2017)
- Saskatchewan Parks and Recreation Association 2014 - 2019 Strategic Plan
- Surveying the Field (2018)
- Recreation and the Quality of life in Saskatchewan (2016)
- Inter-Municipal Collaboration in Recreation (2015)



A FRAMEWORK FOR RECREATION IN CANADA (2015)

A **Framework for Recreation in Canada**¹ is a guiding document developed by the Canadian Parks and Recreation Association and the Interprovincial Sport and Recreation Council. Informed by input from various stakeholders across Canada, the Framework was developed to support recreation providers in Canada and was endorsed by Provincial and Territorial governments in 2015. The Framework provides a philosophic foundation for the recreation sector and affirms recreation as an essential public service.

The Framework establishes a vision for the delivery of recreation in Canada and five goals to help guide recreation providers. While recreation is a broad term and local interests, priorities and needs differ in each community, the Framework provides an excellent starting point for recreation planning, as well as provides a foundation for national-level alignment within the recreation sector. Such alignment can bolster community cases for provincial and federal investments in recreation.

The Framework also articulates a **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 well-being.

Framework Vision: 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.

Five Framework Goals:



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.



PARKS FOR ALL (2017)

Developed in 2017 by the Canadian Parks and Recreation Association (CPRA) and the Canadian Parks Council (CPC), Parks for All presents a vision for parks in Canada and four strategic directions.

VISION

Connected Canadian park lands and waters that support healthy Nature and healthy people in harmony for generations to come, backed by an active, diverse parks community that cultivates shared goals, mutual respect, and collective action.

STRATEGIC DIRECTIONS

Collaborate

- Nurturing partnerships between Indigenous organizations and the broader parks community.
- Collaborating with new and diverse sectors.
- Strategizing beyond park boundaries.

Connect

- Raising public awareness of our parks.
- Facilitating experiences which connect visitors with nature.
- Sharing stories and successes to inspire more engagement.

Conserve

- Expanding Canada's park system.
- Enhancing parks planning and management.
- Enhancing ecosystem service benefits from parks.

Lead

- Setting ambitious examples that can pave the way for others, in Canada and internationally.
- Building the capability of current and future leaders.
- Developing and maintain systems, tools, and resources to support leaders.



LET'S GET MOVING: A COMMON VISION FOR INCREASING PHYSICAL ACTIVITY AND REDUCING SEDENTARY LIVING IN CANADA (2018)²

The principal purpose of the Common Vision is to guide and stimulate coordinated and collaborative policies and actions to increase physical activity and to reduce sedentary behaviours among all Canadians across their lifetime. The Common Vision uses six Areas of Focus for collaborative action that were identified through a comprehensive national consultation and engagement process:

Cultural Norms—establishing social values and beliefs that contribute to making physical activity the default choice.

Spaces and Places—ensure physical environments are more supportive and accessible for habitual physical activity to become a bigger part of our daily lives.

Public Engagement—enabling Canadians to know how and where to be active in ways that are more systematic and sustainable.

Partnerships—focusing on multi-sectorial approaches involving all segments of society to achieve shared outcomes.

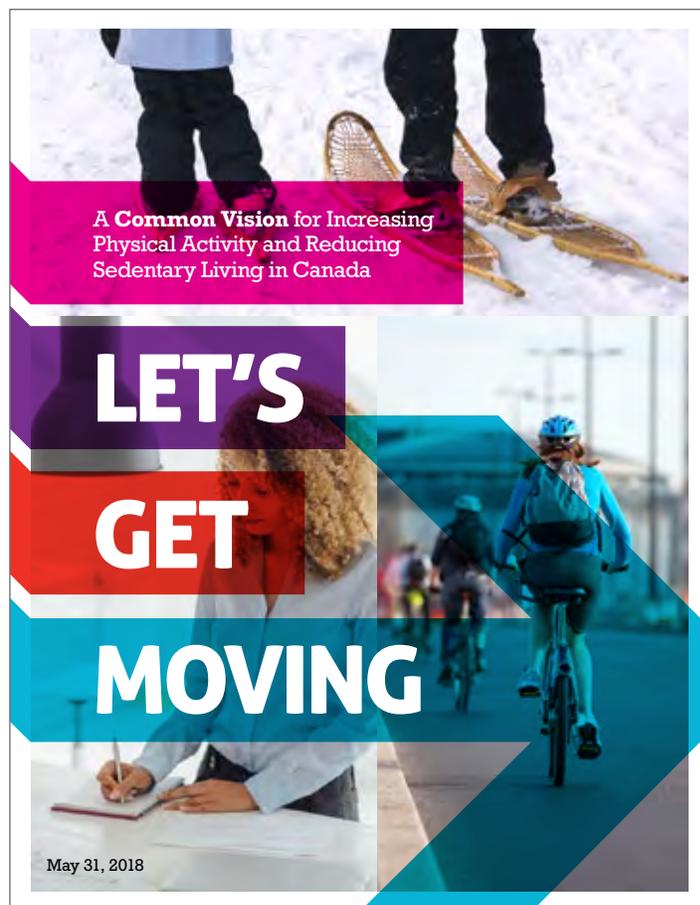
Leadership—building capacity, credentials, competencies and cultural sensitivities within the physical activity sector and expanding knowledge to leaders across sectors and those on the front lines.

Learning and Progress—sharing and using existing tools as well as building on and improving reporting, monitoring and evaluation.

Each of these Areas of Focus have several Strategic Imperatives to help guide future planning and implementation.

There are several ideas presented in Let's Get Moving that call upon municipal governments; some ideas are presented as follows:

- Work with community planners to create accessible and inclusive spaces and places.
- Work in partnership with Indigenous leaders to realize the Calls to Action from the Truth and Reconciliation Commission's Final Report (2015).
- Use Geographic Information System (GIS) tools to reveal trends and detect weaknesses in walkability and access to recreation facilities and the use of green spaces in communities.
- Monitor parks, fields and playgrounds to determine how



best to activate these places and spaces.

- Use evidence-based checklists and self-assessment tools (e.g., Photovoice) to help assess physical activity opportunities and barriers in neighbourhoods.
- Audit accessibility and improve access to recreation facilities where appropriate.
- Help organizations that have volunteer capacity issues (or face high turnover of volunteers/coaches/programmers) find meaningful solutions support them so that quality programming is consistent and reliable.

The *Common Vision* encourages organizations, communities and leaders to promote, share and use the Common Vision, either alone or in partnership with others. It encourages governments to build, broker and convene organizations, communities and leaders across policy domains. And it encourages all these groups to act with accountability, coordination, collaboration and transparency to foster collective action around the Common Vision.

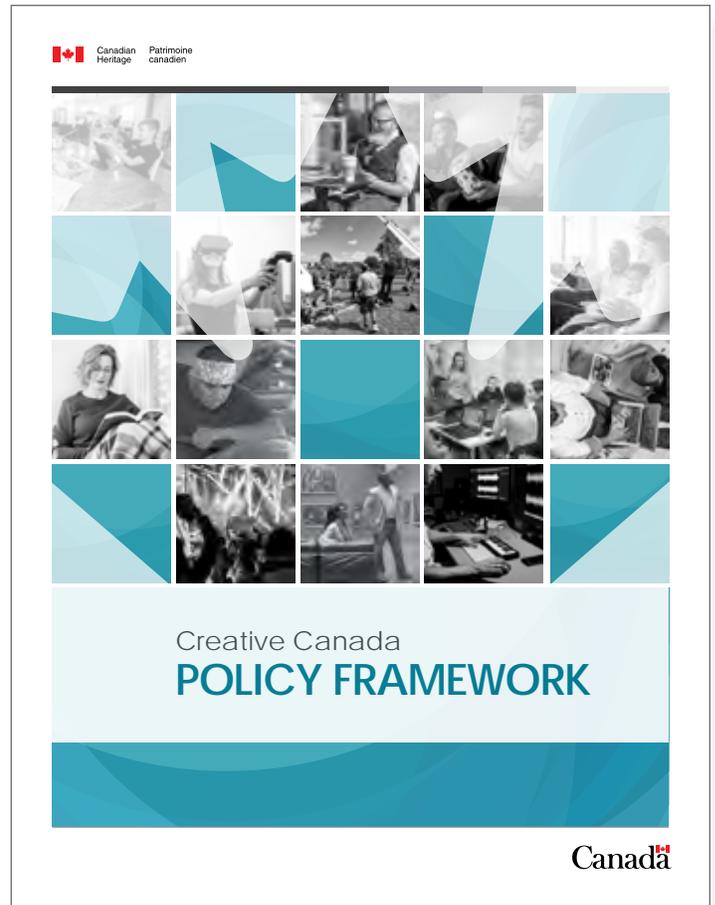
CREATIVE CANADA (2017)

Creative Canada provides guidance for federal policy tools that support creative industries. It strengthens existing cultural policy tools, sets out a path to renew the ones that require updating, and introduces new initiatives that will help Canada's creators and creative industries succeed in a global, digital marketplace.

Creative Canada³ is built on three pillars:

1. Invest in our creators and cultural entrepreneurs: all of the professionals who contribute to the creation and production of work, from artists to writers, producers and directors and their stories.
2. Promote discovery and distribution of Canadian content at home and abroad.
3. Strengthen public broadcasting and support local news.

The toolkit includes legislation, funding programs and policies.



CANADIAN SPORT FOR LIFE

Sport for Life (CS4L) is a movement that promotes quality sport and physical activity. It is led by Sport for Life Society, a federal not-for-profit society that was incorporated in September 2014 and comprises experts from sport, health, recreation and academia who are employed as independent contractors, yet work cooperatively to promote the movement's goals. The movement introduces two important concepts that influence recreation/sport activity planning, promotion, organization and delivery: Long-Term Athlete Development and Physical Literacy. These two concepts define a broader social good linked to the provision of recreation.

LONG-TERM ATHLETE DEVELOPMENT

- This model is a seven-stage training, competition and recovery pathway guiding an individual's experience in sport and physical activity from infancy through all phases of adulthood.

PHYSICAL LITERACY

- This is defined as the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life.

CALLS TO ACTION

The movement also calls upon municipalities to help the cause through:

- Physical literacy program development;
- Aligning municipal planning and sport strategy development with CS4L principles;
- Supporting and working with Sport Councils;
- Planning and providing facilities in alignment with CS4L principles; and
- Aligning access and allocation processes and protocols with CS4L principles.

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



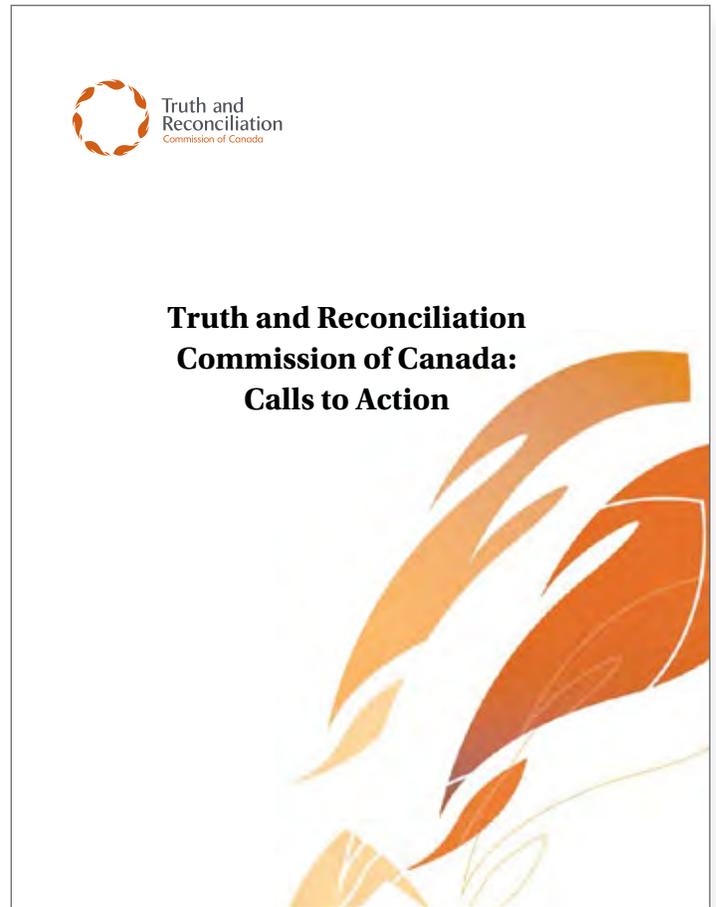
Canadian Sport for Life (CS4L) has also developed a series of best practices and principles that it recommends to be followed in the allocation of facility time to user groups:

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

TRUTH AND RECONCILIATION

In order to redress the legacy of residential schools and advance the process of Canadian reconciliation, the Truth and Reconciliation Commission included 94 Calls to Action in their final report.⁴ The following provides a high-level overview of those Calls to Action that are relevant for the Master Plan in terms of health, sport, language and culture and museums and archives.

CATEGORY	RELEVANT CALLS TO ACTION (#'S)
<p>Health, Sports and Reconciliation</p> <p>Calls to Action include: a focus on health goals and measurable outcomes, education of sport history, long-term athlete development and the amendment of specific acts and policies to ensure inclusivity of Aboriginal people</p>	<p>19, 87, 88, 89, 90</p>
<p>Language and Culture</p> <p>Calls to Action include: acknowledgment of Aboriginal language rights, ensuring key principles are included in the Aboriginal Language Act, appointment of an Aboriginal Languages Commissioner and calling upon post-secondary institutions to create degree and diploma programs in Aboriginal languages</p>	<p>13, 14, 15, 16, 17</p>
<p>Museums and Archives</p> <p>Calls to Action include: a national review of museum policies and best practices, committing more resources to public education materials and programming on residential schools, perform a review of archival policies and best practices to determine the level of compliance with United Nations Declaration on the Rights of Indigenous Peoples and the United Nations Joint-Orontlicher Principles, as related to Aboriginal peoples' inalienable right to know the truth about what happened and why, with regard to human rights violations committed against them in the residential schools.</p>	<p>67, 68, 69, 70</p>

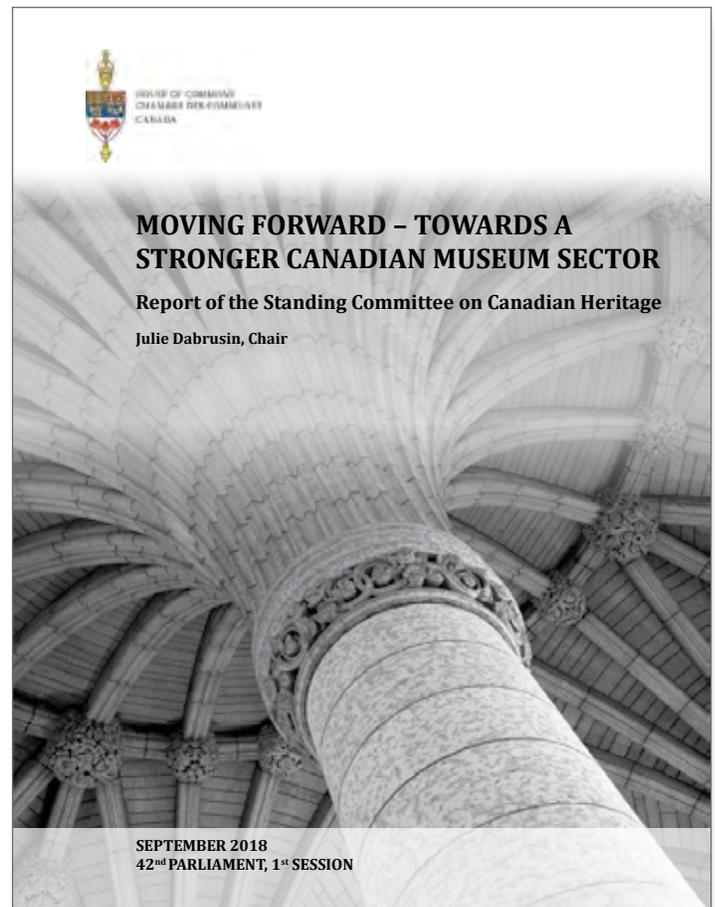


MOVING FORWARD: TOWARDS A STRONGER CANADIAN MUSEUM SECTOR (2018)

The report, *Moving Forward – Towards A Stronger Canadian Museum Sector*⁵, was presented by the Standing Committee on Canadian Heritage. Included are fifteen recommendations for consideration by the Government of Canada that fall within a number of broad categories:

- Simplify and create more sustainable funding systems
- Improve and modernize policies
- Examination of admission fees and impact on museum attendance
- Collaboration of museums with post-secondary institutions and the private sector
- Improved staff training and storage/cataloguing of collections
- Cultural diversity
- Pooling of resources between museums
- Review of museum policies and best practices to determine the compliance with the United Nations Declaration on the Rights of Indigenous Peoples and to make recommendations

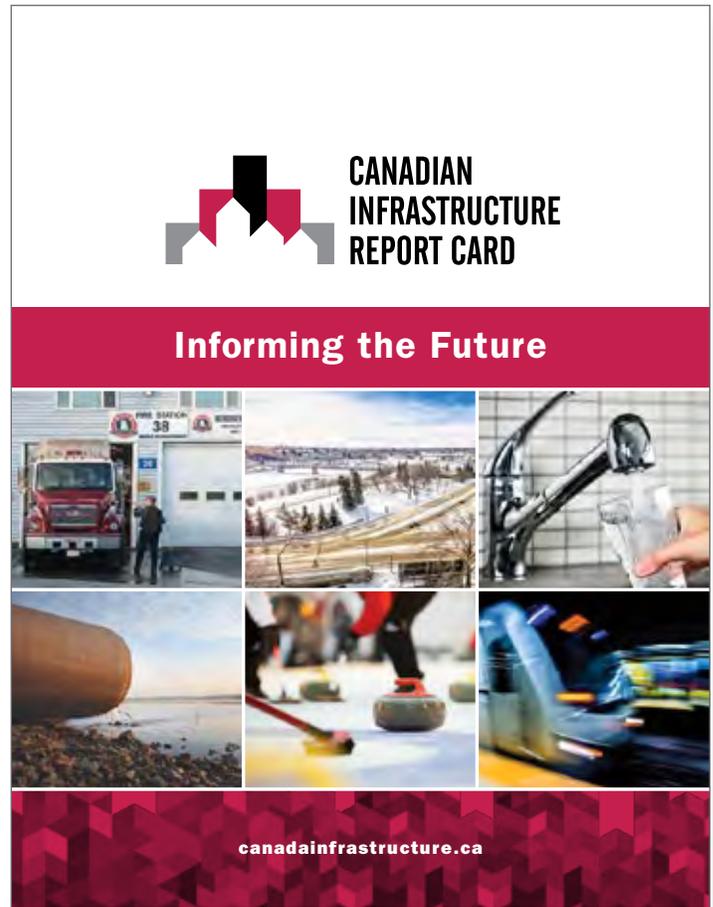
These recommendations have potential implications for museums across the country and can be examined more closely to make changes or improvements at the local level.



CANADIAN INFRASTRUCTURE REPORT CARD

The Canadian Infrastructure Report Card⁶ assesses the condition of municipally owned infrastructure; the Report Card (a nationally conducted study) was first released in 2016 and then repeated in 2019. The report reveals concerns and issues that will impact the delivery of sport and recreation infrastructure over the next number of years. Key findings from the report include:

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



6 <http://canadainfrastructure.ca/en/index.html>

SASKCULTURE STRATEGIC PLAN (2015 - 2019)⁷

SaskCulture represents the cultural community in Saskatchewan and advocates for the development and promotion of the cultural life of the province. The SaskCulture Strategic Plan advances three outcomes and three strategic directions for culture in Saskatchewan.

THREE IDEAL OUTCOMES

- A strong, thriving, cohesive cultural community.
- People of Saskatchewan value and support culture.
- People's lives are strengthened and enriched through participation in diverse cultural experiences.

THREE STRATEGIC DIRECTIONS

- Increased community engagement.
- Improved access through inclusivity.
- Nurturing learning and innovation.

KEY TAKEAWAYS

- While the focus of the plan is on culture, its components are applicable across a community.
- Partnerships and networking are important.
- Recognition of a community's demographics is critical when considering participation, access, and programming.



MINISTRY OF PARKS, CULTURE AND SPORT: PLAN FOR 2019-20⁸

The Government of Saskatchewan's Ministry of Parks, Culture and Sport outlines its mission and goals within its annual strategic Plan. The Plan affirms a broad goal for the Ministry and the Province, a more specific mission statement and goal, as well as key action focus areas.

SASKATCHEWAN'S VISION

"...to be the best place in Canada to live, to work, to start a business, to get an education, to raise a family and to build a life."

MISSION STATEMENT

Contribute to Saskatchewan's high quality of life, instill pride and enhance economic growth through management of the Saskatchewan provincial parks system, the provision of arts, culture, recreation, sport, and tourism opportunities, and through stewardship of provincial heritage resources.

MINISTRY GOALS

- Provide high quality visitor experiences
- Enhance visitor programs and service delivery
- Protect Saskatchewan's park lands and heritage
- Connect citizens to culture, French language, heritage, sport and recreation

KEY MINISTRY ACTIONS

- Use provincial population, customer research and best practices in asset management to prioritize investments in provincial parks
- Enhance park infrastructure (e.g. campgrounds, service centres, boat launches and trails) to respond to increased demand for camping, recreational and cultural opportunities
- Improve customer service to meet visitor expectations and needs
- Work with the private sector to facilitate renewal, expansion and development of new services in parks
- Maintain natural and create safe public spaces within provincial parks
- Designate new provincial heritage properties to be protected under legislation
- Maintain and develop provincial heritage databases for public and internal use
- Provide regulatory, advisory and capacity-building services to assist property owners, land developers and communities

Ministry of Parks, Culture and Sport



Plan for 2018-19

saskatchewan.ca



- Improve the quality and protection of grasslands and forests within provincial parks
- Develop and pilot a framework to manage the impact of development/visitor pressures on park ecosystems
- Support community investments through the Saskatchewan Lotteries Trust Fund and the Community Initiatives Fund
- Invest in Creative Saskatchewan to bring our province's creative talent and culture to market
- Invest in the Saskatchewan Arts Board to enrich community well-being
- Continue partnerships to reduce barriers to participation in sport, culture and recreation
- Increase French-language services delivered online or over the phone
- Support the implementation of the Common Vision for Physical Activity through engagement with provincial stakeholders

SASK. SPORT STRATEGIC PLAN (2017 - 2021)⁹

Developed by Sask. Sport Inc. (Saskatchewan Lotteries), the Plan looks to maximize sport participation and excellence in the Province, as well as boost other contributions that sport can make to society. It is intended to be a guiding document and point of reference for sport organizations.

VISION

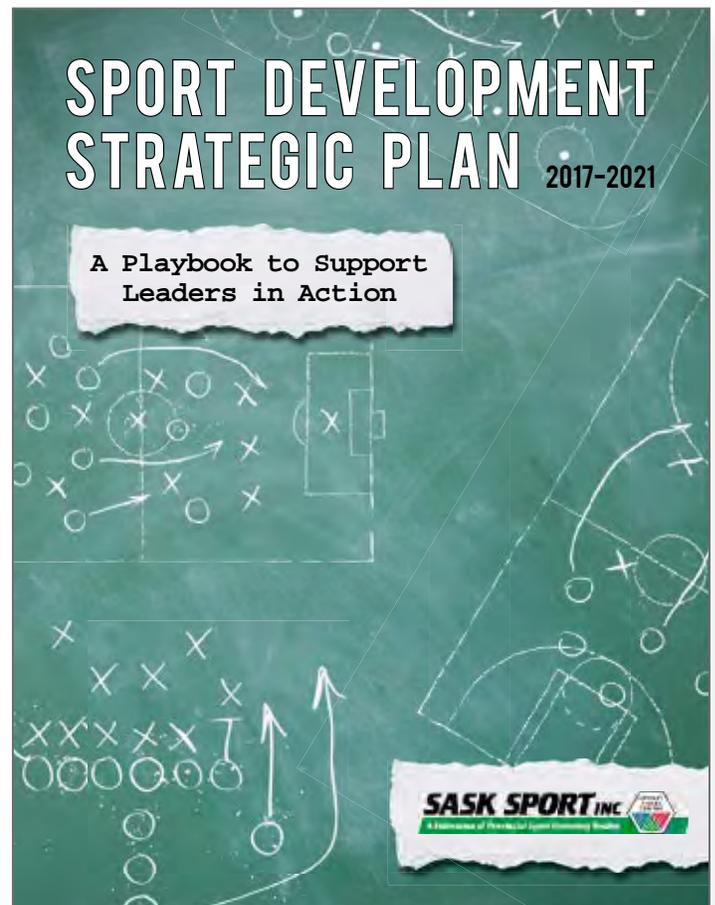
Enhancing Saskatchewan lives through sport.

FIVE STRATEGIC GOALS

- Enhanced participation
- Enhanced excellence
- Enhanced capacity
- Enhanced interaction
- Sport for development

KEY TAKEAWAYS

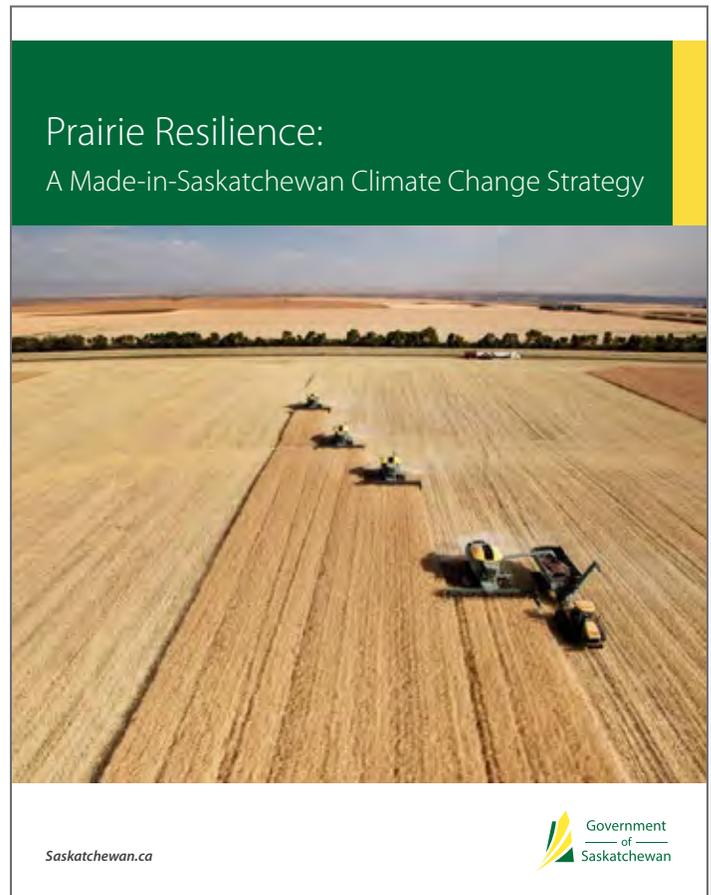
- Enhanced community sport participation is desirable.
- Volunteers play a critical role in the provision of services and opportunities.
- Efforts are needed to ensure community organizations, the life blood of community sports, have the capacity to appropriately deliver services.
- Partnerships and collaboration are important.
- Social and community development are heightened as children and youth participate in sports.



PRAIRIE RESILIENCE: A MADE IN SASKATCHEWAN CLIMATE CHANGE STRATEGY

Saskatchewan's Climate Change Strategy was adopted in 2017 with the aim to make the Province more resilient to the climatic, economic and policy impacts of climate change. It builds on the recommendations outlined in the 2016 Climate Change White Paper, including capturing unrealized value from agricultural and non-renewable resource sectors and expanding the use of renewable resources by SaskPower.

As the comprehensive approach to climate change, the strategy presents the several climate resilience policies developed by the Province, including: natural systems, physical infrastructure, economic sustainability and community preparedness. These policies cover the ways climate change is affecting Saskatchewan.



RE-OPEN SASKATCHEWAN: A PLAN TO RE-OPEN THE PROVINCIAL ECONOMY (2020)

Re-Open Saskatchewan is a phased-in approach to responsibly lift restrictions on businesses and services in the province. The priority is to continue flattening the curve and strengthening the public health system and pandemic response.

The plan outlines that restrictions will be lifted in stages, with consideration given to socioeconomic factors and the risk of transmission. The re-opening will be implemented via public health orders and the timing will be dictated by evidence of transmission within the province and trends experienced in other jurisdictions.

Re-Open Saskatchewan plan consists of five phases. The plan notes that "timing and order of the businesses/workplaces included in each phase is subject to change throughout the process based on a continuous assessment of transmission patterns and other factors".

Phase One: Re-opening previously restricted medical services
Opening of golf courses, parks and campgrounds

Phase Two: Re-opening retail and select personal care services

Phase Three: Re-opening restaurants and food services, gyms and fitness centres, licensed establishments and child care facilities
Re-opening remaining personal care services
Increasing the size of public and private gatherings to 15 people

Phase Four: Re-opening indoor and outdoor recreation facilities
Increasing the size of public and private gatherings to 30 people

Phase Five: Consider lifting long-term restrictions

Long term restrictions related to physical distancing, public gatherings, travel and long-term care facilities will remain in place for the foreseeable future.

RE-OPEN SASKATCHEWAN (2020)

Provincial plan to lift restrictions on businesses and services impacted by COVID-19. Timing of each phase, and businesses and services included in each phase, is to be determined.

Phase One: Re-opening previously restricted medical services
Opening of golf courses, parks and campgrounds

Phase Two: Re-opening retail and select personal care services

Phase Three: Re-opening restaurants and food services, gyms and fitness centres, licensed establishments and child care facilities
Re-opening remaining personal care services
Increasing the size of public and private gatherings to 15 people

Phase Four: Re-opening indoor and outdoor recreation facilities
Increasing the size of public and private gatherings to 30 people

Phase Five: Consider lifting long-term restrictions

SASKATCHEWAN PARKS AND RECREATION ASSOCIATION 2019-2024 STRATEGIC PLAN¹⁰

The Saskatchewan Parks and Recreation Association (SPRA) is the provincial leader for the wellbeing of people and communities in Saskatchewan through recreation. SPRA's Strategic Plan is closely aligned with the Framework for Recreation in Canada, Parks for All, Let's Get Moving, and recommendations made by the Truth and Reconciliation Commission of Canada.

The 2019-2024 Strategic Plan focuses on three strategic areas:

- Growing active and engaged communities
- Fostering sector capacity
- Providing strong leadership

VISION

We envision a Saskatchewan in which all people have equitable access to recreation experiences that contribute to their health and wellbeing; result in connected and engaged community members; and provide connection and attachment to the natural environment.

MISSION

We provide leadership, support and services that contribute to recreations' impact on the quality of life for people in Saskatchewan.



SURVEYING THE FIELD (2018)¹¹

SPRA surveyed Saskatchewan citizens on activity levels in 2018. In addition to reporting survey results, SPRA also identified several priorities for action. These priorities include:

- Educating community leaders about risk factors associated with sedentary lifestyles and encourage them to address public health challenges through recreation programs and services that involve physical activity
- Remove barriers to participation for those with disabilities, focus on improving access to the physical environment, transportation, information and communications systems for recreation, culture and sports
- Enact policies of non-discrimination based on ethnicity, culture, gender identity and expression
- Engage diverse community groups when developing, evaluating and leading recreation and parks programs, services and activities
- Work with recreation and sports facilities to ensure patrons have healthy food choice options
- Collaborate with community groups representing Indigenous, LGBT+, newcomers to Canada, persons with disabilities and visible minorities when designing recreation facilities, programs and services

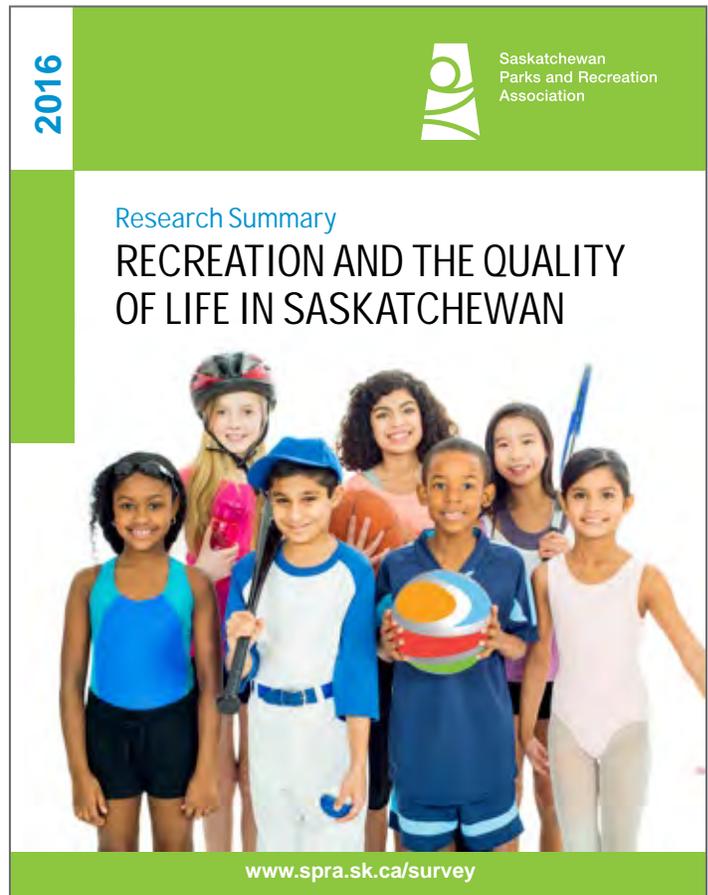


¹¹ https://issuu.com/saskparksandrec/docs/surveying_the_field_2018_no_bleeds

RECREATION AND THE QUALITY OF LIFE IN SASKATCHEWAN (2016)¹²

While findings of this 2016 SPRA survey are discussed more in-depth in Section 4, the report has several takeaways that are important to consider within the Battlefords context.

- Most respondents (68%) agree that recreation provides positive opportunities for youth. With a strong focus on youth engagement in the Battlefords, residents are likely to strongly agree with this sentiment and support efforts to enhance youth recreation opportunities in the region
- Use of outdoor recreation environments rises with income, with 73% of respondents earning less than \$40,000 per year indicating using outdoor environments in the preceding 12 months, compared to 88% for those with incomes above \$80,000. With a diverse range of incomes in the Battlefords, specific efforts to increase low-income participation in recreation may be beneficial
- People from small cities or large towns (populations 5,000 – 20,000) are much more likely to use publicly operated facilities (91%) than those who live in larger centres (70%). This trend is also likely observed in the Battlefords as well.
- Families with children are more likely to access recreation facilities (74%) compared to those without children (56%). Around 52% of Battlefords couple households do not have children
- Affordability of recreation opportunities is a barrier to Saskatchewan households. Around 43% of households with annual incomes of less than \$40,000 utilized an indoor recreation facility in 2016, compared to 76% of households earning more than \$80,000. Around 34% of City of North Battleford and 24% of Town of Battlefords households earn less than \$40,000 per-year, after tax. Affordability is likely to be a major barrier for these households.

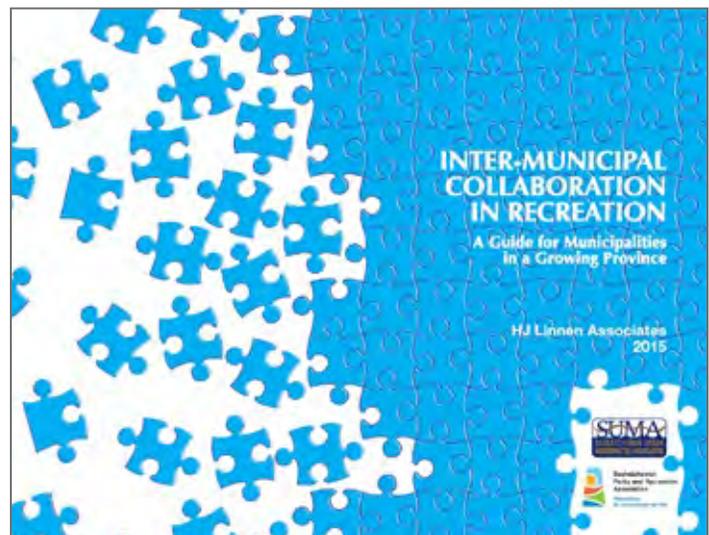


INTER-MUNICIPAL COLLABORATION IN RECREATION (2015)¹³

The Inter-Municipal Collaboration in Recreation is a guide for municipalities in Saskatchewan looking to engage in partnerships with each other. The guide, developed by the Saskatchewan Parks and Recreation Association (SPRA) and the Saskatchewan Urban Municipalities Association (SUPA), suggests a series of steps required to lead and facilitate a partnership agreement. Being able to identify mutual benefit is an important early step in the collaboration process. The guide leads potential partners through a philosophical understanding of the partnership before presenting tools and templates to gather data and outline responsibilities.

EXAMPLES OF COLLABORATION

- Recreation staffing
- Recreation management
- Exchanging services for facilities
- New facilities
- Regionalized facilities
- Regionalized sports teams
- Equipment
- Maintenance
- Sharing specialized resources
- Cultural resources
- Joint funding agreement
- Joint recreation boards

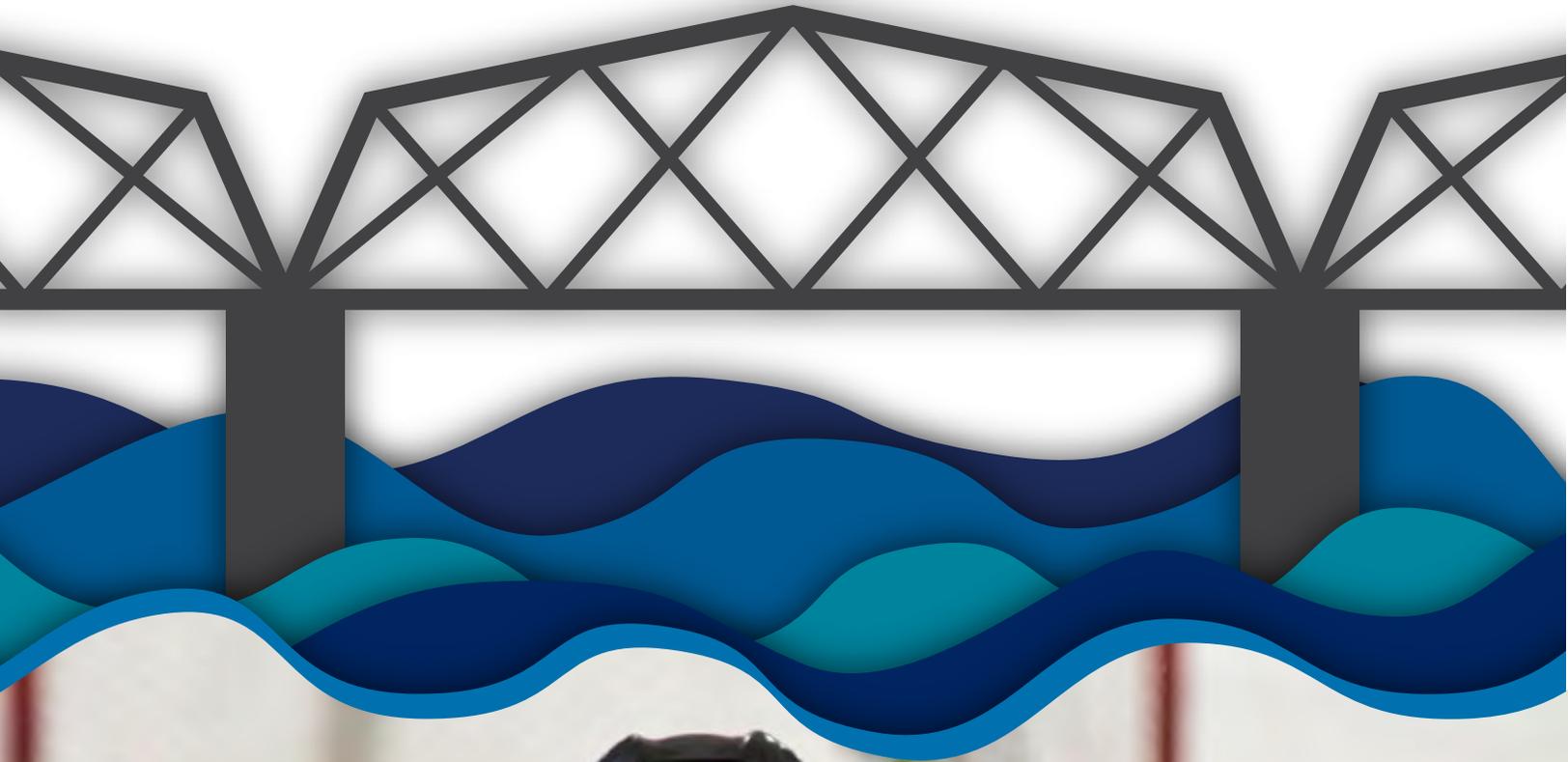


STEPS TO FORMING A PARTNERSHIP

1. **Initial Concept:** Have an initial concept of what you believe is the need and the stakeholders who are potential champions.
2. **Council Introduction:** Discuss the matter early with Council to generate awareness, interest and engagement – and keep them up-to-speed as ideas move forward.
3. **Stakeholder Exploration:** Discuss the concept with stakeholders – to verify the level of interest and commitment of groups and individual leaders.
4. **Structure Setup:** Set up a structure – formal or informal – that brings the stakeholders together to plan.
5. **Data Gathering:** Gather the data that identifies gaps and trends – to demonstrate the rationale and benefits of the concept. Some data gathering can and should begin as early as possible.
6. **Plan Development:** Build a plan, using the stakeholder group – continuing to keep Councils informed and engaged.
7. **Plan Sharing:** Share the plan early with a wide cross section of stakeholders and citizens – for open communications and to ensure understanding, interest and support.
8. **Plan Presentations to Council:** Take the plan formally to the participating municipal Councils for review, endorsement and implementation.

6

SERVICE DELIVERY ROLES AND AGREEMENTS



Parks and recreation opportunities are provided by myriad organizations in the Battlefords, with the City of North Battleford and Town of Battleford taking on a key leadership role. The City and Town actively support programs, activities and events offered by community groups and non-profits operating in the region. This section presents an overview of service delivery roles in the provision of parks and recreation services, infrastructure and programs, as well as identifies notable events in the region. Funding expenditures, fees and formal service delivery agreements and leases are also reviewed where available.

SERVICE DELIVERY ROLES

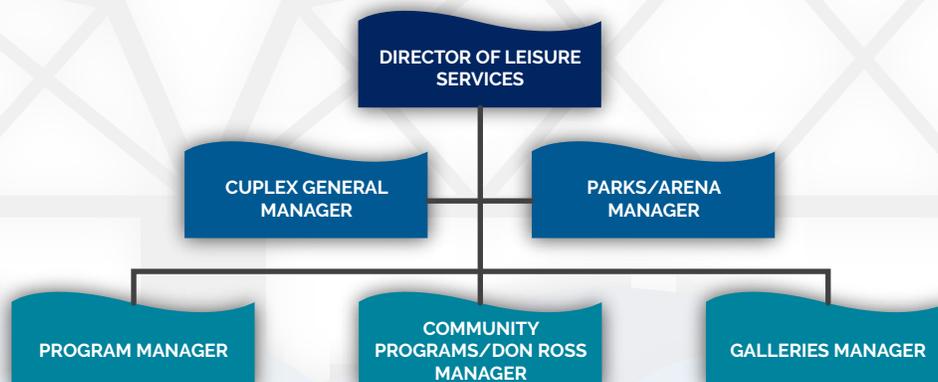
CITY OF NORTH BATTLEFORD

The City is the primary organization delivering parks and recreation opportunities within North Battleford. The City operates the state-of-the-art CUPlex, a collection of facilities that includes an aquatic centre, a performance arts theatre, a field house, and curling arena. Other indoor facilities include the Civic Centre Arena, the Don Ross Arena and Community Centre, and two art galleries. Outdoor amenities are abundant and include Centennial Park (many amenities), Kinsmen Park, outdoor ice rinks, multiple playgrounds and a lengthy trail network.

The City of North Battleford employs approximately 28 full-time staff within the Department of Leisure Services, with a significant increase to employment levels in seasonal periods. The list below illustrates how staffing is broken down within the Department:

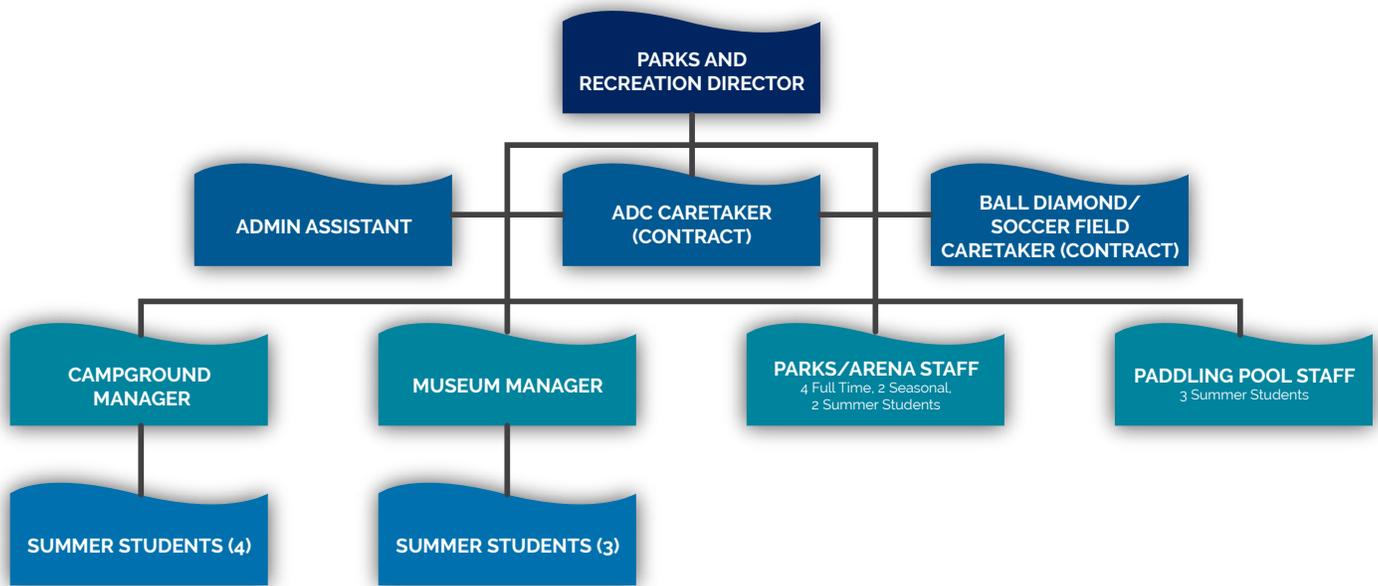
- 7 Admin Staff (6 full time)
- CUPlex Co-Op Aquatic Centre: 49 staff (7 full time, 42 part time/student/casual)
- CUPlex NationsWEST Field House: 14 staff (3 full time, 11 part time/student/casual)
- Central Booking & Don Ross Centre : 13 staff (4 full time, 9 seasonal FT)
- Allen Sapp Gallery & Chapel Gallery: 9 staff (2 full time, 7 casual)
- Civic Centre Arena & Don Ross Arena: 7 staff (5 full time, one full-time temp, two casual)
- Cemeteries, urban forests and parks: 24 staff (8 full time, 17 student or seasonal FT)

CITY OF NORTH BATTLEFORDS DEPARTMENT OF LEISURE SERVICES ORGANIZATIONAL STRUCTURE



There are several sub-units under the broader Department of Leisure Services, including Recreational Facilities & Programming, Galleries, Cemeteries and Parks & Forestry. The City operates a variety of facilities, provides programming, maintains buildings and park spaces, provides funding to local clubs and non-profits that support the delivery of recreation and cultural programming in the region, funds upkeep and beautification costs within the river valley, administers various grants, and is the largest funder of the Lakeland Library system. The City works closely with municipalities throughout the region to coordinate programs and services.

TOWN OF BATTLEFORD



The Town's Parks and Recreation Department is the Town's largest - by budget. It is responsible for operating and maintaining over 200 acres of green space, 6 recreation facilities and 6 playgrounds. There are 7 staff employed in the Department over the winter, which grows to more than 20 in the summer. The Department delivers similar services as listed above for the City, including operating facilities, providing funding to local clubs and organizations, maintaining and improving parks and open spaces, and so on. Some operational and service delivery challenges identified by the Department include maintaining aging facilities while developing new amenities, ensuring programs meet the needs of citizens and allocating staff at appropriate levels to provide high quality services. The Town also administers community grants on behalf of Saskatchewan Lotteries and organizes a beautification program whereby residents can donate to purchase commemorative benches and names engraved on stones in the Battleford Memorial Rose Garden. The Town operates and maintains a variety of indoor recreation facilities, including the Battleford Arena, Battleford Library, the Fred Light Museum, and the Alex Dillabough Centre that provides a versatile multi-use space for recreation leagues, banquets and other large-scale events.

Outdoor amenities within the Town include the Battleford Flats (aka The Flats), a complete outdoor recreational site featuring a soccer field, 8 ball diamonds and a concession stand, several other parks and playground sites, and a Town-wide trail system.

OTHER REGIONAL BOARDS & ORGANIZATIONS

BATTLEFORDS RIVER VALLEY BOARD

To oversee the implementation of the River Valley Master Plan, an agreement was established in 2005 between the City of North Battleford, the Town of Battleford and the Province of Saskatchewan to work together more formally. The Battlefords River Valley Board provides recommendations to the Battlefords on development in the River Valley in accordance with the Master Plan. This includes allocating funds provided, preparing an annual report updating development, and addressing any other matters that are deemed pertinent. The Board is comprised of 4 members, 2 appointed by the City, and 2 by the Town. The Province was an original member of the Board but is not any longer. An agreement signed in 2020 outlines how the Board operates. The original Board agreement established the physical boundaries of the River Valley. Land use is to be managed individually by the municipalities through land use zoning bylaws to minimize incompatible new developments and that the nature of the River Valley is protected. All agreed upon developments in the River Valley are considered cooperative Battlefords projects.

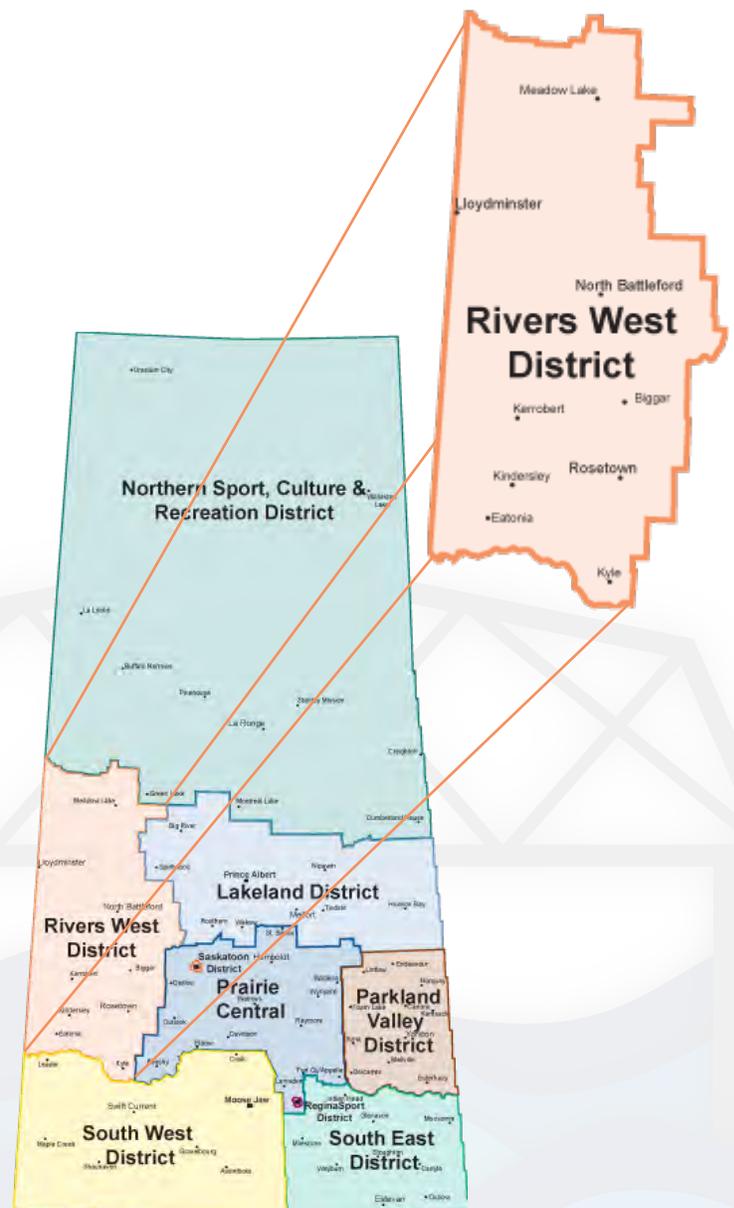
RIVERS WEST DISTRICT FOR SPORT, CULTURE & RECREATION

The Rivers West District for Sport, Culture and Recreation provides residents of the district (including the Battlefords) with grant and funding information, program supports, clinics, workshops and partnership opportunities. Rivers West is the primary contact for the district for the Saskatchewan summer and winter games. The District system was established to streamline Saskatchewan's Sport, Culture and Recreation Delivery System, with the Rivers West District the amalgamation of the Battlefords Recreation Association, River Junction Recreation Association, Wild Goose Recreation Association and the Zone 7 Sports Council. The District delivers funding on behalf of the Saskatchewan Lotteries (including the Trust fund for Sport, Culture & Recreation). The District is a key partner in the delivery of recreation, parks, leisure and culture programs and services within the Battlefords.

<http://www.riverswestdistrict.ca/index.php/about-us/district-map>

DESTINATION BATTLEFORDS

Destination Battlefords is the tourism and marketing agency operating within the Battlefords region. Both the City of North Battleford and Town of Battleford are represented on the Board of Destination Battlefords, which focuses on strategic planning, event attraction, destination development and tourism promotion, and overall building capacity within the Battlefords to host large events. Notable events that took place in recent years include the Saskatchewan Winter Games, the Saskatchewan provincial darts tournament, and the Saskatchewan Parks and Recreation Association annual conference. Destination Battlefords operates a fully-featured website and app helping visitors find out more about the region and its various destinations, cultural assets and other amenities.



REGIONAL GRANT PROGRAMS

COMMUNITY GRANT PROGRAM

The City's Leisure Service Committee and the Town's Parks and Recreation Department each administer the Community Grant Program on behalf of Saskatchewan Lotteries. Eligibility requirements are similar for both the City and Town, with organized non-profit groups providing cultural, recreation or sport services to Battlefords residents able to apply. The grant aids with facility purchases, equipment purchases, educational upgrading to support program development and program/workshop funding. The Town also allows for wages for part-time employees (not to exceed 450 hours per year) to be proposed by organizations. Applications are accepted on an ongoing basis but must be submitted 30 days in advance. In 2018-2019 the Town administered approximately \$42,000 in grant funds to 27 recipient groups, with grants ranging from around \$600.00 to \$8,000.00 (Tot Lot).

THE BATTLEFORDS AGENCY TRIBAL CHIEFS (BATC) COMMUNITY DEVELOPMENT CORPORATION

The Battlefords Agency Tribal Chiefs Inc. (BATC) is a tribal council formed in 2007 with the First Nations members Ahtahkakoop Cree Nation, Moosomin First Nation, Red Pheasant Cree Nation, Sweet Grass First Nation, Stoney Knoll First Nation, Saulteaux First Nation and Mosquito Grizzly Bear's Head Lean Man First Nation. BATC provides grants to non-profit and charitable organizations for a variety of initiatives, including cultural and social development, community infrastructure and maintenance, recreational facility operation and development and senior and youth programs. The BATC provided the Battlefords with \$7,500 in 2019 to publish the

annual Leisure Guide.

RIVERS WEST DISTRICT GRANT PROGRAMS

Rivers West provides a series of grants to members throughout the year in several funding streams: sport, culture & recreation community event and partnership building programs; Indigenous community sport development; and facility operator support and coaching assistance programs. Grants range from \$500.00 to \$5000.00 per year, with some initiatives (e.g. Indigenous community sport development) eligible for multiple year funding.

CREATIVE KIDS

The Creative Kids program helps to reduce financial barriers for children and youth to participate in arts and cultural programming, helping to ensure all kids have the chance to participate in opportunities for creative expression. This province-wide initiative has granted \$3.8 million to more than 8,500 kids since 2010.

KIDSPORT & JUMPSTART

These two charities provide financial support for children of families facing financial barriers to participate in community sport programs. Canadian Tire's Jumpstart program requires that 100% of money raised within the Battlefords stays within the region; local partners include Canadian Tire, SportChek, Mark's, Dream Brokers, Battlefords Boys & Girls Club and Big Brothers, Big Sisters.

BATTLEFORDS PARKS AND RECREATION ORGANIZATIONS/GROUPS/BUSINESSES

As the list below demonstrates, there is a vibrant landscape of organizations, groups and businesses in the Battlefords delivering valuable parks and recreation opportunities for residents and visitors alike. While the list may not be exhaustive, those listed have been highlighted as having an identified role in providing parks and recreation programming or services within the Battlefords.

TABLE 5: BATTLEFORDS ORGANIZATIONS

ORGANIZATION	PROGRAMS/SERVICES/MANDATE
Blue Mountain Adventure Park	Year round adventure park and campground that offers a variety of activities and accommodations (e.g. ziplining, paintballing, swimming, camping, hiking, canoeing, cross country skiing, ice skating, tobogganing, etc.). Six cabins for rent, as well as a space to accommodate up to 60 for dinner or events. Approximately 30 km from the City of North Battleford.
Battlefords & District Farmers Market	Local farmers travel to the Battlefords offering an assortment of produce and other goods, operating on Saturdays in North Battleford and Thursdays in the Town of Battleford
Battlefords Allied Arts Council	First arts council in Saskatchewan, founded in 1962. Operates out of the Chapel Gallery. Focuses on education, guest artist programs, special events, arts funding, and providing a gallery space.
Battlefords Arts Club	Goal is to help encourage members to develop their potential and create art, meeting every Tuesday in the Don Ross Craft Room
Battlefords Community Players	Now in its 65th year of operations, provides opportunities for residents to get involved in theatre production, offers dinner theatre programming, and so forth. Operates out of a clubhouse located at 102 26th Street in Battleford.
Battlefords Photo Club	Open to anyone with a camera interested in photography, operates September to June at the Allen Sapp Gallery
Lions Club	Historic Battleford Lions Club provides an environment for fellowship in support of community projects and events; the North Battleford Lions Club pursues similar initiatives.
North Battlefords Kinsmen Club	Kinsmen is an all-Canadian service organization made up dedicated member volunteers who serve community needs through hosting and sponsoring events and community service projects.
North Battlefords Elks Club No. 369	The Elks of Canada are a volunteer organization promoting and serving community needs.
Kiwanis Club of the Battlefords	International-focused organization with a specific focus on the needs of children in the Battlefords region.
Royal Canadian Legion	Branches 9 and 70.
Rivers Edge Quilt Guild	Provides quilting instruction and a location to work on pieces at the Don Ross Centre on Mondays, Thursdays and Fridays.
Battlefords Adult Slo-Pitch League	Season runs from May to July, open to those aged 16+; \$300.00 per team fees.
Battlefords Badminton Club	Plays Wednesdays from October to March, open to those aged 16+
Battlefords Gymnastic Club	Located at 752 110st in North Battleford; offers classes for children ages 2-18, with classes running September – June, as well as a Junior Olympic program, drop-in programs and summer day camps.

ORGANIZATION	PROGRAMS/SERVICES/MANDATE
Battlefords Horseshoe Club	Plays at the Centennial Park Activity Centre, with league play starting in May open to those ages 8 and older. Membership fees are \$20.00 per year, with league play costing \$10.00 per season.
Battlefords Lawn Bowling Clubs	League play begins in mid-May at the Centennial Park Activity Centre, with play on Monday, Wednesday and Friday at a cost of \$50.00 for the season
Battlefords Minor Baseball	Organizes and oversees minor baseball teams for all ages and skill levels, offering several season periods (e.g. April – July) and competitive provincial-team programs.
Battlefords Minor Football	Aimed at players in grades 3-6 in the Battlefords, focused on fundamental football skill development and positive citizenship
Battlefords Minor Hockey Association	Operates out of the Don Ross, providing Hockey Canada sanctioned hockey for ages 4-17, with a variety of programs available, ranging from recreational to AA/AAA level development.
Battlefords North Stars	Competitive junior hockey team that competes in the Saskatchewan Junior Hockey League, playing out of the North Battleford Civic Centre. Volunteers and billets are highly involved.
Battlefords Sailing Club	Located in the Village of Meota, the club provides lessons for all levels, an annual regatta and interclub sailing competitions.
Battlefords Soccer	Battlefords Senior Soccer association organizes indoor and outdoor soccer for men and women 18+; Battlefords Youth Soccer organizes leagues and tournament play, indoors and outdoors, for ages 3-18
Battlefords Disc Golf	Organizes lessons, tournaments and league play for all ages
Battlefords Volleyball Club	Open to males and females ages 12-18
Blue Mountain Bullets Biathlon Club	Practices out of the Blue Mountain Adventure Park, open to those ages 7-17, with practices on Saturdays. Cost approximately \$100.00 per season; has hosted several championship events.
Cheer Legacy Athletics	Located at 779 – 109 Street, provides cheerleading classes for beginners to advanced, as well as private lessons, camps and birthday party bookings
Dance Groups	Annette's School of Dance, Battlefords Highland Dance Association, Dance Connection, Sakewew Dancers and Svoboda Dance Association all offer dance programming for various age groups
4H Clubs	Eagle Hills 4-H club offers those ages 6-21 various opportunities to learn about 4H between September and June.
Flatlanders Free Style Skiing Club	Operates out of Table Mountain Regional Park, freestyle skiers that enjoy ripping down the various obstacles on the hill
Martial Arts Clubs	Three clubs operating, Battlefords Gracie Jiu-Jitsu, Battlefords' Karate Do and North Battleford Tae Kwon Do Academy
North Battleford City Kinsmen Band	Community band whose mandate is to provide opportunities to play or learn instruments, open to anyone in the Battlefords region ages 8+
North Battleford Legion Track Club	Runs a season from October to March for ages 9 and older, along with clinics
North Battleford Tennis Club	Offers lessons and introductory clinics for all ages
Potter Playhouse	Located at 1532 – 94 Street North Battleford, the Potter Playhouse provides lessons for beginners to advanced levels, children's classes, and sells a variety of handmade pieces.
2nd North Battleford Scouts	Battlefords Scouts, Beavers and Cubs train youth to become responsible, self-reliant individuals in the community and learn more about outdoor environments.
Skate Battlefords	Offers competitive skating, power skating and synchronized skating for all age groups in the Battlefords

ORGANIZATION	PROGRAMS/SERVICES/MANDATE
Topline Social Club	A dance, socializing and music club that holds dances once per month at the Royal Canadian Legion #70
Twin Rivers Curling Club	The club operates the full-service curling area in the Northland Power Centre, with 6 sheets of ice, a large viewing area and restaurants. Offers a variety of leagues and learning sessions.
Senior Citizens "Action Now" Club Inc.	A group that provides socialization and recreational opportunities for seniors in the Battlefords year round, including potlucks, card games and tournaments, and so forth. Located at 1501-101 Street in North Battleford, the centre is open Monday, Wednesday, Thursday and Friday from 1-4. Seniors 55+ are welcome to join and memberships are \$5.00 for the year.
The Pioneer Association	Located at 792 - 101 Street, the Pioneer Association puts on many suppers, old time dances, jam sessions and so forth throughout the year. Membership is open to everyone 55+ and are \$5.00 for the year.
Battlefords Boys and Girls Club	BBGC is a non-profit charitable organization that provides for the recreation, cultural, educational and social needs of children and youth ages 5-14.
Big Brothers Big Sisters	Offers a variety of mentoring opportunities for community members to get involved in supporting youth and youth-based programs in the Battlefords.
Battlefords Concern for Youth	Provides outreach, nutrition, referral and support services to children and youth ages 5-19 and cultural and recreational programming for teens aged 13-19.
Battlefords Friendship Centre	Provides a variety of free programs and services, including Aboriginal cultural programs and celebrations that are available for youth and adults.



NOTABLE SERVICES, PROGRAMS & EVENTS

In addition to the parks and recreation opportunities provided by the aforementioned non-profit and community groups, there are also many notable services, programs and events within the region that provide residents and visitors with access to high quality parks and recreation events or support active, healthy lifestyles. This section highlights some of the services, programs and events offered by the City and Town.

PUBLIC TRANSIT

Both public transit and accessible handi-bus service is available in the Battlefords. The City operates the North Battleford Public Transit system, which features two routes that provide hourly service. Fares are \$3.00 for adults, \$2.00 for those 16 and under and is free for those under age 6. Monthly passes are available for adults (\$60.00), seniors (\$50.00) and high school students (\$40.00). Ticket cards are also available, with 8 trips (\$20.00). Service runs Monday to Friday from 7 AM to 7 PM and on Saturday from 8 AM to 6 PM. There is no transit service on Sundays and holidays.

The Battlefords Handi-Bus runs within the limits of the City and Town and has been operating for more than 30 years. Hand-Bus service is a shared ride service provided for people with a physical or cognitive disability, permanent or temporary, who are unable to use regular transit services safely and with dignity. The Handi-Bus provides origin to destination service, as well as assistance with getting in and out of the vehicle. Riders must submit applications and schedule rides by phoning the dispatch line. Service is provided between 8 AM to 5 PM on Monday – Friday, 9:30 AM – 4:30 PM on Saturdays, and from 9:30 AM to 4:30 PM on Sundays (seasonally). One-way fares are \$4.00 within either the Town or City and \$6.00 for travel between the Town and City.

FITNESS CLASSES AND ADULT/ YOUTH PROGRAMS

The City offers a variety of seasonal fitness and adult/ children/youth programming throughout the year, including programs focused on physical fitness, meditation, yoga, cooking classes, babysitters training, an indoor playground service and many other offerings (e.g. swimming lessons, aquatic fitness, drop in programs, rec and sports leagues, etc.) Arts and culture programming is offered at the City's Chapel and Allen Sapp Galleries, including art education programs for youth and adults, artist workshops and instructional events, as well as a story telling room at the Allen Sapp Gallery.

Both the City and Town offer shinny hockey and free drop-in skating programs for various age groups at their arena facilities and outdoor rinks. Drop in and organized recreation leagues make regular use of the NationsWEST Field House, Don Ross Community Centre and Alex Dillabough Centre. Swimming lessons and Red Cross courses are frequently offered at the Co-Op Aquatic Centre, as are PD camps and other summer camps. Many facilities operated by the City and Town have abundant drop in schedules and various special events for age groups, including bubble soccer drop-in at the NationsWEST. Drop-in summer programming is offered at four parks in the City between July and August of each year. The Battleford Tot Lot is open from June to August each year and is supervised by Town staff. Both the City and Town host or partner with organizations for a variety of 'learn to play' events throughout the year. The Fred Light Museum offers a variety of day camps as well ranging from kite making, Archeocaravan, and bike rodeos.

BLOCK PARTIES

The City, in partnership with No Frills, provides support for residents in North Battleford to host block parties throughout the community. Block parties help to build community and a sense of belonging and bring neighbours together. No Frills provides City-approved block parties with a \$200.00 food voucher and the City provides a Block Party Planning Guide and application form to interested residents.

NOTABLE AND/OR SPECIAL EVENTS

Both the City and Town host a variety of notable and/or special events each year. Some highlighted events are listed below. This list may not be comprehensive and it may change. The intent is to showcase that there are multiple events of differing types.

CITY OF NORTH BATTLEFORD

- Annual Memorial Round Dance
- Halloween Howl (Field House)
- Canada Day fireworks display
- Agricultural Society Exhibition (annually since 1906)
- Civic Centre Arena hosts many annual events, including curling grand slams, POW WOWs, rodeos, concerts, trade shows, circus events, banquets and graduations
- Treaty Days at Rotary Plaza
- Wintertainment is a week-long winter festival organized by the City that provides residents and visitors with a variety of indoor and outdoor events in February of each year
- The Western Development Museum hosts a variety of annual events, including the Threshermen's Show & Seniors Festival
- Many productions, concerts and other events at the Dekker Centre
- Canada Day fireworks at King Hill
- Twinkle Tour presented in partnership between the City and CJNB radio station, which awards prizes to best decorated blocks and houses in celebration of the holiday season
- Culture Days at the Allen Sapp Gallery
- Honouring Their Voices all-day event at the Don Ross Centre to raise awareness for Missing and Murdered Indigenous Women, Girls and People (with the City)

TOWN OF BATTLEFORD

- Canada Day events at Fort Battleford
- The Operun celebrates the beauty and history of the Battlefords, organized by the Historic Battleford Lions Club to raise money for local initiatives
- Fall Festival and Street Fair in September with a car show, music, food, entertainment and street vendors
- Town of Battleford Annual Parade in August, which celebrated it's 36th year in 2019



EXPENDITURES, REVENUES AND AGREEMENTS

CITY OF NORTH BATTLEFORD

TABLE 6: 2018-2020 LEISURE SERVICES DEPARTMENT EXPENDITURES

DEPARTMENT	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
	Recreation Fees & Services	\$939,750	\$1,114,002	\$867,454	\$914,162
	Galleries	\$63,300	\$70,300	\$46,979	\$64,233
	Recreation Facilities Rental	\$1,001,300	\$1,038,418	\$886,518	\$1,051,979
	Cemetery	\$155,000	\$155,000	\$142,856	\$142,922
	Conditional Grants	\$254,850	\$94,850	\$67,209	\$155,407
	Total Revenue	\$2,414,200	\$2,317,570	\$1,868,160	\$2,185,781
Leisure Services	Recreational Facilities & Programming	\$4,894,191	\$5,372,493	\$4,412,176	\$5,848,344
	Galleries	\$503,261	\$482,806	\$311,503	\$450,665
	Cemeteries	\$204,875	\$255,250	\$194,590	\$205,247
	Parks & Forestry	\$1,227,917	\$1,653,490	\$1,007,008	\$3,066,972
	Expenses	\$6,830,243	\$7,764,039	\$5,925,277	\$9,571,228
	Surp (Def.)	\$(4,649,043)	\$(5,446,469)	\$(4,057,116)	\$(7,385,447)
	Cost Recovery	35.3%	29.9%	31.5%	22.8%

Based on the City's 2020 Budget, Leisure Services revenues are expected to remain steady, with slight increase to grant revenues due to the Town providing a \$160,000 recreational grant. Overall expenses are expected to decrease by \$478,000 for Recreational Facilities & Programming (lower wage/benefit costs, lower contractual expenses, lower utilities, etc.), \$426,000 lower for Parks & Forestry (\$400k lower due to decreased wages and benefits). Capital expenditures of \$233,000 are anticipated for 2020, including replacing the parks' irrigation system, repairing the Allen Sapp Cornice, replacing lockers at the Aquatic Centre, a Fieldhouse security entrance system, Playground Structure rehabilitation and purchasing a stump grinder. The cost recovery rate for 2020 is estimated to be 35.3%. This figures continues the upward trajectory evidenced by the increase from 2018 to 2019.

TABLE 7: CITY OF NORTH BATTLEFORD PROJECTED 2020 COST RECOVERY PERCENTAGES

FACILITY	2020 COST RECOVERY	2019 COST RECOVERY	TREND
CUplex	49.4%	49.0%	Marginally increased
NationsWEST Field House	58.8%	55.7%	Increased
The Co-Op Aquatic Centre	55.7%	55.4%	Marginally increased
Northland Power Curling Centre	2.2%	3.2%	Decreased
Dekker Centre for Performing Arts	8.8%	8.4%	Marginally increased
Don Ross Complex	88.6%	70%	Significantly increased
Don Ross Arena	62.1%	59.5%	Increased
North Battleford Civic Centre	49.0%	57.0%	Significantly decreased
Allen Sapp Gallery	18.2%	21.8%	Decreased
Chapel Gallery	31.6%	28.1%	Increased

Table 7 above illustrates how cost recovery rates vary by City facility between 2019 and what has been estimated for 2020. The Don Ross Complex has the highest cost recovery rate at around 89%, with around \$360,000 of revenue generated through rental revenues at this facility. Other facilities with high cost recovery rates include the Don Ross Arena (\$141,300 in revenues from facility rentals), the NationsWEST Field House (\$340,000 in revenue from rentals, program registrations and sale of service), and the Co-Op Aquatic Centre (\$748,000 in revenue from rentals, program registrations and sale of service). The North Battleford Civic Centre is projected to generate just over \$300,000 in rental revenues in 2020, up by around \$50,000 from the year prior. For a more detailed breakdown of facility revenues and expenses in the City, please see Appendix B.



TOWN OF BATTLEFORD

REVENUES AND EXPENDITURES

Recreation user fees account for approximately 8% of the Town's General Fund Revenues (total of \$7.5 million in 2019), with Parks, Recreation and Cemetery Services taking up 31% of Town expenditures (total of \$6.0 million in 2019). Recreation fee revenues were \$453,825 in 2019, up slightly from 2018 (\$449,400). Expenditures were \$1,440,972 in 2019, up from 2018 (\$1,388,805). Budget forecasts for 2020 indicate the Town expects to increase overall recreation revenues by just over \$40,000 while maintaining expenditure levels at similar levels to 2019. The Town recovers a comparable percentage of expenditures on recreation when compared to the (33.6% versus 35.3%) The Town recovers more revenue than it spends on its cemetery operations. Other amenities that bring in significant revenues include the Arena and Campground. Town museums are recovering the lowest percentage of expenditures out of all Town operated amenities, at 4.0%.

TABLE 8: 2020 BUDGETED REVENUES AND EXPENDITURES

FACILITY OR PROGRAM AREA	EXPENDITURES	REVENUES	COST RECOVERY (%)
Cemetery	11,874	27,000	227.0
Administration	177,556	-	N/A
Arena	284,797	149,500	52.4
Archery Building	16,725	-	N/A
Alex Dillabough Centre	97,625	33,000	33.8
Beautification	-	5,525	N/A
Campground	157,417	120,500	76.5
Library	111,150	-	0
Parks Shop	24,450	-	0
Other Recreation Facilities	7,825	-	0
The Flats	42,425	12,600	29.7
Recreation Other Revenues	-	47,675	N/A
Recreation Programs	67,000	1,900	2.8
Donations	-	1,000	N/A
Museum	138,021	5,500	4.0
Tot Lot	38,578	18,200	47.1
Parade Fees/Donations	-	5,000	N/A
Recreation Grants	-	58,800	N/A
Totals	\$1,445,293	\$486,000	33.6

LEASES AND OTHER AGREEMENTS

CITY OF NORTH BATTLEFORD

The City levies a tax on property owners in the form of the Recreation & Cultural Capital Facilities Levy (RCCF), which generates approximately \$1.5 million annually to pay for the construction of the CUPlex. While details of other lease agreements were not available for review, the City also has lease arrangements with the Twin Rivers Curling Club (operates the Northland Power Curling Centre), and the North Battleford Stars SJHL team that plays out of the Civic Centre. The City has several long-term leases in the Don Ross Centre as of 2019, as outlined in the table below:

DON ROSS CENTRE LONG TERM LEASES	2017	2018	2019
Battlefords Minor Hockey	\$7,190.48	\$7,142.88	\$7,142.88
Battlefords Early Childhood Intervention Program	\$33,139.72	\$35,643.72	\$36,373.68
Concern for Youth	\$11,466.06	\$11,541.06	\$11,578.56
Elections Canada	\$9,514.12	\$-	\$15,134.85
Francophone Centre	\$5,714.28	\$5,809.52	\$6,285.72
Keith Bartlett	\$1,800.00	\$1,800.00	\$1,800.00
Kids First	\$-	\$4,407.60	\$5,289.12
Rivers West District	\$9,369.12	\$9,369.12	\$9,369.12
Saskatchewan Health Authority	\$165,141.84	\$167,854.32	\$167,854.32
SPMC (Ministry of Central Services)	\$38,056.22	\$39,675.13	\$37,414.68
Transit Office	\$5,289.12	\$881.52	\$-
Tale Spinner Theatre	\$1,714.32	\$-	\$-
TOTAL	\$288,395.28	\$284,077.25	\$298,242.93

TOWN OF BATTLEFORD

The Town has an annual lease agreement with the Battleford River Archers Corp. for use of the archery facility, at a rental rate of \$500.00 per month. The most recent lease agreement reviewed ran from Feb. 1, 2019 to Jan. 31, 2020. The Town also has a lease agreement with the Battleford Sharks AAA hockey club to sell commercial advertising space on the Battleford Historic Lions Arena boards, paying the Town 50% of received profits. The lease agreement reviewed with the Battleford Sharks expired in May 2019.

2019 BATTLEFORDS RIVER VALLEY AGREEMENT DRAFT

The City and Town drafted a new River Valley Board agreement in 2019 that specifies the terms of the partnership, Board composition and municipal participation. This agreement commits the City and Town to contributing \$83,000 to the Board annually, with the City providing 64% of this amount and the Town 36%. This agreement also outlines priorities and eligible expenses, as well as the requirement to adhere to the Battlefords River Valley Master Plan.

USER FEES

Both the City and Town recover some expenditures on parks and recreation infrastructure, services and programs provided through user fees. Fees for various facilities, programs, parks and other parks and recreation amenities, where available, are outlined below. Some user fee data presented may not be current. The list of fees may not be all user fees collected by the Town and City.

CITY OF NORTH BATTLEFORD

NORTHLAND POWER CURLING ARENA (CITY)

FACILITY/PROGRAM/SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)
League Fees	All Leagues	\$350.00
	Junior Membership	\$100.00
	Locker	\$50.00
	First Time League Player	\$240.00
Audio/Visual Equipment ¹	Variable	\$30.00 (video screen only) - \$80.00 (sound system, projector and video screen)
Foyer	Youth – Hourly	\$27.00
	Youth – Daily (9 hrs min., 12 max.)	\$216.00
	Adult – Hourly	\$45.00
	Adult – Daily	\$360.00
	Non-Local – Hourly	\$56.25
		\$450.00
	\$1,714.32	\$-

¹ A/V equipment is for use only in the Community Room

BATTLEFORDS CO-OP AQUATIC CENTRE & NATIONSWEST FIELD HOUSE

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/ SPACE	RATES/FEES (2019)	COMBO (FIELD HOUSE & AQUATIC CENTRE)
General Admission	Child (3-5)* (under 2 is free)	\$3.50	\$4.00
	Child (6-12)	\$4.00	\$5.25
	Student (13-17)	\$5.00	\$6.50
	Adult (18-59)	\$6.25	\$9.00
	Senior (60+)	\$4.50	\$6.50
	Family of 4	\$16.00	\$21.00
	Family of 6	\$19.00	\$24.00
Annual Pass	Family of 8	\$22.00	\$27.00
	Child (3-5)*	\$200.00	\$293.25
	Child (6-12)	\$228.50	\$293.25
	Student (13-17)	\$276.75	\$367.25
	Adult (18-59)	\$360.50	\$518.00
	Senior (60+)	\$255.50	\$367.25
	Family of 4	\$691.25	\$907.25
LESSONS	Family of 6	\$821.00	\$907.25
	Family of 8	\$950.50	\$1034.00
Swimming	CHILDREN/YOUTH	FIELD HOUSE	POOL
	Children/Youth	N/A	\$64.00 - \$74.00
	Adult	N/A	\$82.00 (winter)
	Red Cross/First Aid	N/A	\$60.00 - \$330.00

NATIONSWEST FIELD HOUSE

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)
Single Court Rental (per hour)	Youth	\$28.75
	Adult	\$39.50
Full Court (all 3 courts) (per hour)	Youth	\$75.50
	Adult	\$105.00
Turf Rental (per hour)	Youth ½ Turf	\$29.75
	Youth Full Turf	\$59.50
	Adult ½ Turf	\$49.50
	Adult Full Turf	\$99.00
Track Rental (per hour)	Per Lane	\$28.75
Full Day Rental	Sports Rental	\$747.75
	Commercial Use	\$1113.50
	Set Up / Take Down Per Day	\$252.50
Rotary Plaza	Ice In (per day)	\$79.50
	Ice Out (per day)	\$106.00
	Per Hour (No Chairs)	\$37.00

DON ROSS COMMUNITY CENTRE

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)
Gym Rental (per hour)	Youth Groups	\$42.50
	Adult Groups	\$55.50
Functions	Upper Mezzanine	\$42.50
	Private – Weddings, Banquets (includes table, chairs, set up and tear down)	\$687.00
	Meetings/Conferences (8 hours)	\$505.00
	Local Production Event	\$687.00
	Out of Town Production Event (full stage, gym, commercial tickets)	\$805.00
Stage Rental (per hour)	Funerals/Memorials	\$402.00
	Practices, etc.	\$42.50

CIVIC CENTRE ARENA

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)
Upper Auditorium	Banquets	\$420.00
	Hockey Socials	\$190.00
	Overtime (after 12 AM)	\$97.00
	Rec. Groups (per hour)	\$43.00
Dry Floor & Lower Auditorium	Non-Profit Events	\$1,450.00
	Second Performance, Same Day	\$890.00
	Dry Floor Sports/Rec (per hour)	\$60.00
	Set Up / Cleanup (each day)	\$255.00
Ice Fees & Charges ²	August Hockey School	\$42.50
	Adult Prime Time (per hour)	\$194.00
	Adult Non Prime (per hour)	\$180.00
	Youth Prime Time (per hour)	\$117.00
	Youth Non Prime (per hour)	\$74.00
	Schools (per hour)	\$74.00
	Junior A Exhibition Game (inc. practice)	\$778.00
	Junior A Reg/Playoff Game	\$1,166.00
	Junior A League Final	\$1,767.00
	Midget AAA Game (incl. dress. rm.)	\$585.00
	Adult Tournaments (per hour)	\$214.00
	Youth Tournaments (per hour)	\$138.00

² Non Prime-Time is considered to be weekdays between 7 AM and 3:45 PM; weekends and all other times are considered prime.

MEETING ROOMS (CITY)

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)
City of North Battleford Library (City)	Meeting Room	\$25.00 per 4 hours (\$50.00 max)
	Lecture Theatre	\$100.00 per 4 hours (\$200.00 max), with rates increasing if admission is charged. \$20.00 fee for projector.
	Children's Room	\$20.00 per 4 hours (\$40.00 max), with rates increasing if admission is charged
NationsWEST Fieldhouse (City)	Meeting Room/Kitchen – Hourly	\$28.25
	Meeting Room/Kitchen – 5 hours	\$58.00
	Coffee/Water (per person)	\$1.20
Don Ross Centre	Small Meeting Rooms (97, 102, 103, 108, 109, 110, Dressing Rooms)	\$58.00
	Large Meeting Rooms (Room 107, Craft Room, Gym Lobby)	\$101.00
	Cleaning Fee	\$96.00
	Portable Stage/Section	\$35.00
Civic Centre	Upper Auditorium (per hour)	\$102.00
	Lower Auditorium (per hour)	\$102.00



GALLERIES AND PERFORMANCE ARTS SPACES

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)	
Dekker Centre	Theatre – Commercial ³	\$1200.00 or 12% of gross revenue (greater of)	
	Theatre – Non-Profit	\$825.00 (plus staff costs)	
	Dress Rehearsal (6hr) – Commercial	\$555.00 (plus staff costs)	
	Dress Rehearsal (6hr) – Non-Profit	\$495.00 (plus staff costs)	
	Non-Ticketed (8hr) – Commercial	\$900.00 (plus staff costs)	
	Non-Ticketed (8 hr) – Non-Profit	\$750.00 (plus staff costs)	
	Staff – #1 Tech (per hour)	\$46.15	
	Staff – #2 Tech (per hour)	\$32.35	
	Staff – Labour Crew (per person/hr)	\$18.50	
	Staff – Front of House (per hour)	\$21.00	
	Evelyn Ulmer Atrium – Commercial	\$800.00	
	Evelyn Ulmer Atrium - Weddings	\$1200.00	
	Evelyn Ulmer Atrium - Non-Profit	\$750.00	
	Evelyn Ulmer Atrium - Less than 4 Hrs	\$350.00 - \$400.00	
	Evelyn Ulmer Atrium - Over 8 Hours	\$150.00 per hour	
	Evelyn Ulmer Atrium - Over 10 Hours	\$250.00 per hour	
	Evelyn Ulmer Atrium – Bar Service	\$22.00 per hour, min. 3 hour call	
	Lawrence Hall – Commercial (8 hours)	\$800.00	
	Lawrence Hall – Weddings	\$1200.00	
	Lawrence Hall – Non-Profit	\$750.00	
	Lawrence Hall – Less than 4 Hrs	\$350.00 - \$400.00	
	Lawrence Hall – Over 8 Hours	\$150.00 per hour	
	Lawrence Hall – Over 10 Hours	\$200.00 per hour	
	Board Room – 6 hour rental standalone	\$150.00 per day	
	Board Room – tables, chairs, water, etc.	\$100.00 per day	
	Chapel Gallery & Allen Sapp Gallery	Admission	Donation Basis
		Student Tours (per student)	\$5.00

³ City requires \$2 million (min.) in third party liability insurance 30 days prior to a commercial event

OUTDOOR FACILITIES

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)
South Outdoor Field of Aquatic Centre (City)	Full Day	\$105.00
Minor Soccer/Football	Per Player	\$13.00
Adult Soccer/Touch Football	Game Rate (/game)	\$36.00
	Tournament rate (/day)	\$140.00
Spray Parks	Per 2 Hours (2 hr min.)	\$42.00 (+\$21.00/additional hour)
	Lighting (per hour)	\$37.00
Ball Diamonds	Beaver Lions – Single Game (baseball or football)(/game)	\$54.00
	Tournaments (base. or football)(/day)	\$185.00
	City Diamonds – Game Fee (/game)	\$36.00
	City Diamonds – Tournaments (/day)	\$140.00
Tennis, Horseshoe & Lawn Bowling	Youth Minor Ball/Softball (/player)	\$13.00
	Per Player, Per Season	\$23.00
Centennial Park Activity Centre	Non-Profit/Rec Sponsored (/session)	\$78.00
	Meetings with Supper/Social	\$130.00
Track Complex	Full-Day Use (/day)	\$275.00
	Local Schools and Clubs (meet/day)	\$62.00
	Centennial Concession (meet/day)	\$50.00
	Out of Town (meet/day)	\$330.00

CAMPGROUNDS

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)
David Laird Campground	Full Serve – Day	\$37.00
	Full Serve – Week	\$223.00
	Full Serve – Month	\$668.00
	Electric/Water – Day	\$31.00
	Electric/Water – Week	\$185.00
	Electric/Water – Month	\$556.00
	Non Serviced – Day	\$21.00
	Non Serviced – Week	\$126.00
	Non Serviced – Month	\$378.00
	Firewood (per bundle)	\$5.00

RECREATION/ART PROGRAMS

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)
Adult Recreation	Drop In	\$10.00
	Full Program (variable cost)	\$20.00-\$85.00
	Drop In Shinny (per person)	\$3.00
	Public Skating	Free
Youth Recreation	Drop In	N/A
	Full Program (variable cost)	Free - \$62.00 (winter)
	PD Camps (Co-Op) (/day)	\$40.00
Adult Art Programs	Allen Sapp - Beadwork	\$40.00 (2 sessions)
	Intro to Photography	\$100.00
	Learn to Quilt	\$50.00 (2 sessions)
Youth Art Classes	Paint Party	\$25.00
	Half Day Camp	\$25.00
	Four Sessions	\$80.00



TOWN OF BATTLEFORD

BATTLEFORD LIONS ARENA

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)	
Ice Rental	Youth – Before 9 AM (per hour)	\$35.00	
	Youth – School Hours (per hour)	\$65.00	
	Youth – After School/Sat/Sun (per hour)	\$100.00	
	Youth – Special Events (per hour)	\$120.00	
	Youth – Local Schools (per hour)	No Charge	
	AAA Senior Hockey – Game Rate	\$625.00	
	AAA Senior Hockey – Practice (per hour)	\$125.00	
	Local Adult	\$170.00	
	Local Adult – Day Rate	\$125.00	
	Non Local Adult	\$220.00	
	Non Local Youth	\$120.00	
	Public Skating	Preschool	No Charge
		Student	No Charge
Adult		No Charge	
Family		No Charge	
Arena – Non Ice ⁴	Local Non Commercial (e.g. tournament, dance, rodeo, dog show)	\$700.00	
	Local Commercial	\$860.00	
	Non Local Non Commercial	\$860.00	
	Non Local Commercial (e.g. circus)	\$1,480.00	
	Graduations	\$1,325	
	Overtime Rates (After 2 AM)	\$110.00/hr	
	Meetings – First 3 Hours	\$215.00	
	Meetings Over 3 Hours	\$85.00/hr (max \$850.00 per day)	
	Sports	\$50.00	
	Canteen Space	\$75.00/day	
	Arena – Lobby	Rec Group – Morning/Afternoon	\$40.00
Rec Group – Evening		\$40.00	
Others – Morning/Afternoon		\$45.00	
Others – Evening		\$60.00	
Social Events		\$200.00	

⁴ 10% discount is offered if bulk booking for 2 or more days, booking damage deposit is \$400.00

ALEX DILLABOUGH CENTRE

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)	
Hall Space	Public Dances (Fri/Sat) – tickets sold	\$850.00	
	Socials (i.e. Weddings, Fri/Sat)	\$710.00	
	Conferences – Without Banquet (tables/ chairs)	\$520.00	
	Conferences – With Banquet (tables, chairs, kitchen)	\$700.00	
	Conferences – Meeting Only (chairs only)	\$415.00	
	Commercial Events	\$1,080.00	
	Overtime Rates (After 3 AM)	\$95.00/hr	
	Open House Following Wedding	\$60.00/hr	
	Extra Cleaning Charges	\$77.00/hr	
	Sports – Youth	\$32.00/hr (\$320.00 max)	
	Sports – Adults	\$45.00/hr (\$450.00 max)	
	Dishes (for 350 people)	\$50.00	
	Small Meeting Room (A,B,C)	One block (4 hour blocks only)	\$45.00
		Daily maximum (8 hours)	\$75.00
Large Meeting Room (A, B)	One block (4 hour blocks only)	\$45.00	
	Daily maximum (8 hours)	\$115.00	
Meeting Rooms	Socials (e.g. birthdays, staff parties)	\$190.00/day	
	10 cup pot	\$10.00	
Coffee Service	36 cup pot	\$34.00	
	100 cup pot	\$95.00	
Kitchen Rental	Daily Rate	\$70.00	

THE FLATS

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)
Ball Diamonds	Slo Pitch – Game/Double Header	\$40.00
	Softball – Game/Double Header	\$45.00
	Minor Ball – Game/Double Header	\$35.00
	Practice – Adult (2 hrs)	\$30.00
	Practice – Minors/Evening	\$15.00
	Practice – Minors/After School	No Charge
	Tournament (per diamond/per day)	\$115.00
Volleyball	Match	\$35.00
	Tournament (per day)	\$110.00
Soccer	Minor (per game)	\$25.25
	Adult (per game)	\$35.00
	Tournament (per day)	\$150.00
Canteen	Booking Damage Deposit	\$150.00
	Daily Rate	\$75.00
Beer Garden	Daily Rate	\$75.00
	Damage Deposit	\$110.00
Cleaning	Extra Cleaning Charges	\$40.00

CAMPGROUNDS

FACILITY/PROGRAM/ SPACE	USER GROUP/SEGMENT/SPACE	RATES/FEES (2019)
Eiling Kramer Campground	Full Serve – Day	\$40.00
	Full Serve – Week	\$240.00
	Full Serve - Month	\$800.00
	Electrical – Day	\$30.00
	Electrical – Week	\$180.00
	Electrical – Month	\$600.00
	Non Serviced – Day	\$20.00
	Non Serviced – Week	N/A
	Non Serviced - Month	N/A
	Shower - Per Person	\$5.00
	Shower - Family of 4	\$10.00
	Sewage Disposal	\$15.00
	Firewood – Per Bundle	\$5.00 (max \$20.00)
	Picnic – Area Only	\$30.00
	Picnic – Shelter and Area	\$75.00 (plus credit card # for incidentals)

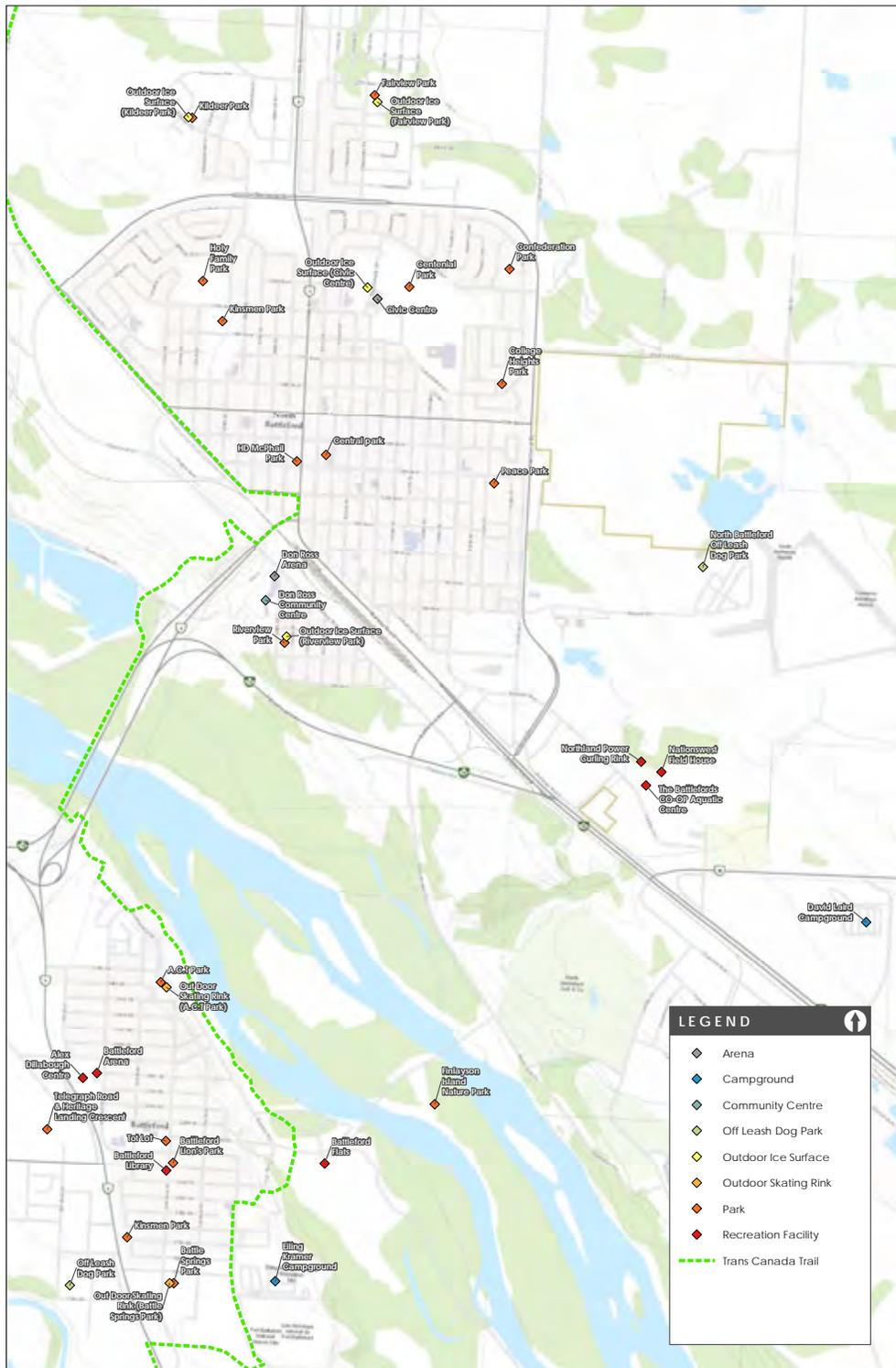
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FACILITY INVENTORY, UTILIZATION, AND COMPARATIVE ANALYSIS



This section presents an inventory of parks and recreation facilities available within the Battlefords. Where available, utilization data is presented. Both indoor and outdoor community amenities are reviewed, with basic detail provided on amenities/programs in the subsequent section. Following this, a chart comparing the provision of parks and recreation facilities between the Battlefords and other Saskatchewan municipalities is presented. Municipalities selected for this comparison were chosen due to having similar population sizes. Communities include **Yorkton, Warman, Swift Current, Estevan** and **Weyburn**. Comparison data for these communities has been gathered from online publicly available information and accuracy is not guaranteed.

Parks and Recreation Spatial Inventory



INDOOR AND OUTDOOR PARKS AND RECREATION INVENTORY

OVERALL REGIONAL FACILITY AND PARK INVENTORY

The following table outlines indoor and outdoor amenities currently available in the Town, City, Region (outside the City and Town but within the study area) and provides overall totals for quantity, replacement value (estimated based on 2020 construction values +/-25%) and also indicates "suggested reinvestment rates" for building reserve budgets to sustain inventory. As can be seen the inventory as of assets is extensive and will require significant investment to simply maintain.

OUTDOOR

AMENITY	CITY	TOWN	REGION	TOTAL	REPLACEMENT VALUE	INVENTORY VALUE	2.1% INVESTMENT REQUIREMENT
Ball Diamonds	8	8	41	57	\$250,000	\$14,250,000	\$299,250
Campgrounds	1	1	8	10	\$2,000,000	\$20,000,000	\$420,000
Community Parks	5	6	7	18	\$3,000,000	\$54,000,000	\$1,134,000
Golf Courses	1	0	13	14	\$5,000,000	\$70,000,000	\$1,470,000
Horseshoe Pits	1	0	2	3	\$50,000	\$150,000	\$3,150
Outdoor Ice Sheets	7	2		9	\$350,000	\$3,150,000	\$66,150
Nbhd. Parks/Playgrounds	17	4	1	28	\$1,000,000	\$22,000,000	\$462,000
Off Leash Parks	1	1		2	\$200,000	\$400,000	\$8,400
Tennis/Pickleball Courts	6	0	2	8	\$250,000	\$2,000,000	\$42,000
Skateboard/BMX Parks	1	0		1	\$1,000,000	\$1,000,000	\$21,000
Rectangular Fields	7	1		8	\$250,000	\$2,000,000	\$42,000
Trails (KM)	20	19		39	\$210,000	\$8,190,000	\$171,990
Outdoor Pool	0	0	5	5	\$3,000,000	\$15,000,000	\$315,000
Total outdoor	75	42	79	196		\$212,140,000	\$4,454,940

INDOOR

AMENITY	CITY	TOWN	REGION	TOTAL	REPLACEMENT VALUE	INVENTORY VALUE	2.1% INVESTMENT REQUIREMENT
Performing Arts Facilities	2	0	0	2	\$15,000,000	\$30,000,000	\$630,000
Visual Arts Facilities	3	0	0	3	\$4,000,000	\$12,000,000	\$252,000
Indoor Aquatics Facilities	1	0	0	1	\$25,000,000	\$25,000,000	\$525,000
Banquet Halls	5	1	3	9	\$5,000,000	\$45,000,000	\$945,000
Fitness Facilities	1	0	0	1	\$2,000,000	\$2,000,000	\$42,000
Climbing Walls	1	0	0	1	\$1,000,000	\$1,000,000	\$21,000
Curling Sheets	6	0	19	25	\$500,000	\$12,500,000	\$262,500
Field House	1	0	0	1	\$10,000,000	\$10,000,000	\$210,000
Gymnasiums	2	1	0	3	\$5,000,000	\$15,000,000	\$315,000
Indoor Ice Sheets	2	1	12	15	\$12,000,000	\$180,000,000	\$3,780,000
Indoor Play Areas	2	0	0	2	\$1,500,000	\$3,000,000	\$63,000
Libraries	1	1	6	8	\$2,500,000	\$20,000,000	\$420,000
Meeting Rooms	20	3		23	\$500,000	\$11,500,000	\$241,500
Museums	3	3	12	18	\$2,500,000	\$45,000,000	\$945,000
Community Centres/ Multipurpose	0	0	5	5	\$5,000,000	\$25,000,000	\$525,000
Other Amenities: Archery	0	1	0	1	\$4,000,000	\$4,000,000	\$84,000
Total indoor	50	11	57	118		\$441,000,000	\$9,261,000

CITY OF NORTH BATTLEFORD – INDOOR AND OUTDOOR PARKS AND RECREATION INVENTORY

AMENITY TYPE	QUANTITY	FEATURES/NOTES
Arts (Performing) Facilities	2	Dekker Centre for the Performing Arts is a state-of-the-art facility that has a live audience capacity of 385 and superior sound quality. Bookable for weddings, conventions and other events; 100 capacity Muse Theatre located at the Western Development Museum.
Arts (Visual) Facilities	3	Allen Sapp Gallery offers adult and youth programming, gallery spaces and other programs; Chapel Gallery (Don Ross Community Centre) has two separate gallery space and offers regular programming. Craft Room at the Don Ross Community Centre
Aquatics Facilities	1	Co-Op Aquatic Centre features a 25-m lane pool, hot tub, steam room, spray park, water slides, wave pool and lazy river, including a zero-depth entry into the wave pool. The facility offers public swim, lane swim times, seniors' programming, swimming lessons and Red Cross course offerings, as well as hosts birthday parties; 150,000 – 200,000 visitors per year
Banquet Halls	5	Civic Centre auditorium space hosts up to 200, with a full kitchen; Don Ross Community Centre can accommodate 400 seated and 600 in concert format; Dekker Centre is bookable for weddings, conventions and other events; Northland Power is available for rent for weddings and tradeshow; NationsWEST Field House is bookable for events for up to 1,000 people. Western Development Museum has two
Fitness Facilities	1	NationsWEST Field House features cardio and strength equipment
Ball Diamonds	11	Seven diamonds at Centennial Park, with the Beaver Lions Baseball Stadium accommodating up to 1,000 spectators and functions as a baseball/football facility; three diamonds at Kinsmen Park; one diamond at Don Ross Park. City invested over \$70,000 into rehabbing all 11 ball fields in 2017
Campgrounds	1	David Laird Campground is located 2 KM east of the City, open May-Sept. 41 full service sites and 20 non-serviced sites, along with shower facilities, a dumping station, playground, outdoor barbecues and a trout pond.
Climbing Walls	1	Inflatable climbing wall for children is available at the NationsWEST Field House
Community Parks	5	Centennial Park is 90 acres in the centre of the City. It is home to the Civic Centre, Beaver Lions Stadium, Skatepark, Tennis/Pickleball Courts, a Natural Play Space and Spray Park and Walking Trails, as well as a Track and Field area. Centennial Park Activity Centre is utilized as a clubhouse for horseshoe and lawn bowling clubs in the summer. Kinsmen Park has ball diamonds, a playground, splash pad and lots of green space. Fairview Park has a full sized soccer pitch, playground and outdoor rink; Finlayson Island offers great hiking and cross-country ski trails, with a picnic park on the south of the island; Rotary Plaza (at CUplex) hosts special events and is in central between the four buildings on site at the CUplex (Co-Op Aquatic Centre, NationsWEST Field House, Northland Power Curling Centre and the Dekker Centre)
Curling Sheets	6	Northland Power Curling Centre managed by the Twin Rivers Curling Club, hosts regular league play, provincial bonspiels and championships. Available for rent for events such as weddings and tradeshow. Full service restaurant and lounge on the second floor
Field House	1	NationsWEST Field House offers a variety of indoor programming, and features an indoor soccer pitch, gymnasium, a 226m indoor track, cardio and strength equipment, bleachers for spectators, a meeting room, change rooms and a kitchen/birthday area – south field has seating for 250 in the stands or 1000 if turf is removed; north field can accommodate private bookings, fitness classes.

CITY INVENTORY CONTINUED

AMENITY TYPE	QUANTITY	FEATURES/NOTES
Golf Courses	1	North Battleford Golf & Country Club
Gymnasiums	2	Field House features a 3-court gymnasium; Don Ross Community Centre has a large multi-purpose hall that is often utilized for gymnasium activities
Horseshoe Pits	1	Horseshoe pits are located at Centennial Park, with a clubhouse that can accommodate groups of 25 with kitchen facilities
Ice Sheets (Indoor)	2	Civic Centre Arena has a 200'x85' ice sheet, seating for 2,400 spectators, 7 dressing rooms and a press box; upper auditorium space has a banquet hall that can seat up to 200, with a full kitchen and bar area.
Ice Sheets (Outdoor)	7	Located at Fairview, Killdeer, Riverview, Civic Centre, Ecole Monseigneur Blaise Morand, Connaught Community School and St. Mary Community School (the latter three are lit during the evenings)
Indoor Play Areas	2	Drop-in programs at the Territorial Alliance Church on Thursdays; NationsWest Field House offers 'Toddler Turf' time for children for 3 hours per day M-F
Libraries	1	City of North Battleford Library is operated by the Lakeland Library Region and receives funding from the City. Beyond lending services, many events are held at the Library, including programming for toddlers, children, youth, adults and various club events (e.g. poetry, Aboriginal story telling, etc.) The Library provides users with technology access and three spaces are available for rent.
Meeting Rooms	20+	10+ meeting rooms at the Don Ross Community Centre have a variety of equipment available for rentals to support various programming; meeting room and kitchen/party area at the NationsWEST Field House; clubhouse at the Centennial Park Activity Centre can accommodate 25 with kitchen facilities. Meeting room/party room at the Co-Op Aquatic Centre; three rooms at the City of North Battleford Library, capacities unknown. Four bookable meeting spaces in the Western Development Museum. Board Room at Dekker Centre.
Museums	2	Western Development Museum provides visitors with an opportunity to step back in time and experience Saskatchewan's history between 1905 and 2005. and North Battleford Sports Museum and Hall of Fame (located in the basement of the North Battleford Library).
Neighbourhood Parks/Playground	17	David Laird Municipal Campground park and play space; Central Park; HD McPhail Park; Peace Park; College Heights Park; Confederation Park; Senator Herb Sparrow Park (with splash pad); Riverview Park; Killdeer Park; Don Ross Park; Borden Crescent Park; Holy Family Park; King Hill Lookout; Peace Park; Heritage Park; Subway Hill Park; Healing Garden at the Allen Sapp Gallery;
Off Leash Parks/Areas	1	"Paws" Dog Park is located 2.8km east of the City
Tennis and Pickleball Courts	6	3 outdoor courts at Centennial Park, 3 indoor courts at NationsWEST Fieldhouse
Skateboard/BMX Parks	1	At Centennial Park
Rectangular Fields	7	Five pitches at Centennial Park; one large pitch at Kinsmen Park; one pitch at Fairview Heights Park
Trails (in KMs)	20 KM+	Centennial Park (1.8km); Finlayson Island (12 km+), Holy Family School, North Shore Trail (5.5km), Territorial Trail (part of the Trans Canada Trail System)
Other Amenities	5	Tobogganing at Don Ross Hill (lit at night) and Fairview Park; disc golf and lawn bowling at Centennial Park Gutters Bowling and Game Centre; River Valley Interpretive Centre is in the Destination Battlefords office at King Hill Lookout, displaying wildlife and tourism information

TOWN OF BATTLEFORD – INDOOR AND OUTDOOR PARKS AND RECREATION INVENTORY

AMENITY TYPE	QUANTITY	FEATURES/NOTES
Arts (Performing) Facilities	0	
Arts (Visual) Facilities	0	
Aquatics Facilities	0	
Banquet Halls	1	Alex Dillabough Centre can accommodate 500 people for dinner/dancing, 675 for banquets and 800 for meetings – features a bar area, coat room, full kitchen, change rooms and rooms for sports activities. Parks & Rec office is in the facility as well
Fitness Facilities	0	
Ball Diamonds	8	8 at Battleford Flats (6 shaded, 2 not)
Campgrounds	1	Eiling Kramer Campground is located next to Fort Battleford, offering 74 camping sites and operating from May to September. Has a playground. The Town recently invested in full-service sites, new shower rooms and a security/privacy fence.
Climbing Walls	0	
Community Parks	4	Finlayson Island offers great hiking and cross-country ski trails, with a picnic park on the south of the island. Battlefords Lions Park includes a gazebo and picnic tables; Legion Cenotaph has a small manicured green space. Tot Lot has a wading pool for children aged 1-12 years of age with a small playground structure. There are also staff offices there.
Curling Sheets	0	
Field House	0	
Golf Courses	0	
Gymnasiums	1	Alex Dillabough Centre can accommodate gymnasium various sports.
Horseshoe Pits	0	
Ice Sheets (Indoor)	1	Lions Arena (built in 1972) has a single 189'x87' ice sheet for figure skating and hockey, has a canteen, lobby and five dressing rooms. Accommodates 700. Battlefords Arena hosts minor hockey, rec hockey, figure skating and hosts events on the concrete floor in the off season (April – September)
Ice Sheets (Outdoor)	2	Outdoor rinks located at ATC Park and Battle Springs Park
Indoor Play Areas	0	
Libraries	1	Battleford Library is located at 201-22 Street and is operated by the Lakeland Library Region.
Meeting Rooms	3	3 meeting rooms at the Alex Dillabough Centre
Museums	3	Fred Light Museum displays a collection of artifacts collected by Fred Light. The Museum features a gun room display, the Battleford Room, and an auditorium housing a large variety of war artifacts and items from the 1885 Rebellion. Town-operated. Also features a blacksmith and wood working shop and antique auto shop. Town has also been working with the Dominion Land Titles Building ownership to develop a museum. Sask. Baseball Hall of Fame in Gardiner Church. Old Government House is the site of the original capital building for the North West Territories, destroyed by fire in 2003.

TOWN INVENTORY CONTINUED

AMENITY TYPE	QUANTITY	FEATURES/NOTES
Neighbourhood Parks/ Playground	6	Tot Lot, ACT Park, Battle Springs Park, Kinsmen Park, Telegraph Heights Park.
Off Leash Parks/Areas	1	3.25 acre dog park provides a fenced-in grass area at the south end of Town
Tennis and Pickleball Courts	0	
Skateboard/BMX Parks	0	
Rectangular Fields	1	Located at The Flats
Trails (in KMs)	19 KM+	Finlayson Island has 12.5km of pathways; Town has roughly 4.12km of paved multi-purpose pathways and another 2.5km of gravel. Town is planning to install lights for a trail between 35th street and the river, fencing for the Flats and upgrades to the Fred Light Museum grounds.
Other Amenities	2	Archery Building (indoor) converted from a 4-sheet curling rink, has a lobby and canteen; beach volleyball court at The Flats



OTHER REGIONAL AMENITIES

BLUE MOUNTAIN ADVENTURE PARK

Blue Mountain Adventure Park is a 3rd party facility operated year round. The Park offers outdoor activity opportunities such as hiking, biking, canoeing, zip lining, wall climbing, cross country skiing, bird watching, and more than 36 km of hiking trails. It is located 32 km east of the Battlefords. There are cabins for rent and a campground. There is also a chalet at the Park that provides event space for up to 60 people.

TABLE MOUNTAIN REGIONAL PARK

Located 12km west of the Battlefords, Table Mountain regional park provides a range of terrain for skiers and snowboarders of all ages and abilities, with private and group lessons available. Table Mountain is operated by a non-profit organization that has managed the hill for more than 50 years.

THE BATTLEFORDS PROVINCIAL PARK

Located at north Jackfish Lake, the Battlefords Provincial Park features excellent camping opportunities, beaches and picnic areas, as well as world-class fishing, an 18-hole golf course, various outdoor activities (e.g. cross country skiing, mini-golf, canoeing, cycling, hiking, geocaching, swimming), equipment rentals and a concession stand. There are also several kilometres of hiking and mountain biking within the park.

FORT BATTLEFORD HISTORIC SITE

Designated a National Historic Site in 1951, Fort Battleford was the site of the first North West Mounted Police post in Saskatchewan, built in 1876. Today, the site is operated by Parks Canada and provides opportunities to learn about the North West Rebellion of 1885, tour five original buildings, and try out being a Mountie for a day. Disc golf is also available at the Fort and is included with admission.

SASKATCHEWAN BASEBALL HALL OF FAME

The Saskatchewan Baseball Hall of Fame, located in the Town, was organized in 1983, with annual inductions held since 1985. The Hall of Fame has a museum that includes memorabilia and is home to 'Canada's Biggest Bat'.

HERITAGE ASSETS

Within the Battlefords region, there is a rich inventory of heritage assets that are actively maintained or supported by the City and Town. These assets include the Queens Hotel (1883), the Original Presbyterian Gardiner Church (1886), Windsor Hotel (1910), CNR Railway Station (1911), Land Titles Office (1877), Battleford Town Hall (1912), Court House (1907), St. Vital Roman Catholic Church (1883), the Merchants Bank of Canada (1912) and the Battleford Post Office (1911).



OVERALL REGIONAL ASSET INVENTORY

There is a large regional inventory of parks and recreation assets within a short distance of the Battlefords. The tables below provide an overview of some of these assets, organized by distance (in KMs) from the Battlefords. This inventory was developed using data available through web searches and its accuracy and completeness cannot be guaranteed.

COMMUNITIES WITHIN 40 KM OF THE BATTLEFORDS

COMMUNITY	FACILITY NAME	AMENITIES
RM 468 – Meota	Meota Regional Park	Campsites, kitchen area, horseshoe pit, swimming area, tennis/basketball court, boat launch, ball diamonds, and playground
	Meota Community Complex	Multi-use indoor community space
	Meota Curling Rink	Indoor curling arena, 2 curling sheets
	Meota & District Lakeside Golf Course	9 hole golf course
	Aquadeo Beach Resort & Golf Course	9 hole golf course
	Cochin Lighthouse	Only lighthouse in Saskatchewan, built in 1988
RM 467 – Round Hill	Rabbit Lake Recreation Centre	Indoor recreation centre, amenities unknown

COMMUNITIES WITHIN 100 KM OF THE BATTLEFORDS

COMMUNITY	FACILITY NAME	AMENITIES
RM 469 – Turtle River	Picnic Lake Campground	45 camp sites, 33 with electrical service, two group camping areas, a boat launch, two beach areas, a dump station, potable water
	Edam Community and Recreation Centre	Twinned skating rink, curling rink, and community centre
	Edam Paul McCaffrey Ball Park	Five ball diamonds
	H. Washbrook Museum	Opened in 2005 in the former Sask Wheat Pool elevator. First three floors display pioneer era items and First Nations artifacts
	Edam Library	N/A
	Picnic Lake Campground	45 camp sites, 33 with electrical service, two group camping areas, a boat launch, two beach areas, a dump station, potable water
RM 470 – Paynton	Bresaylor Museum	Historic Alex Lennie House and Museum property in the Townsite of Bresaylor

COMMUNITY	FACILITY NAME	AMENITIES
RM 439 – Cut Knife	Tomahawk Park - Clayton McLain Memorial Museum	Park and historic building collection, with a small museum and archival documents. World's largest tomahawk on site.
	Atton's Lake Regional Park & Golf Course	Campground, picnic site, playground area. Concession in summer. 9 hole golf course, ball diamonds, horse shoe pits, and a pickleball court
	Cut Knife Civic Centre	Indoor ice arena with some spectator seating
	Cut Knife Country Lanes	Community-owned 4-lane bowling facility that opened in 1997
	Cut Knife Library	Small library part of the Lakeland Library Region, open 3 days per week
RM 379 – Redford	Wilkie Saskcan Community Centre & Arena	Indoor ice sheet, banquet hall, dance hall. Electrical fire in 2015 damaged a large portion of the building, under went extensive repairs
	Wilkie Golf Club	9 hole golf course with putting green and licensed clubhouse
	Wheatland Regional Library - Wilkie	Open 3 days per week, offers lending services and internet access
	Wilkie Museum	Home to artifacts, newspapers, a blacksmith shop, station house, and is the site of the original town office
	Wilkie Regional Park	22 campsites, showers, washrooms, small playground, 4 ball diamonds
	Wilkie Swimming Pool	Outdoor pool
	RM 499 – Mervin	Mervin Memorial Park
Mervin District Golf Club		9 hole golf course, licensed clubhouse
Turtleford Community Centre		Indoor ice sheet, small performance stage/banquet area
Turtleford Lions Park		Three baseball diamonds
Turtleford Curling Rink		Curling arena located across the street from the community centre
Turtleford & District Museum		Displays artifacts from early settlers and Aboriginal peoples
Turtleford Library		Library
Mervin Memorial Park		Small community park

COMMUNITY	FACILITY NAME	AMENITIES
RM 410 – Round Valley	Unity Credit Union Aquatic Centre	Wide variety of swimming lessons offered, as well as public swimming. Outdoor pool.
	Unity Public Library	Free internet, lending services, branch of the Wheatland Regional Library system
	Unity Heritage Museum	Rural homestead house, old town hall, agricultural history, etc.
	Unity and District Regional Park	Large regional park with five ball diamonds, playground, concession, outdoor pool, horseshoe pits, etc.
	Unity Golf Course	9 hole course with licensed clubhouse
	Unity Curling Club	5 sheet curling arena
	Unity Skating Arena	Indoor ice sheet with spectator seating
RM 440 – Hillsdale	Manitou Pioneers Museum	Small historic museum
	Ball Diamonds	Two ball diamonds located in Neilburg
RM 442 – Manitou Lake	Big Manitou Regional Park	Lake and campground, with a 9 hole golf course and hiking trails
RM 471 - Eldon	Chief Poundmaker Historical Site	Museum and historic battle site, monument to Big Bear.
	Silverlake Regional Park	Campground, golfing, swimming, ball diamonds and a concession can be found at this 260 acre park
	Delfrari-Victoria Park	Large community park with a 9 hole disc golf course, campground, ball diamonds, trout pond, splash park and walking areas located in Maidstone
	Maidstone Arena	Indoor ice sheet
	Maidstone Library	Part of the Lakeland Library system
	Maidstone Museum	Pioneer village with boardwalk, refurbished CNR station with caboose, country store, church, blacksmith shop, barber shop, etc.
	Maidstone Curling Rink	3 sheet curling rink
	Glaslyn Skating Rink	Indoor skating rink
RM 498 - Parkdale	Little Loon Regional Park	Located 5 km east of Glasylan on Hwy3, beach area, playground, golf course
	Glaslyn Kinsmen Ball Park	3 ball diamonds, a concession and washrooms
	Glaslyn & District Museum	Located in a restored 1926 CNR station house, with a variety of artifacts and antique vehicles
RM 497 – Medstead	Glaslyn Heritage Lanes	Community owned bowling lanes, exercise room, pool tables and large seating area
	Medstead Arena	Indoor ice sheet with spectator area, two ball diamonds located behind the arena

COMMUNITY	FACILITY NAME	AMENITIES
RM 347 - Biggar	Biggar and District Regional Park	Overnight camping, walking paths, other amenities
	Sandra Schmirler Olympic Gold Park	Large community park with three ball diamonds, a playground, wall of fame display, and other amenities
	Biggar Curling Rink	Four sheets of ice, a concession and licensed lounge
	Jubilee Stadium	Indoor ice arena with seating for 600 spectators
	Buckingham Park	Community park with a seasonal water park
	Biggar Aquatic Centre	Outdoor pool
	Biggar Lionel A. Jones Library	Branch of the Wheatland Regional Library
	Biggar Golf Club	18 hole golf course
	Biggar and District Regional Park	Overnight camping, walking paths, other amenities
RM 496 - Spiritwood	Spiritwood and District Museum	Rural farm house, agricultural building and church, with a number of exhibits
	Spiritwood and District Recreation Centre	Home to a curling arena (4 sheets), an NHL-sized ice rink, bowling alley and two mezzaninies
	SADSAAC Park	Home to four ball diamonds, the Spiritwood Museum, and a visitor information centre
	Spiritwood Civic Centre	Indoor event hosting space
	Spiritwood Golf Course	18 hole golf course
	Spiritwood Public Library	Public library location, offering lending services, internet access and other programming
	Memorial Lake Regional Park	Campground, lake access
	Memorial Lake Golf Course	18 hole golf course
	Borden Memorial Park	Park with two ball diamonds and an outdoor rink
RM 405 - Great Bend	Borden Community Centre	Multi use facility with a hall, bowling alley, regional library and a seniors' club
	Borden and District Historical Museum	Five historic buildings located on mainstreet, celebrating the community's agricultural history
	Radisson Outdoor Pool	Open seasonally, weather permitting
	Sesula Mineral & Gem Museum	Displays more than 1500 rox, gems, fossils and minerals, as well as a baby T-rex on display
	Radisson Communiplex	Indoor ice sheet

UTILIZATION DATA

REGIONAL SPORTS GROUP DEMOGRAPHICS

Based on data provided by the City of North Battleford, the following table identifies the number of minor softball, baseball, indoor and outdoor soccer, adult volleyball, and youth badminton and lacrosse participants within the Battlefords region. While participant numbers do not directly measure facility utilization, they do help illustrate potential demand and the broader user base.

TABLE 9: SPORTS GROUPS DEMOGRAPHICS - EXCLUDING MINOR HOCKEY

SPORT	CITY OF NB	TOWN OF BATTLE.	RM / NB	OTHER*	TOTAL
Softball	104	52	5	30	191
Baseball	154	89	1	16	260
Indoor Soccer	173	33	0	75	281
Outdoor Soccer	261	96	0	233	590
Figure Skating	60	31	1	5	97
Adult Volleyball	60	25	5	60	150
Badminton	10	18	0	1	29
Lacrosse	32	21	0	10	63
Total	854	365	12	430	1,661

*Other includes Moosomin, Cochin, Meota, Sweetgrass, Gallivan, Cando, Little Pine, Paynton, Cutknife and other communities located further away from the Battlefords in Saskatchewan

Outdoor soccer is the most popular youth organized sport within the Battlefords, with a particularly strong contingent of regional youth participating. Indoor soccer, baseball, softball are also popular activities, with around 150 adults playing volleyball.

TABLE 10: SPORTS GROUPS DEMOGRAPHICS – MINOR HOCKEY

LEVEL	CITY OF NB	TOWN OF BATTLE.	RM / NB	OTHER*	TOTAL
Initiation	36	23	1	10	70
Novice	62	28	4	8	102
Atom	48	29	0	7	84
Bantam	30	10	0	23	63
Midget	49	30	0	81	160
Peewee	34	22	0	19	75
Total	259	142	5	148	554

*Other includes Moosomin, Cochin, Meota, Sweetgrass, Gallivan, Cando, Little Pine, Paynton, Cutknife and other communities located further away from the Battlefords in Saskatchewan (e.g. Saskatoon, Regina, Meadow Lake, Warman, etc.)

There are around 400 minor hockey players at all levels in the City and Town, with a significant number of players coming from the region at the Midget level. Based on total numbers, minor hockey is the most popular youth organized sport in the Town and the second most popular in the City.

CITY OF NORTH BATTLEFORDS UTILIZATION

The City had a total of 9,219 participants participate in registered and drop-in recreation classes, as well as shinny hockey, free public, pre-school and senior skating. Cooking classes are particularly popular, with a new partnership with Midwest Food Resources and Battlefords Immigration Resource Centre helping to provide instruction for these classes. The City had several notable events over 2019, including the Meridian Open – Grand Slam of Curling (20,000 participants), the 49th annual Kinsmen Rodeo, and the Gold Eagle Sakicawsihk Pow Wow (4,635 participants).

TABLE 11: 2019 CITY OF NORTH BATTLEFORD MAJOR FACILITIES YEAR END REPORT - ATTENDANCE

FACILITY	2017	2018	2019	TREND
Don Ross Centre	36,219	36,863	25,500	Down
Don Ross Arena – Participants	20,107	17,835	19,561	Up
Don Ross Arena – Spectators	19,677	16,921	14,128	Down
Don Ross Arena – Public Skating	815	402	480	Up
Don Ross Arena – Shinny	246	185	280	Up
Civic Centre – Participants	28,288	27,778	25,993	Down
Civic Centre – Spectators	97,818	83,301	75,950	Down
Civic Centre – Rentals	13,985	2,785	28,250	Up
Civic Centre – Public Skating	2,187	2,058	2,050	Stable
Civic Centre – Shinny	988	650	941	Up

Variability in attendance at the above listed facilities is attributed to special events, such as the Pinty's curling tournament, several pow wows, the Winter Games, hockey seasons that run longer due to playoff games, and so forth. Overall, attendance at major City facilities has remained steady over the last several years, with major events and rentals as major sources of revenue.

DAVID LAIRD CAMPGROUND (2019)

The David Laird Campground is managed on behalf of the City by the Canadian Mental Health Association Battlefords Branch.

1,574 site reservations
 3,322 total number of night stays
 Average stay per reservation was 2.1 nights

Busiest month - July with 916 stays
 Slowest month - September with 354 stays



TOWN OF BATTLEFORD UTILIZATION

BATTLEFORD LIONS ARENA

UTILIZATION TYPE	2019	2018	PREVIOUS 3 YEAR AVG.
Prime Time	75.8%	77.3%	79.8%
Non Prime Time	21.4%	21.8%	22.6%
Total	51.5%	52.4%	54.2%

**Prime time hours are considered any time between 4 PM and 10 PM, Monday – Friday and between 8 AM and 10 PM on Saturday and Sunday*

Prime time utilization of the Arena is slightly down in 2019 compared to the 3 year running average. Several tournament cancellations occurred, and utilization may actually be higher than reported because times when the ice is being flooded between games and practices is not accounted for. Finally, the 9 AM – 10 AM slots on Saturday and Sundays were often open, as were a few slots in the middle of the day on the weekends.

ALEX DILLABOUGH CENTRE

AMENITY	2019	2018	PREVIOUS 3 YEAR AVG.
Hall – Weekday	30.3%	29.9%	30.9%
Hall – Weekend	54.9%	54.9%	57.8%
Meeting Rm A/B - Weekday	7.0%	5.9%	8.2%
Meeting Rm C – Weekday	4.8%	5.3%	5.8%

Most revenue generated by the Alex Dillabough Centre comes from weekend hall bookings, which decreased in 2018 relative to the past 3 year due to the cancellation of a record number of events over the year (16!). There were 3 cancellations in 2019. Meeting room use is also down relative to the past three years, with user groups using less time, fewer education courses being held, etc. Weekend use of these rooms is negligible.

THE FLATS

AMENITY	2019	2018
Diamond 1	48.6%	29.3%
Diamond 2	40.6%	29.3%
Diamond 3	33.3%	37.9%
Diamond 4	48.6%	36.2%
Diamond 5	59.4%	44.8%
Diamond 6	60.9%	48.3%
Diamond 7	60.1%	46.6%
Diamond 8	7.2%	27.6%
Soccer Pitch	0.0%	0.0%
Weekend Overall Use	9.4%	32.6%
Total (weekday diamond utilization)	44.8%	37.5%

The Town began tracking diamond and soccer pitch utilization in 2018. The average weekday utilization for all diamonds during the week was 44.8% in 2019, an increase from 2018. Diamonds 5, 6 and 7 are the most heavily utilized due to slo-pitch users (slo-pitch has a longer season). The soccer field was not used at all during the week in 2019, the same as in 2018 due to adult soccer not running a league for the season. Weekend usage for the diamonds was 26.9% in 2018 and is estimated at 9.4% in 2019, with most bookings occurring in June. Weekend utilizations were down in 2019 from 2018, but this is largely attributed to poor weather in 2018 limiting overall availability.

EILING KRAMER CAMPGROUND

AREA	2019	2018	PREVIOUS 3 YEAR AVG.
Total # of campers	1,148	1,413	1,443
Full Service Bookings	259	274	268
Electrical Bookings	817	1,074	1,092
Non-Electrical Bookings	18	25	31
Picnic/Shelter Bookings	33	41	51

The Campground's current reservation software only tracks number of reservations, rather than total nights booked. In 2016, the Town increased the number of full-service sites at the Campground from 5 to 17, decreasing the number of electric only sites from 69 to 57. The total number of campers remained stable between 2018 and 2019, but the number of reservations went down. This suggests that campers tended to stay for longer periods in 2019 than compared to 2018.

SUBSIDIZATION RATES

FACILITY	2019 SUB. RATE	2018 SUB. RATE	PREVIOUS 3 YEAR AVG.
Arena	46.4%	46.0%	43.8%
Alex Dillabough Centre	58.6%	63.6%	59.3%
The Flats	66.3%	53.8%	59.7%
E.K. Campground	3.5%	23.9%	14.4%

There is a direct correlation between facility usage and how much that facility's operations are subsidized through taxation. The more revenue collected through user fees, the lower the subsidization rate. Subsidization rates remained mostly stable between 2018 and 2019, except for the Eiling Kramer Campground, which posted very strong revenues over the course of the year.



COMPARATIVE ANALYSIS

Benchmarking comparison research was conducted to compare infrastructure provision in the Battlefords to other municipalities of similar size in Saskatchewan. Comparing municipalities directly must be done carefully, as all communities are unique. However, comparisons do provide a general picture as to how the Battlefords compares to other similar-sized municipalities in terms of what is provided to residents for parks and recreation infrastructure. The following chart displays the number of similar indoor and outdoor amenities in other communities, as an average. Infrastructure quality was not considered in this research. As mentioned above, data has been gathered from online public sources. The colours in the Battlefords column offer some meaning to the relative provision of facilities and amenities. If green it indicates that the Battlefords provides that particular facility or amenity in greater numbers than the average. Yellow indicates a similar level of provision.

TABLE 12: THE PARKS AND RECREATION AMENITY BENCHMARKING

COMMUNITY	YORKTON	WARMAN	SWIFT CURRENT	ESTEVAN	WEYBURN	AVERAGE	BATTLEFORDS
Pop. (2016)	16,343	11,020	16,604	11,483	10,870	12,477	18,744
Arts (Performing) Facilities	0	1	0	0	1	0.4	2
Arts (Visual) Facilities	1	0	1	1	4	1.4	3
Aquatics Facilities	1	0	2	1	1	1	1
Fitness Facilities	1	1	0	1	0	0.6	1
Ball Diamonds	9	14	10	13	8	10.8	19
Campgrounds	1	2	3	1**	1	1.6	2
Climbing Walls	0	0	1	0	0	0.2	1*
Community Parks	13	4	14	5	7	8.6	9
Curling Sheets	8	0	6	8	6	5.6	6
Field House	1	0	0	0	0	0.2	1

COMMUNITY	YORKTON	WARMAN	SWIFT CURRENT	ESTEVAN	WEYBURN	AVERAGE	BATTLEFORDS
Golf Courses	1	1**	1**	0	1**	0.8	1**
Gymnasiums	2	2	2	1	1	1.6	3
Horseshoe Pits	1	1	1	0	0	0.6	1
Ice Sheets (Indoor)	2	2	3	3	2	2.4	3
Ice Sheets (Outdoor)	5	3	6	3	2	3.8	9
Indoor Play Areas	0	1	1	1	0	0.6	2
Libraries	1	1	1	1	1	1	2
Museums	2	0	3	3	4	2.4	5
Neighbourhood Parks/ Playground	8	10	8	7	1	6.8	23
Off Leash Parks/Areas	1	1	1	1	1	1	2
Tennis and Pickleball Courts	8	2	4	2	3	3.8	6
Skateboard/ BMX Parks	2	2	1	1	1	1.4	1
Rectangular Fields	5	5	7	3	2	4.4	8

*Climbing wall is inflatable/non-permanent

**Operated by a 3rd party

As Table 12 illustrates, collectively Battlefords residents have above average access to parks and recreation infrastructure nearly across the board. Amenities that are well provisioned in the Battlefords include ball diamonds, community-scale parks, outdoor ice sheets and, most notable, an abundance of neighbourhood-scale parks/playgrounds. Compared to similar sized communities/areas the Battlefords is one of the only to have a modern field house and no other area examined has a facility on the level of the Dekker Centre for performing arts. Areas where the Battlefords are about average in include aquatics facilities, gymnasiums and fitness facilities, but given the relatively new condition of the CUPlex development, these facilities are likely at or exceeding the quality available in other comparable communities. There is only one area where the Battlefords are below average in providing and that is in a skateboard/BMX park. In this regard, the only major difference is that a few communities examined had dedicated BMX tracks in addition to a dedicated concrete park for use by various user groups (i.e. skateboarders, BMXers and those on scooters).

A major takeaway from this benchmarking exercise is that there is a significant advantage to approaching parks and recreation collaboratively, as together the City and Town provide above access to nearly every amenity community members may desire compared to similar sized communities in Saskatchewan. Together, the two municipalities can provide access to amenities that individually they otherwise may not be able to, as well as can collaborate on enhancing or developing existing or new amenities further.

TABLE 13: OVERVIEW OF FISCAL RESOURCES ALLOCATED TO PARKS AND RECREATION

MUNICIPALITY*	POP. (2016)	REVENUE FROM REC	SPENDING ON REC	NET REVENUE AND EXPENSES	COST RECOVERY (REVENUE / EXPENSES)	PER CAPITA ALLOCATION
City of North Battleford	14,315	2,414,200	6,830,243	-4,416,043	35.3%	\$477.14
Town of Battleford	4,429	486,000	1,445,293	-959,293	33.6%	\$326.32
Yorkton**	16,343	3,499,794	5,648,036	-2,148,242	61.2%	\$345.59
Warman (2018)	11,020***	1,638,695	4,820,465	-3,181,770	33.9%	\$437.43
Swift Current	16,604	3,604,644	9,434,884	-5,830,240	38.2%	\$568.23
Estevan (2018)	11,483	2,555,288	7,558,352	-5,003,064	33.8%	\$658.22
Weyburn	10,870	1,280,635	4,958,740	-3,678,105	25.8%	\$456.19
Averages	12,341	2,211,322	5,813,716	-3,602,394	38.0%	\$467.02

*Based on 2020 budget figures unless otherwise noted

**Includes Gallagher Centre & Waterpark

***2017 population figure

Table 13 above presents total expenses and revenues for parks and recreation departments for each comparable community. On a per-capita basis, the City of North Battleford provides around the average funding allocation, whereas the Town of Battleford provides around \$130.00 less per resident. Cost recovery percentages for both the City and Town are comparable but slightly lower than averages identified in other communities. However, excluding Yorkton (significant revenues from a waterpark), cost recovery rates in the Battlefords are comparable to other communities examined. Some of these spending figures may not be fully illustrative of spending on programs or services, as many communities group capital expenses and related debt servicing costs into these spending figures.

8

ENGAGEMENT



To properly develop the Joint Parks and Recreation Master Plan it is imperative to gather the perspectives of community members. To collect input from the community, four formal engagement tactics were implemented.

A survey was fielded with households in the Battlefords region; in total 297 households provided a response. The findings of the survey are presented below. A survey of community organizations delivering parks and recreation services to regional residents was implemented as well. In total 28 organizations submitted a response. A series of meetings was convened with community stakeholders. These conversations included an array of groups and perspectives and provided great context and insight into parks and recreation provision. Finally some direct youth engagement was facilitated, primarily through visits to the areas high schools.

For each of the four engagement tactics the detailed findings are presented in the following sections.

RESIDENT SURVEY

A survey was fielded with households in the Battlefords region between November 29, 2019 and January 24, 2020. Households in the study area¹ were mailed a postcard inviting their participation in the survey. The postcard also included a unique access code needed to participate in the online survey. In total 12,225 postcards were mailed out. In total 297 responses were gathered which means that the survey's margin of error is + 5.6% nineteen times out of twenty.²

The findings are presented in the order the questions were asked. Subsegment findings are presented where pertinent. Only where substantive and pertinent are the separate findings from Town and City respondents presented. It is important to note that not all respondents answered every question.



REASONS FOR PARTICIPATING

To begin the survey respondents were asked to identify the main reasons for household members to participate in recreation activities. As illustrated in the accompanying graph, approximately three-quarters (76%) participate for health reasons. For fun (72%); to enjoy the outdoors (66%); and to relax and relieve stress (63%) were the next most common reasons to participate.

SUBSEGMENT ANALYSIS

- Respondents with children in the household (0-14 years) identified their main reasons for participating as fun (86%); family time together (85%); health reasons (70%); to enjoy the outdoors / get fresh air (70%).
- Respondents aged 70 and older identified their main reasons for participating as health reasons (78%); socializing (66%); for fun (63%); enjoy the outdoors (59%); and to relax and relieve stress (56%).

MAIN REASONS FOR PARTICIPATING IN RECREATION ACTIVITIES



VISITATION

Next given a list of indoor and outdoor facilities in the Town of Battleford and the City of North Battleford respondents indicated the total number of times household members used each as an active participant in the previous twelve months. Approximately three-quarters (76%) of respondents' household members visited Finlayson Island during the summer months; approximately half (48%) used it during the winter months. Almost two-thirds (65%) of households used the multipurpose trails in Battleford. The most utilized indoor facility is the Battleford Arena with 58% of households having used it in the previous twelve months. See the graph for more detail.

SUBSEGMENT ANALYSIS

- Respondents who said that there are inadequate parks and recreation facilities / amenities to satisfy their families' recreational needs in the Battlefords region were more likely to have used:
 - » the Battleford Arena (74%) compared to respondents who said facilities are adequate (54%) and those who were unsure (57%)
 - » the Battleford Flats – ball diamonds (42%) compared to 34% (unsure) and 26% (yes, adequate)
- Respondents from the Town of Battleford visited all facilities listed in greater proportions than did City of Northern Battleford respondents.

FREQUENCY OF VISITATION IN PREVIOUS 12 MONTHS

■ One Visit ■ 2 - 12 Visits ■ 13 or More Visits ■ Did Not Visit

Finlayson Island – summer use



Multipurpose Trails (e.g. walking, biking)



Battleford Arena



Alex Dillabough Centre – hall use



Municipal Parks / Playgrounds



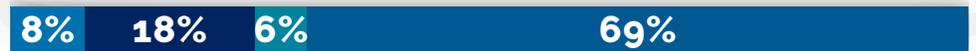
Finlayson Island – winter use



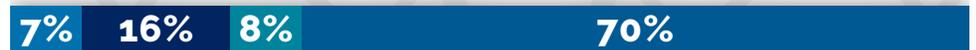
Alex Dillabough Centre – gymnasium use



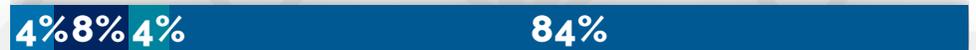
Tot Lot



Battleford Flats – ball diamonds



Off Leash Dog Park



Battleford Flats – soccer field



When examining household utilization of facilities in North Battleford approximately three-quarters of households (76%) visited the Dekker Centre as a spectator; over half (57%) visited two to twelve times. The CO-OP Aquatic Centre was used by over two-thirds of households (71%) and the multipurpose trails were used by a similar proportion of respondents' households (71%). The Civic Centre – arena was used by approximately two-thirds of households (63%). See the graph for additional information.

FREQUENCY OF VISITATION IN PREVIOUS 12 MONTHS (CITY OF NORTH BATTLEFORD)

■ One Visit ■ 2 - 12 Visits ■ 13 or More Visits ■ Did Not Visit

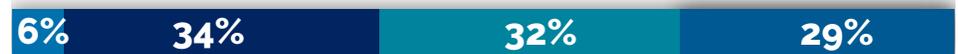
The Dekker Centre (spectator / visitor)



Battlefords CO-OP Aquatic Centre



Multipurpose Trails (e.g. walking, biking)



NationsWEST Field House - Field House



Municipal Parks / Playgrounds



NationsWEST Field House - track / fitness



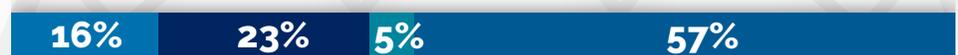
Civic Centre - arena



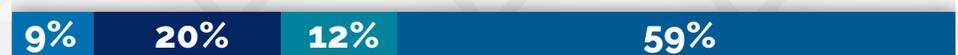
North Battleford Golf and Country Club



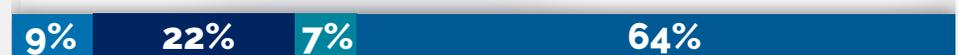
Art galleries (as a spectator / visitor)



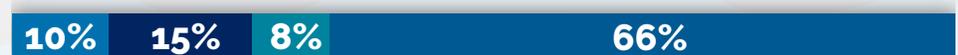
Don Ross Community Centre - arena



Track & field facility



Northland Power Curling Rink



SUBSEGMENT ANALYSIS

- Respondents who said that there are inadequate parks and recreation facilities / amenities to satisfy their families' recreational needs in the Battlefords region were more likely to have used:
 - » the Civic Centre (74%) compared to respondents who said facilities are adequate (60%) and those who were unsure (55%)
- Respondents from the City of North Battleford visited facilities listed in greater proportions than did Town of Battleford respondents except for the Don Ross Community Centre arena, the Don Ross Community Centre gymnasium, ball diamonds, and the North Battleford Golf and Country Club.

FREQUENCY OF VISITATION IN PREVIOUS 12 MONTHS

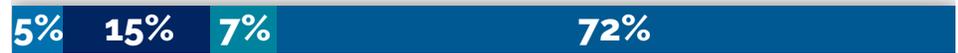
(CITY OF NORTH BATTLEFORD) CONTINUED

■ One Visit ■ 2 - 12 Visits ■ 13 or More Visits ■ Did Not Visit

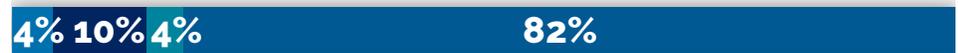
Don Ross Community Centre - gymnasium



Ball Diamonds in North Battleford



Soccer fields in North Battleford



Off Leash Dog Park



Tennis courts



BARRIERS TO PARTICIPATION

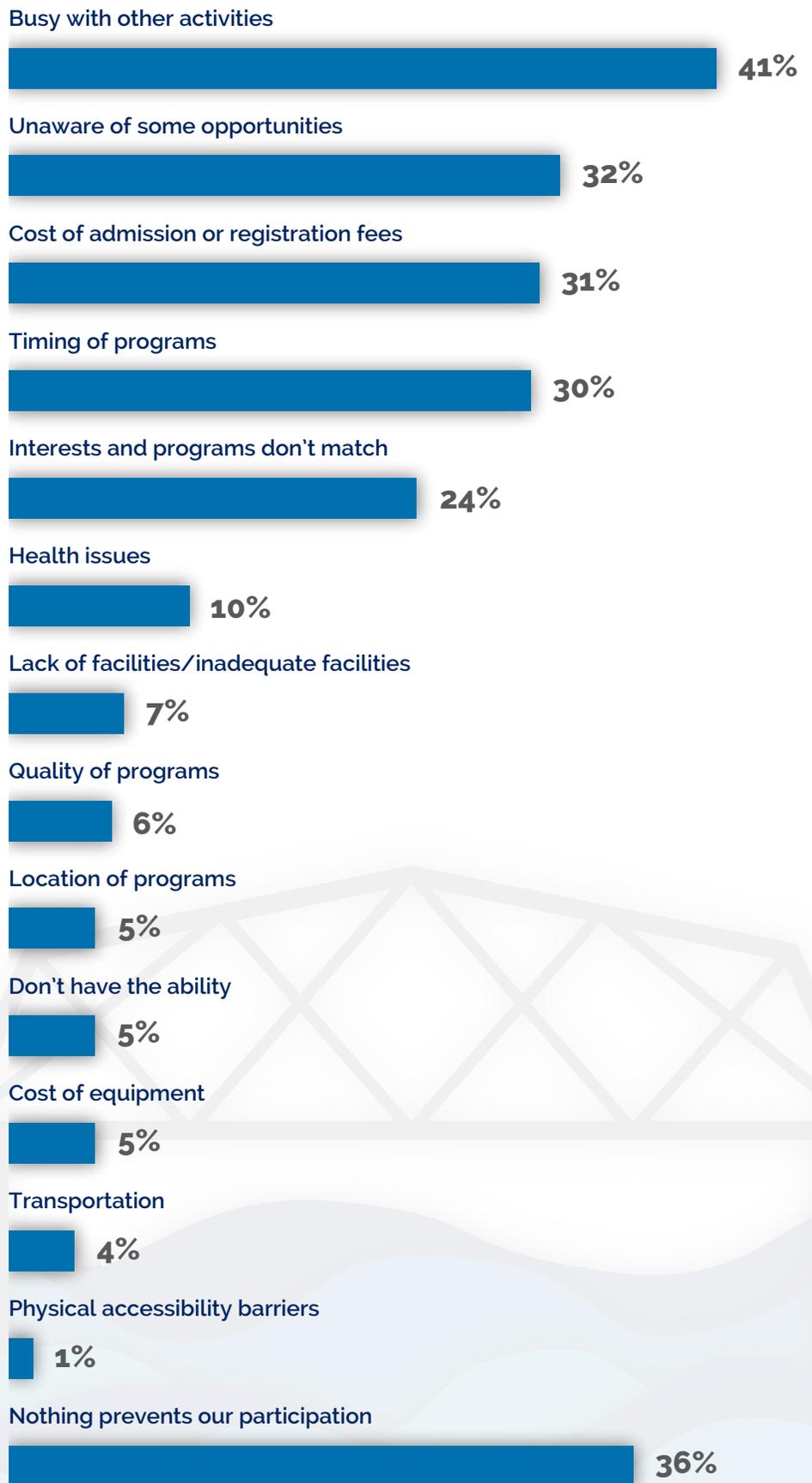
Respondents were asked to identify barriers preventing household members from participating in desired parks and recreation activities. While over one-third (36%) said that they experience no barriers, more than one-third (41%) said being busy with other activities prevents their participation. Approximately one-third indicated that a lack of awareness (32%) and admission / registration fees (31%) were main barriers. Refer to the graph.

Respondents were able to identify other barriers that impacted their participation beyond those identified in the list above. The most commonly cited barrier was safety; two percent indicated safety concerns limits the participation of household members.

SUBSEGMENT ANALYSIS

- Respondents who said that there are inadequate parks and recreation facilities / amenities to satisfy their families' recreational needs in the Battlefords region were more likely to identify the following as barriers compared to respondents who said opportunities are adequate or who were unsure:
 - » Cost of admission or registration fees (41% compared with 28% and 32% respectively)
 - » Timing of programs (43% compared with 26% and 34% respectively)
- Respondents with children in the family 0-14 years identified their top barriers as being busy (53%); timing of programs (51%); and admission or registration costs (38%).
- Respondents 70 years of age and older identified the following as their top barriers: health issues (27%); lack of awareness (24%); and admission or registration costs (22%).
- Respondents from the Town were more likely to identify a lack of awareness of opportunities as a barrier than respondents from the City (42% versus 28%).

BARRIERS TO PARTICIPATION IN RECREATION ACTIVITIES



VALUES AND CONSIDERATION

A series of statements were presented and respondents were asked the extent to which they agree with each. As displayed in the following table 86% of respondents strongly agreed that parks and recreation are important to their community's well-being. A similar proportion (84%) strongly agreed that it is important to ensure that parks and recreation opportunities are available and accessible to all regional residents.

	STRONGLY AGREE	SOMEWHAT AGREE	DISAGREE
Parks and recreation are very important to my household.	61%	35%	4%
Parks and recreation are important to the well-being of my community.	86%	13%	1%
Parks and recreation services benefit all residents, even if they don't participate in activities.	77%	19%	4%
It is important to ensure that parks and recreation opportunities are available and accessible for all residents in the region.	84%	13%	2%
Parks and recreation services can contribute to the local economy by attracting visitors and new residents.	81%	17%	2%
Municipalities in the region should work together where possible to provide parks and recreation opportunities.	83%	13%	4%

SUBSEGMENT ANALYSIS

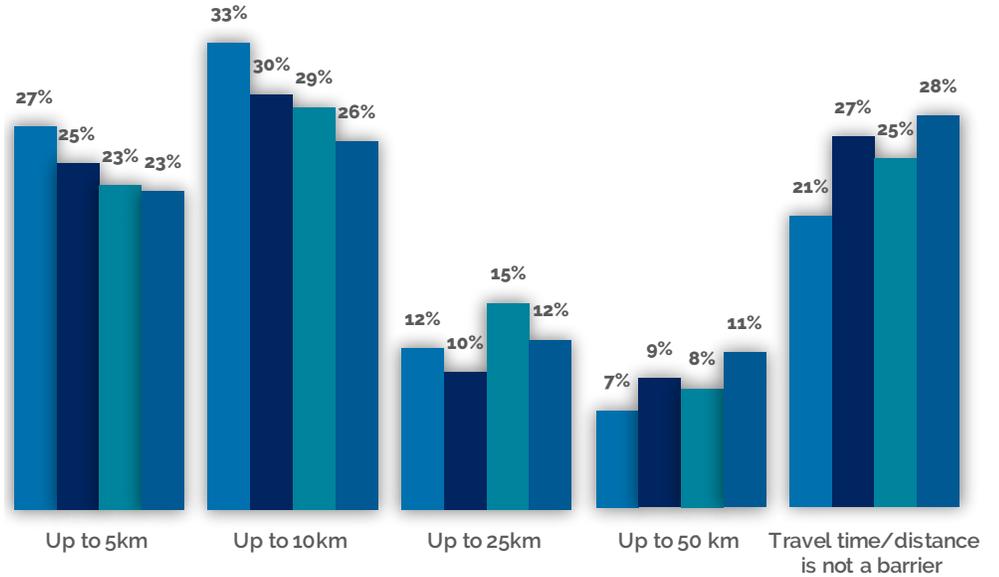
- Respondents who said that there are inadequate parks and recreation facilities / amenities to satisfy their families' recreational needs in the Battlefords region were more likely to strongly agree with the following statement compared to respondents who said opportunities are adequate or who were unsure:
 - » Parks and recreation are very important to my household (74% compared to 58% and 59% respectively)
- Respondents with children in the household 0-14 years of age were more likely to strongly agree that parks and recreation are very important to their households (82%) than respondents aged 70 and older (49%).
- Respondents from the Town were more likely to strongly agree that "Parks and recreation are very important to my household than respondents from the City (72% vs 58%)

WILLINGNESS TO TRAVEL

Survey respondents were asked to indicate the amount of travel they would accommodate to various types of indoor and outdoor amenities. As illustrated in the following graph, travel time becomes a barrier for indoor leisure amenities before it does for all other amenity types. Respondents have a greater tolerance for travel for outdoor competition amenities.

TRAVEL DISTANCE (ONE WAY) THAT IS ACCEPTABLE

- Indoor amenities for leisure (e.g. leisure pools, fitness / wellness facilities)
- Indoor amenities for competition (e.g. lane pools, gyms, arenas)
- Outdoor amenities for leisure (e.g. parks, trails, sports fields)
- Outdoor amenities for competition (e.g. diamonds, rectangular fields, trails)



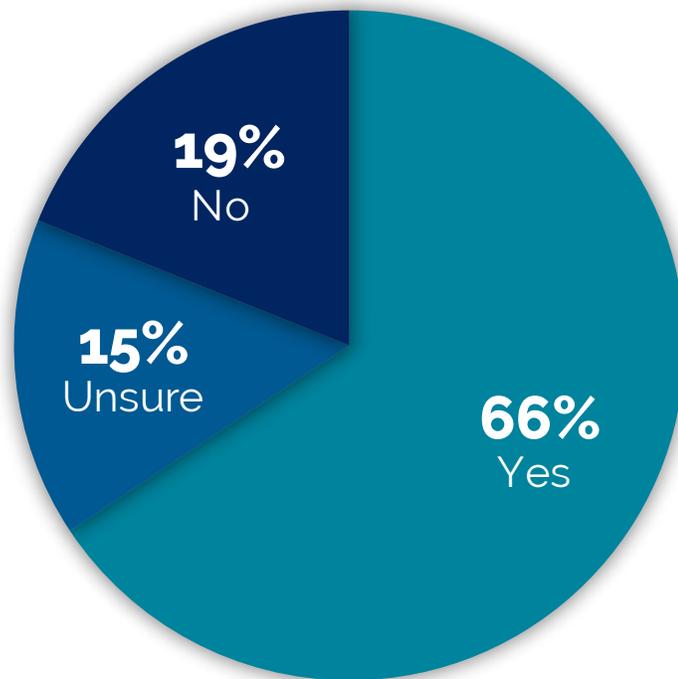
NEW AND UPGRADED FACILITIES AND AMENITIES

Two-thirds (66%) of respondents stated that there are adequate parks and recreation facilities and amenities to satisfy their families recreational needs in the Battlefords region. Nineteen percent (19%) said there is not adequate facilities or amenities.

SUBSEGMENT ANALYSIS:

- Respondents 70 years and older all said (100%) that there are adequate parks and recreation facilities and amenities to satisfy their recreational needs in the Battlefords region.
- Respondents from the City were more likely to say that there are adequate parks and recreation facilities and amenities than respondents from the Town (84% vs 35%).

ARE THERE ADEQUATE FACILITIES / AMENITIES TO SATISFY RECREATION NEEDS IN THE BATTLEFORDS REGION



Respondents were then asked to select up to five (5) indoor and then five (5) outdoor recreation facilities and amenities that should be more readily available or enhanced in the Battlefords region. They were asked to consider:

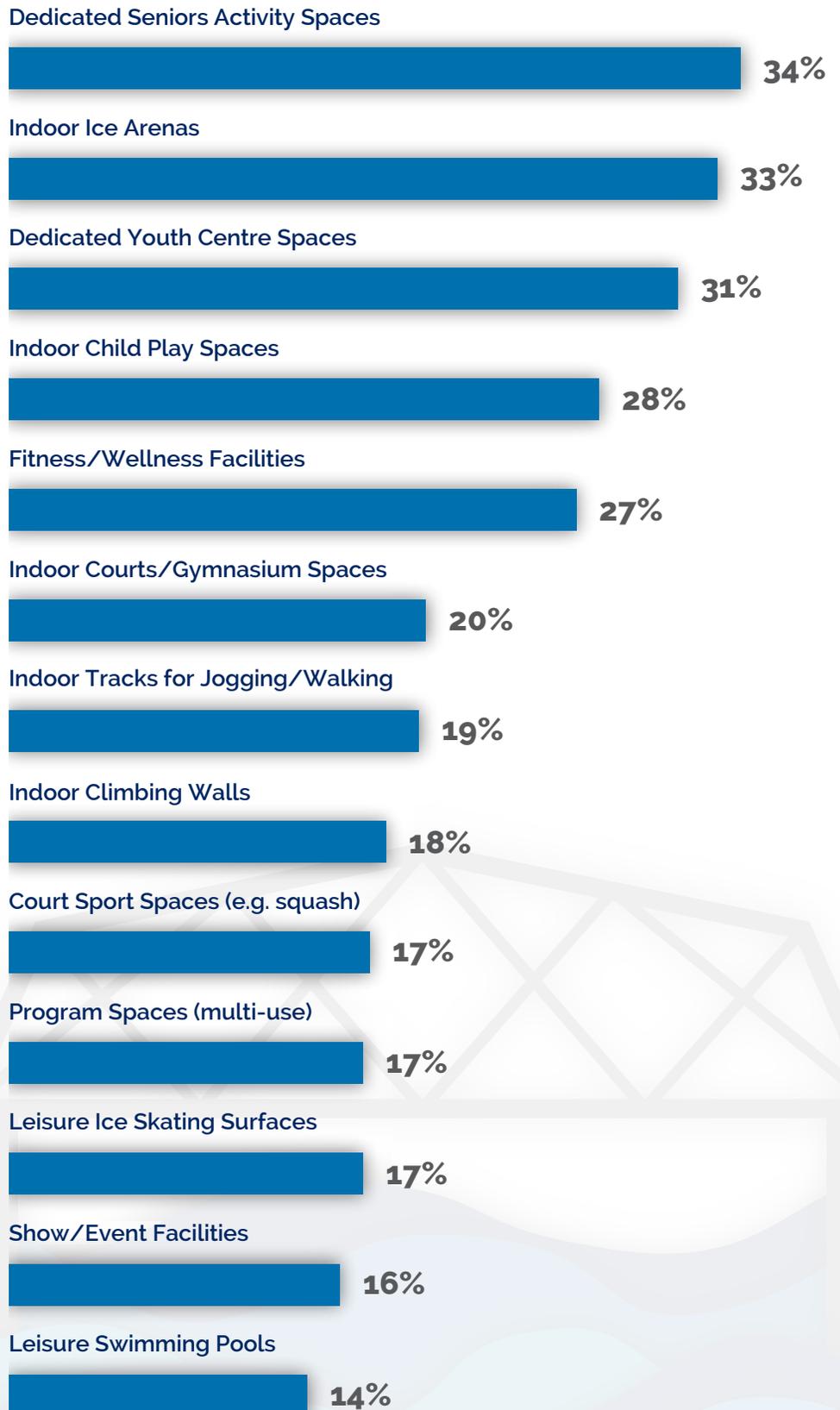
- that there are costs to building and operating recreation facilities and amenities; and
- that the responses to the question may not lead to changes in a facility or a new facility being built.

Considering indoor facilities and amenities, over a third of respondents (34%) selected a dedicated seniors' activity space as in need of attention. Ice arenas (33%); dedicated youth activity space (31%); child play spaces (28%); and fitness / wellness facilities (27%) rounded out the top five selections. See the graph for additional information.

SUBSEGMENT ANALYSIS

- Respondents who said that there are inadequate parks and recreation facilities / amenities to satisfy their families' recreational needs in the Battlefords region were more likely to identify the following indoor spaces and amenities compared to respondents who said opportunities are adequate or who were unsure:
 - » Ice arenas (49% compared to 28% and 33% respectively)
 - » Leisure ice skating surfaces (28% compared to 16% and 7% respectively)
- Respondents with children 0-14 years in the household identified the following as their top 5 indoor priorities: child play spaces (56%); ice arenas (38%); dedicated youth centres (36%); climbing walls (26%); and fitness / wellness facilities (24%)
- Respondents aged 70 years and older identified the following as their top 5 indoor priorities: dedicated seniors activity spaces (63%); ice arenas (42%); fitness / wellness facilities (32%); curling facilities (32%); and dedicated youth centre spaces (26%).

INDOOR FACILITIES THAT SHOULD BE MORE READILY AVAILABLE OR ENHANCED



INDOOR FACILITIES THAT SHOULD BE MORE READILY AVAILABLE OR ENHANCED

CONTINUED

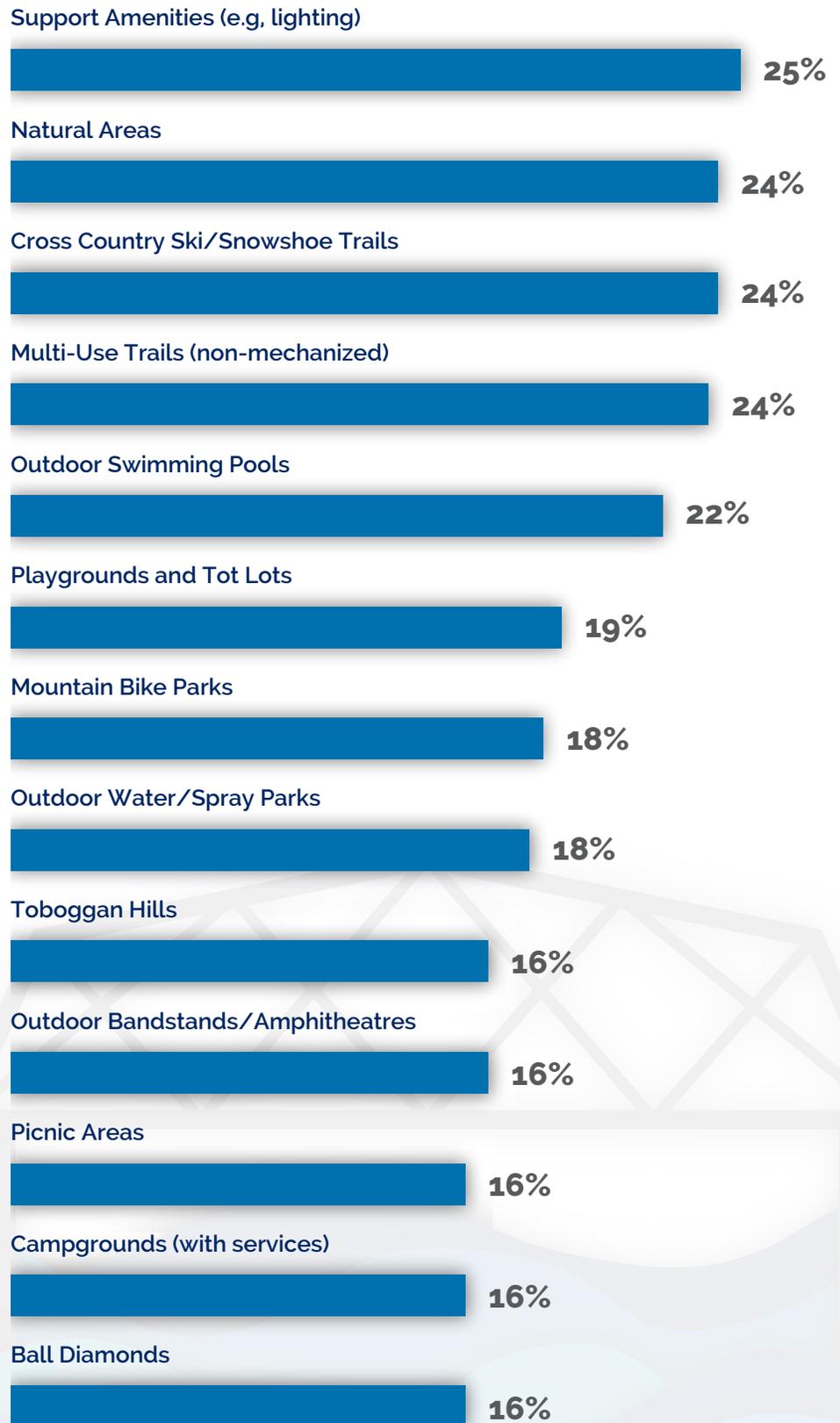


In terms of outdoor facilities and amenities, the top five selections were support amenities such as lighting, water fountains, seating, and washrooms (25%); natural areas (24%); cross country ski/ snowshoe trails (24%); multi-use trails (non-mechanized) (24%); and outdoor swimming pool (22%). See the graph for additional responses.

SUBSEGMENT ANALYSIS

- Respondents with children 0-14 years in the household identified the following as their top 5 outdoor priorities: BMX bicycle parks (29%); multi-use trails (29%); swimming pools (29%); ball diamonds (25%); and mountain bike parks (24%).
- Respondents 70 years of age and older identified the following as their top 5 outdoor priorities: support amenities such as lighting, water fountains, seating, washrooms (33%); campgrounds with services (26%); toboggan hills (23%); playgrounds and tot lots (23%); natural areas (23%); and ball diamonds (23%).
- Respondents from the Town were more likely to identify the following facilities as a top five priority than respondents from the City:
 - » Outdoor swimming pools (31% vs 17%)
 - » Outdoor water spray parks (26% vs 15%)
 - » Mountain bike trails (23% vs 12%)

OUTDOOR FACILITIES THAT SHOULD BE MORE READILY AVAILABLE OR ENHANCED



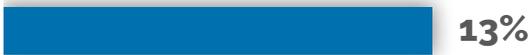
OUTDOOR FACILITIES THAT SHOULD BE MORE READILY AVAILABLE OR ENHANCED

CONTINUED

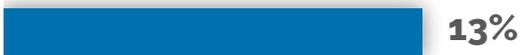
BMX Bicycle Parks



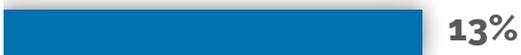
Event Grounds for Special Events



Outdoor Boarded Hockey Rinks



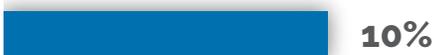
Dog Off-Leash Areas



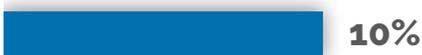
Beach Volleyball Courts



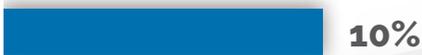
Pickleball Courts



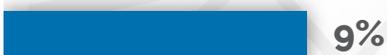
Disc Golf Courses



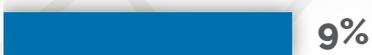
Agricultural Areas (i.e. equestrian areas)



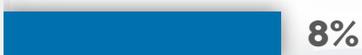
Golf Courses



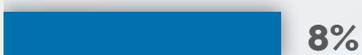
Hard Surface Courts



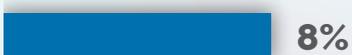
Passive Park Spaces



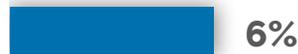
Athletic Grounds (track and field)



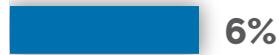
Motorized Trails



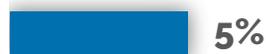
Tennis Courts



Recreation Skating Rinks (non boarded)



Skateboard Parks



Rectangular Grass Fields



Artificial Turf Fields



PRIORITIZATION CRITERIA

There are limited resources available to dedicate towards investment in parks and recreation facilities or amenities. Because of this capital projects need to be prioritized. Respondents were given a list of possible prioritization criteria and asked the extent to which they agree that each should be used to prioritize multiple projects. As illustrated in the accompanying graph 58% strongly agreed and another 35% somewhat agreed that a facility responding to community demands would make it a priority over another.

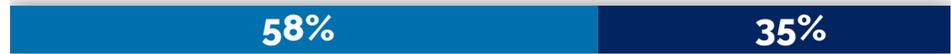
SUBSEGMENT ANALYSIS

- Respondents who said that there are inadequate parks and recreation facilities / amenities to satisfy their families' recreational needs in the Battlefords region were more likely to strongly agree with the following criteria compared to respondents who said opportunities are adequate or who were unsure:
 - » There is funding available from local governments in the Battlefords area working together (54% compared to 37% and 40% respectively)
 - » Funding and grants are available that would lower the costs (64% compared to 51% and 43% respectively)
 - » It has potential for bringing visitors from outside the region (70% compared to 47% and 67% respectively)
- Respondents from the Town were more likely to strongly agree with the following criteria than respondents from the City:
 - » It replaces an existing one (65% vs. 49%)
 - » It has potential for bringing in visitors (60% vs 49%)
- Respondents from the City (55%) were more likely to strongly agree that the availability of funding and grants is an important priority than Town respondents (44%).

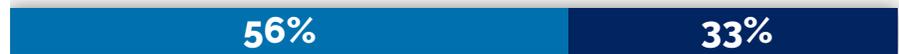
A NEW OR ENHANCED FACILITY / AMENITY SHOULD BE A PRIORITY IF...

■ Strongly Agree ■ Somewhat Agree

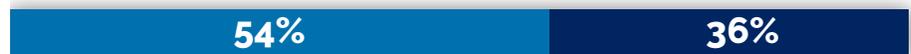
...it responds to demands from the community.



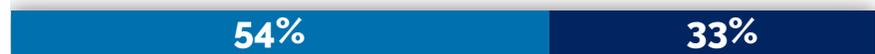
...it replaces an existing one.



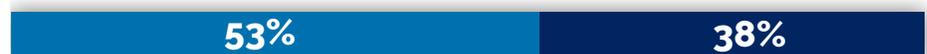
...it has potential for bringing visitors.



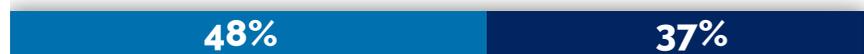
...it is multi-purpose and meets many different needs.



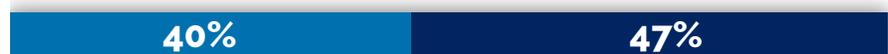
...funding and grants are available.



...a project partner can contribute significant capital funds.



...there is funding available from local governments.



...it is not readily available in the region.



...it improves the geographic balance in the region.



...it targets under-served populations.



...the cost to run it is lower than others.



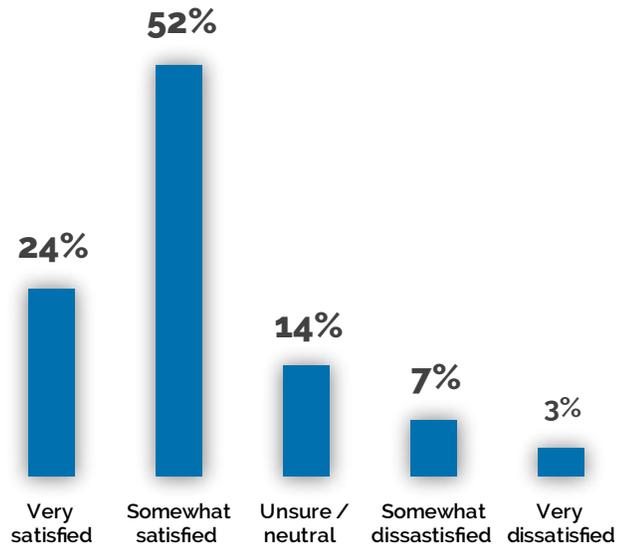
...the cost to build it is lower than others.



PROGRAMMING

Parks and recreation programming is offered to residents in the region by the City and Town as well as community organizations. Approximately one-quarter (24%) of respondents are generally satisfied with programs currently offered. Only 10% are dissatisfied.

SATISFACTION WITH PROGRAMS / OPPORTUNITIES



Respondents were then asked to identify improvements or changes needed with parks and recreation programs and opportunities. As illustrated in the graph the most commonly cited issue is a need to make programs more affordable (45%). Improve marketing of programs was the next most frequently cited improvement needed.

SUBSEGMENT ANALYSIS

- Respondents from the Town were more likely to say that more convenient locations are needed compared with respondents from the City (24% vs 11%).

Specific comments were provided identifying improvements to specific programs as well as new programs that are needed. The most commonly cited responses are noted below.

- Program and facility hours need to be more accommodating for people. Often programs are often offered during work hours but need to be available more in evenings and weekends. Having programs available on weekends and holidays would be good as well. (19 comments)
- Additional programming for seniors was requested. Some ideas suggested included arts and cultural programs and health and fitness programs. (14)
- An interest was expressed to have additional programs for youth in the community, particularly for those not interested in typical sporting activities. (9)
 - » A specific idea mentioned was to offer higher risk type activities to attract individuals who may be attracted impulsively to risky lifestyle choices.
- Enhanced awareness of programs is needed. Improved listing of all programs along with times and locations. Multiple guides per year could be a solution and offered online. (6)

NECESSARY IMPROVEMENTS TO PROGRAMMING

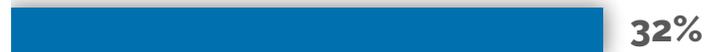
More affordable



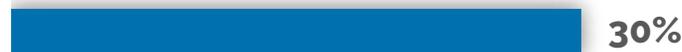
Improved marketing of programs



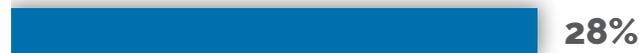
More convenient schedule



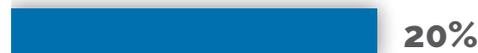
Greater variety



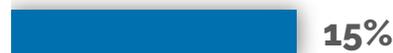
Offered more frequently



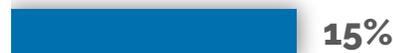
Accommodate more participants



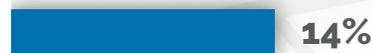
More convenient locations



Enhanced content



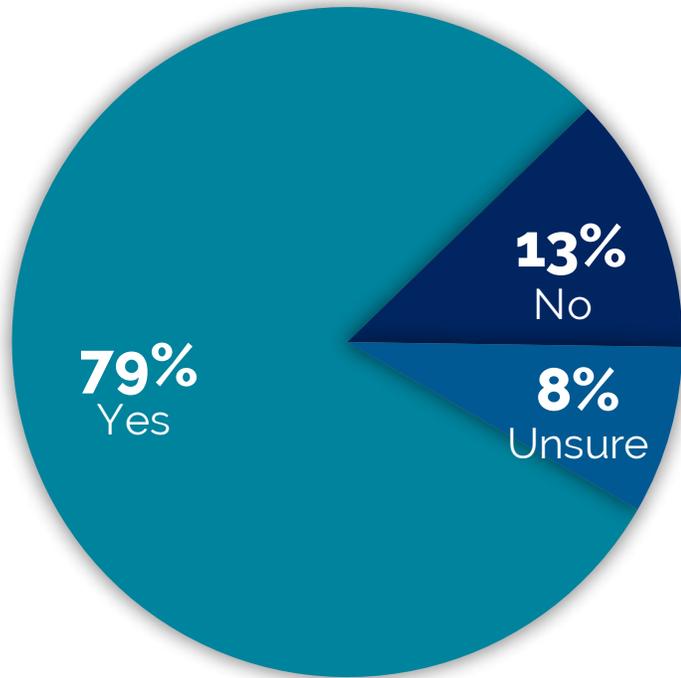
Better instruction



- The trails were cited as great opportunities but improved maintenance of the trails throughout the year was called for. (5)
 - » Additional arts, culture, craft programs
 - » Lessen the number of sessions in a program. For example a photography class could be two sessions.
- Other suggestions made by multiple respondents included:
 - » Recreation leagues for adults that could accommodate single players
 - » More yoga
 - » Additional drop in classes at the fieldhouse
 - » Offer bus service to get people out to the fieldhouse
 - » Direct efforts to get some of the marginalized people in the community using the facilities. Greater facility use, enhanced health and well-being of these people.

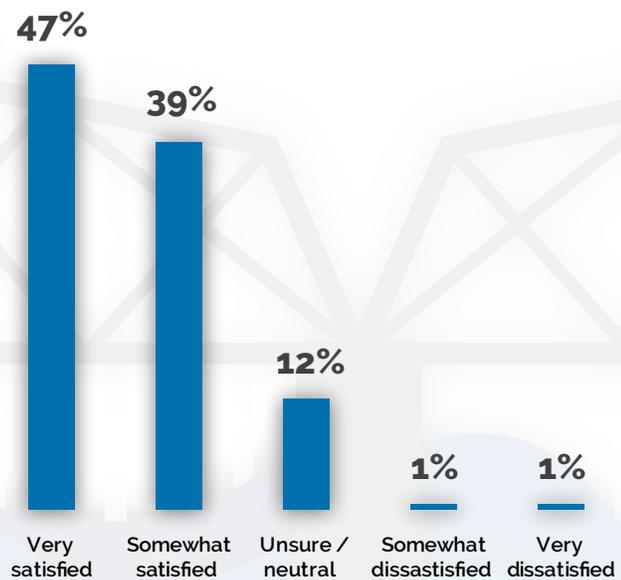
Several questions about major events were posed. To begin, respondents were asked if a household member attended a major indoor or outdoor event in the region in the previous. As illustrated in the graph over three-quarters of respondents (79%) said someone had attended a major event in the previous year.

DID A HOUSEHOLD MEMBER ATTEND A MAJOR EVENT IN THE REGION IN THE PREVIOUS YEAR?



A sizeable majority (86%) were satisfied with the events attended; almost half (47%) were very satisfied. See the graph.

SATISFACTION WITH EVENTS ATTENDED

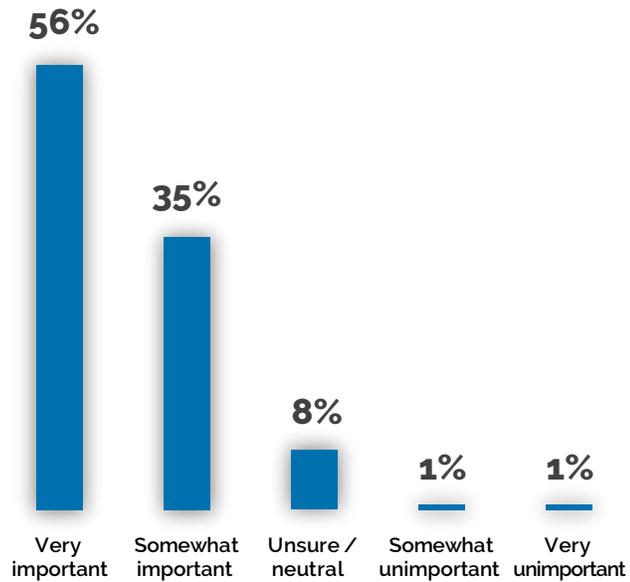


As illustrated in the graph, over half (56%) said major community wide or regional festivals and events are very important to have. A further third (35%) said that having major events is somewhat important.

Many suggestions were offered when asked what events should be hosted in the Battlefords region. Those mentioned by multiple respondents included the following.

- High level (national, provincial) games and sporting events e.g. Royal Bank Cup, Pinty's (16 responses)
- Large outdoor concerts.(11)
- Music festival. (11)
- Bridgefest – bring it back (4)
- Winter festival, Christmas / New Year's event (4)
- Cultural festivals such as drama fest, arts & craft fest, Fringe festival (3)
- Triathlon (3)
- Other ideas offered included:
 - » Taste of Saskatchewan
 - » 3 on 3 ball hockey tournament
 - » Pow Wow
 - » Boating activities on the river (e.g. canoe / kayak / regatta)
 - » Kit flying

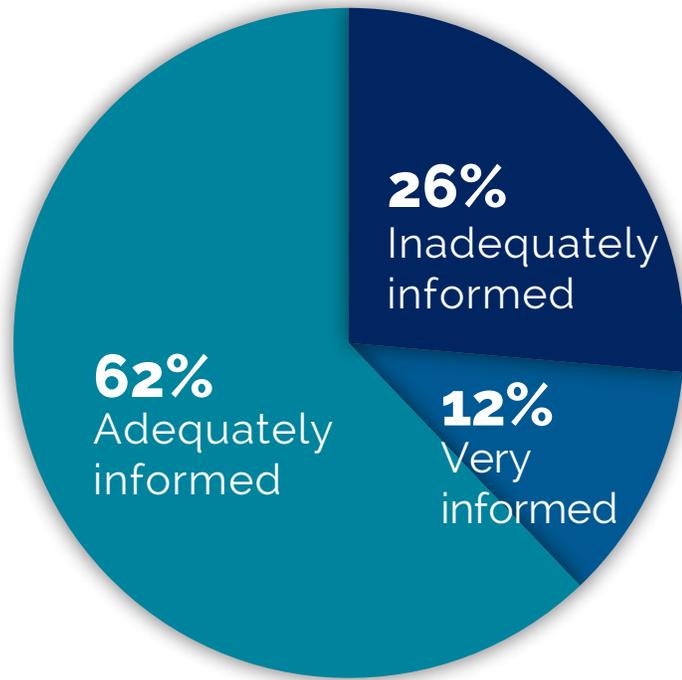
IMPORTANCE OF MAJOR COMMUNITY WIDE EVENTS



COMMUNICATIONS

Approximately two-thirds (62%) of respondents feel adequately informed about parks and recreation opportunities in the Battlefords region while over one-quarter (26%) feel in adequately informed. Refer to the graph.

HOW INFORMED ARE YOU ABOUT OPPORTUNITIES?



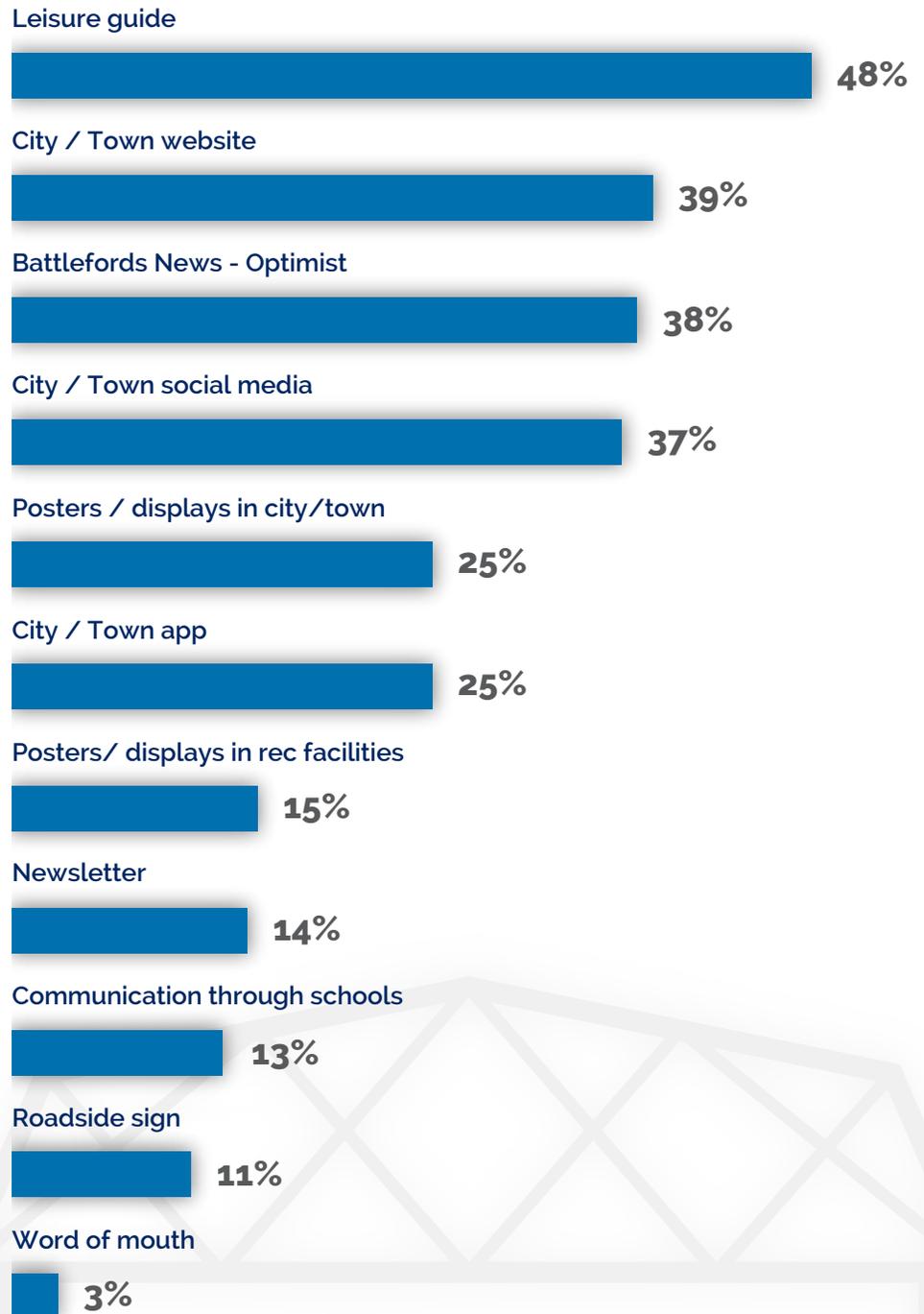
The Leisure Guide was identified as a top three preference to communicate about parks and recreation opportunities in the region by almost half (48%) respondents. The City's and Town's website (39%) and social media (37%) were also considered as good communication vehicles as is the Battlefords News-Optimist (38%).

Radio was also mentioned by 3% of respondents.

SUBSEGMENT ANALYSIS

- Respondents with children 0-14 years in the household identified the following as their top 3 communication preferences: City / Town social media (49%); Leisure Guide (40%); and communication through schools (34%).
- Respondents 70 years of age and older identified the following as their top 3 communication preferences: Leisure Guide (63%); Battlefords News – Optimist (55%); and the City and Town websites (43%).
- Town respondents were more likely to identify the municipality's app as a preferred communication vehicle than City respondents (35% vs 22%).

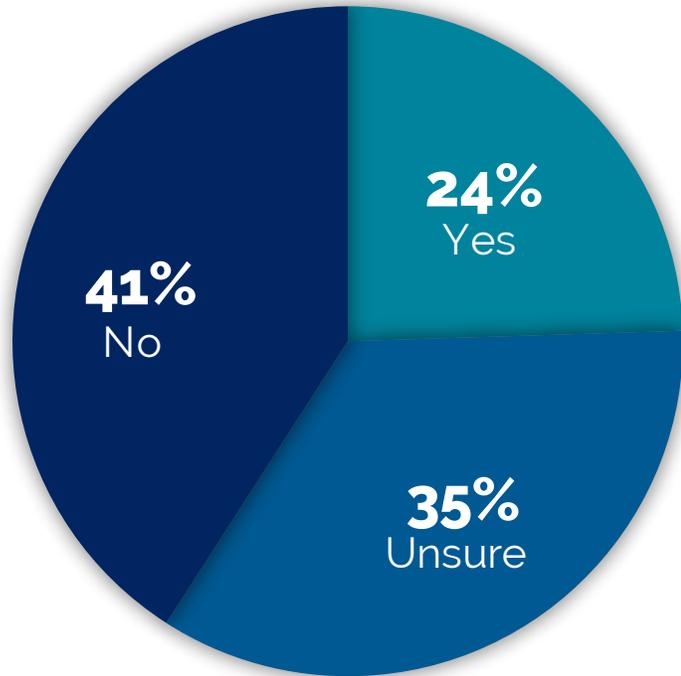
COMMUNICATION PREFERENCES



WILLINGNESS TO PAY

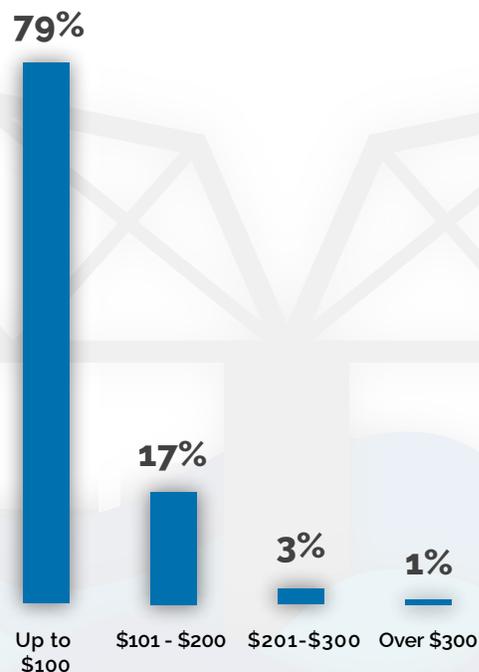
Parks and recreation programs and services provided by the Town and the City are paid for by a combination of tax support (including property taxes) and fees paid by users. One-quarter (25%) of respondents would support an increase in annual property taxes to ensure that community needs for parks and recreation facilities, programs, and services in the Battlefords region are better met. The largest segment (41%) would not support an increase.

WOULD YOU SUPPORT AN INCREASE IN PROPERTY TAXES?



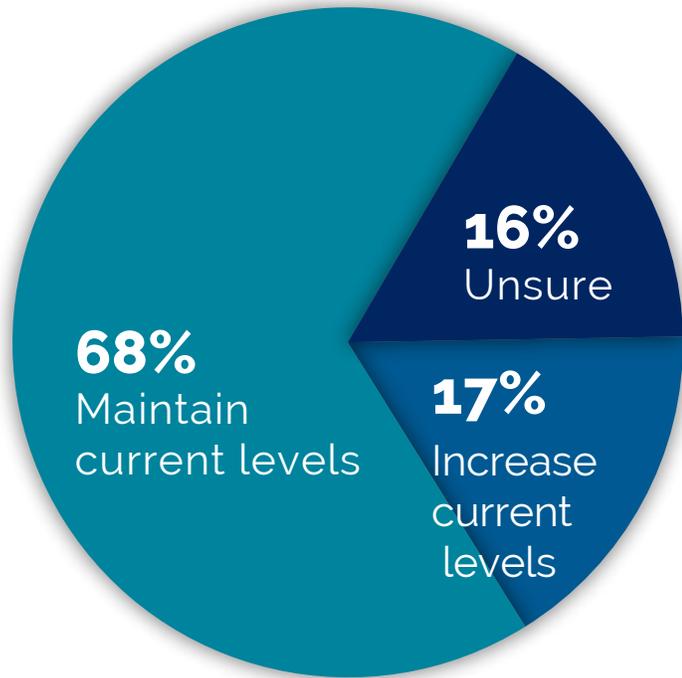
Those respondents who said they would pay additional property taxes and those who were unsure were then asked how much of an increase in annual taxes they would be prepared to support. As illustrated in the graph, over three-quarters (79%) would be willing to support an increase up to \$100 per year.

LEVEL OF ANNUAL TAX INCREASE SUPPORTED



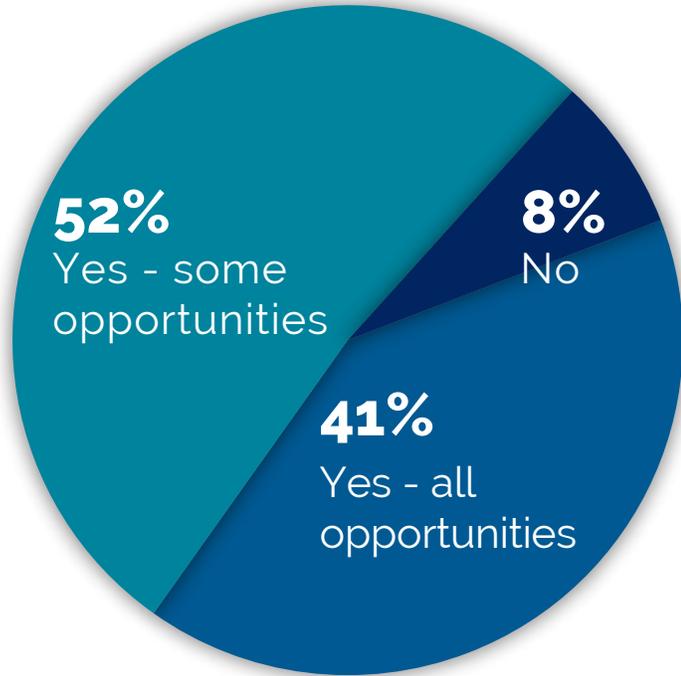
In terms of user fees for parks and recreation programs and services, approximately two-thirds (68%) felt that the level should be maintained.

PREFERRED OPTION FOR USER FEES



Typically parks and recreation opportunities are funded by a single municipality. Other municipalities in the region then may contribute some funds to help pay for these opportunities. There is some thought that all the municipalities in the region should contribute funds to provide all parks and recreation opportunities in the region. Overwhelmingly (93%) respondents think that municipalities should jointly fund, to some extent, parks and recreation opportunities. In fact 41% said that the municipalities in the region should jointly fund all parks and recreation opportunities.

SHOULD REGIONAL MUNICIPALITIES JOINTLY FUND PARKS & RECREATION?



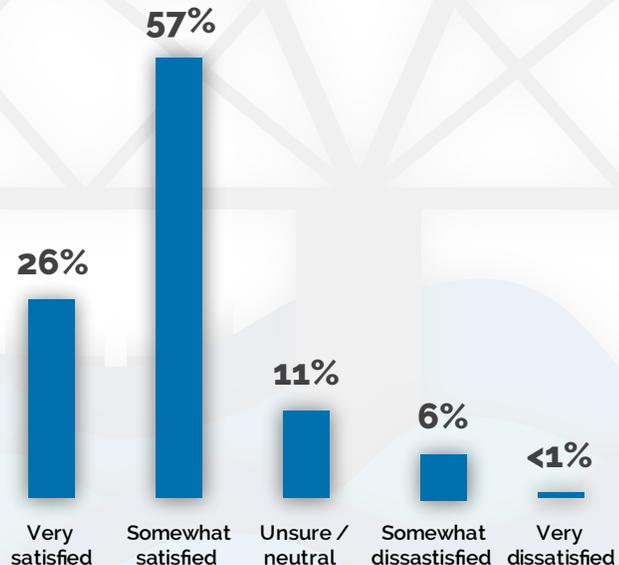
SUBSEGMENT ANALYSIS:

- Half (51%) of respondents with children in the home 0-14 years said all opportunities should be jointly funded and 45% said some opportunities should be jointly funded.
- City respondents were more likely to say all opportunities should be jointly funded than Town respondents (48% vs 28%). However Town respondents were more likely to say that some opportunities should be jointly funded (59% vs 47%).

OVERALL SATISFACTION

Over three-quarters (83%) are satisfied to some extent with the parks and recreation opportunities currently offered in the Battlefords region. Approximately one-quarter (26%) of respondents are very satisfied.

OVERALL SATISFACTION WITH PARKS AND RECREATION OPPORTUNITIES IN THE REGION



OTHER COMMENTS

A variety of comments were provided by respondents related to the provision of parks and recreation in the Battlefords region. Some comments reiterated previously stated opinions while other comments brought up new thoughts. The most frequently mentioned comments are noted below.

- A regional approach to the provision of parks and recreation services is the way to go. The City, Town, RMs, and other surrounding communities should all work together to provide services (11 mentions).
 - » There were concerns expressed about the financial burden assumed by City residents. While they pay for facilities through residential taxes and through user fees, other residents do not have the tax burden. (6) While there were some suggestion that a differential user rate be charged for non-city residents (5) others saw that approach as an incorrect approach (2).
- Concerns were expressed about the costs of accessing facilities (7). An examination should be undertaken of fees charged. While it is important to capture revenue, ideally utilization would remain high. (7) There were a few comments that spoke about the need for the municipalities to support parks and recreation as a means of keeping people healthy (3).
 - » Ensuring that facilities are available for use when children and youth are not in school was emphasized. Providing opportunities for youth on weekends and on holidays was suggested (3).
- A good job is being done (7) and there is good provision of facilities (5) and programs.
- Improved maintenance of outdoor spaces is needed. There needs to be a greater effort ensuring the appearance of the community is improved. (7)
- There were calls for new and enhanced facilities most prominently a call for a new arena (7) and replacement of the Civic Centre (6).
- Enhanced promotion of programs and services is needed (5).
- There were several comments that residential taxes are already high (4) and that the municipality should not take on more debt (3) until current obligations are paid for.
- Some concerns were expressed about undesirable behaviour in spaces and places including vandalism, littering, and so on (4).
 - » While a challenge there is a need to provide bathroom facilities for the users of the parks and sports fields (3).

HOUSEHOLD PROFILE

The overwhelming major of respondents live in North Battleford and Battleford as shown in the accompanying table. In the Population Distribution portion of the table the figures refer to the combined proportions for the city and town.

PRIMARY RESIDENCE	
City of North Battleford	64%
Town of Battleford	29%
RM No. 438 Battle River	2%
RM No. 436 Douglas	1%
RM No. 437 North Battleford	1%
RM No. 467 Round Hill	1%
Village of Delmas	1%
Meota	<1%
RM No. 377 Glenside	<1%
RN of Paynton	<1%

POPULATION DISTRIBUTION BY AGE GROUP	
0-4 yrs	6.2%
5-9 yrs	6.8%
10-14 yrs	7.0%
15-19 yrs	5.1%
20-29 yrs	7.6%
30-39 yrs	11.7%
40-49 yrs	12.4%
50-59 yrs	13.8%
60-69 yrs	18.5%
70-79 yrs	9.2%
80 yrs and older	1.7%

COMMUNITY GROUP SURVEY

A survey was fielded with groups offering recreation services in the region. The City and Town emailed invitations to a broad array of community organizations inviting their participation in the survey. During some in-person meetings between the project team and community stakeholders this survey was promoted as well. In total twenty-eight groups provided responses. The participating organizations provide structured and unstructured activities, and youth and adult targeted activities. The answers shared provides insight into the perspectives of community groups regarding parks and recreation provision in the region; they cannot be assumed to be representative of all community organizations however. See the Appendix for a list of groups who participated.

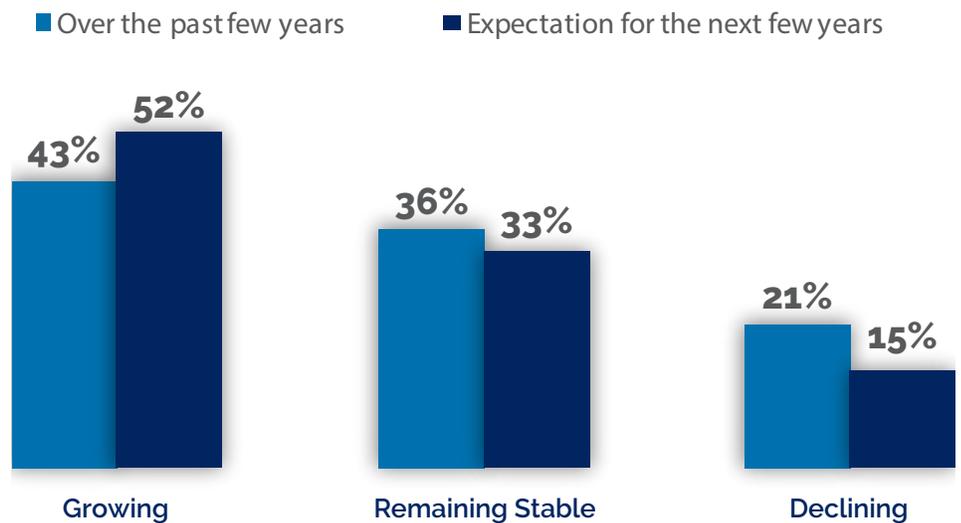
ABOUT YOUR ORGANIZATION

Many organizations participating in the survey provide sport specific activities such as volleyball, pickleball, roller derby, badminton, and baseball. Refer to the Appendix for the entire list of activities. The respondent organizations also promote activity, health and wellness, team play and sportsmanship. A couple of arts and culture organizations also participated (Battlefords Art Club and the B.E.A.T.S. Encounter) as did a Cadet squadron.

The respondent organizations represent over 3,200 participants in the area. In terms residency of members and participants, on average 55% are from the City of North Battleford, 27% from the Town of Battleford, with the remaining 18% from elsewhere.

In terms of trends in participation, less than half (12) grew over the past few years while one-fifth (6) declined. There is an expectation amongst approximately half of the groups (14) that they will grow over the next few years.

CHANGE IN PARTICIPATION



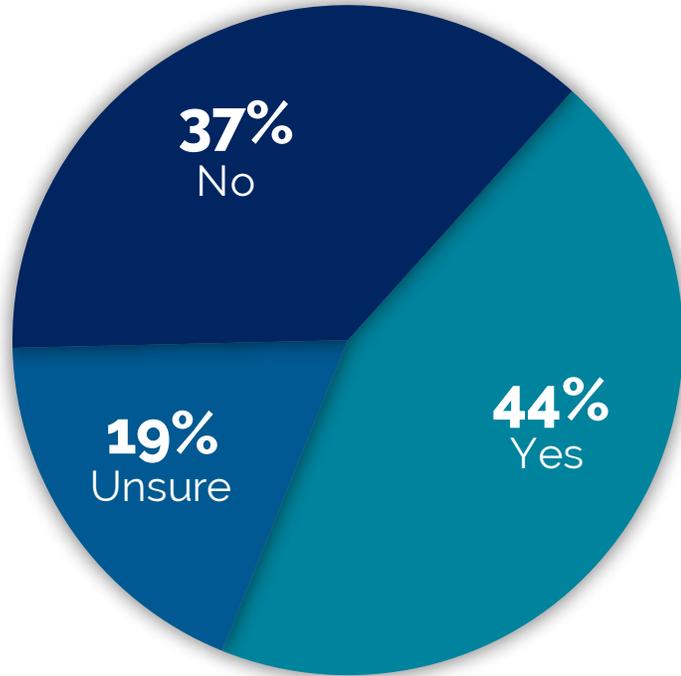
NEW AND UPGRADED FACILITIES AND AMENITIES

As illustrated in the accompanying graph less than half (12) of respondents said there are adequate facilities and amenities in the Battlefords region to satisfy their needs. Approximately one-third said there is not adequate facilities.

Respondents then identified enhancements to facilities and spaces that their organizations uses that would improve their satisfaction. There are few generalities that can be made.

- Outdoor facility maintenance: field / ground maintenance; irrigation; and
- Support amenities need to be improved: lighting, storage space, fencing.

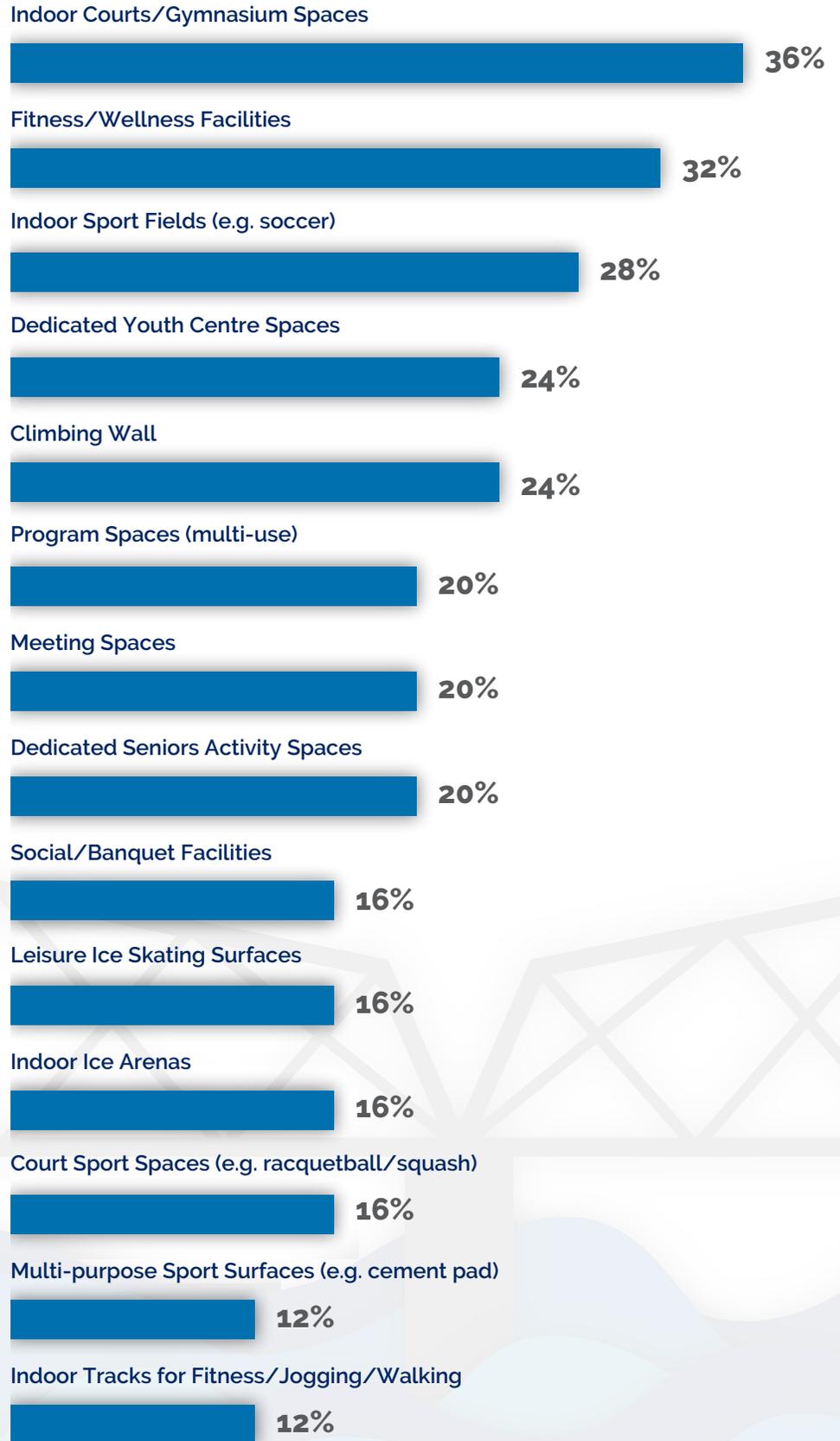
ARE THERE ADEQUATE FACILITIES / AMENITIES TO SATISFY YOUR GROUP'S NEEDS?



INDOOR SPACE PRIORITIES

Respondents were presented with a list of indoor recreation facilities and amenities and asked to identify up to 5 that they think should be more readily available in the Battlefords region. Before making their selections they were reminded that there are costs to building and operating recreation facilities and amenities. Indoor courts / gymnasium space (9 respondents); fitness / wellness facilities (8); and indoor sports fields (7) were the top three priorities. See the graph for additional information.

INDOOR FACILITY / AMENITY PRIORITIES



INDOOR FACILITY / AMENITY PRIORITIES

CONTINUED

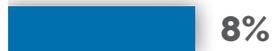
Indoor Child Play Spaces



Community Group Office Spaces



Leisure Swimming Pools



Show/Event Facilities



Lane Swimming Pools



Dance Program Spaces



Curling Facilities



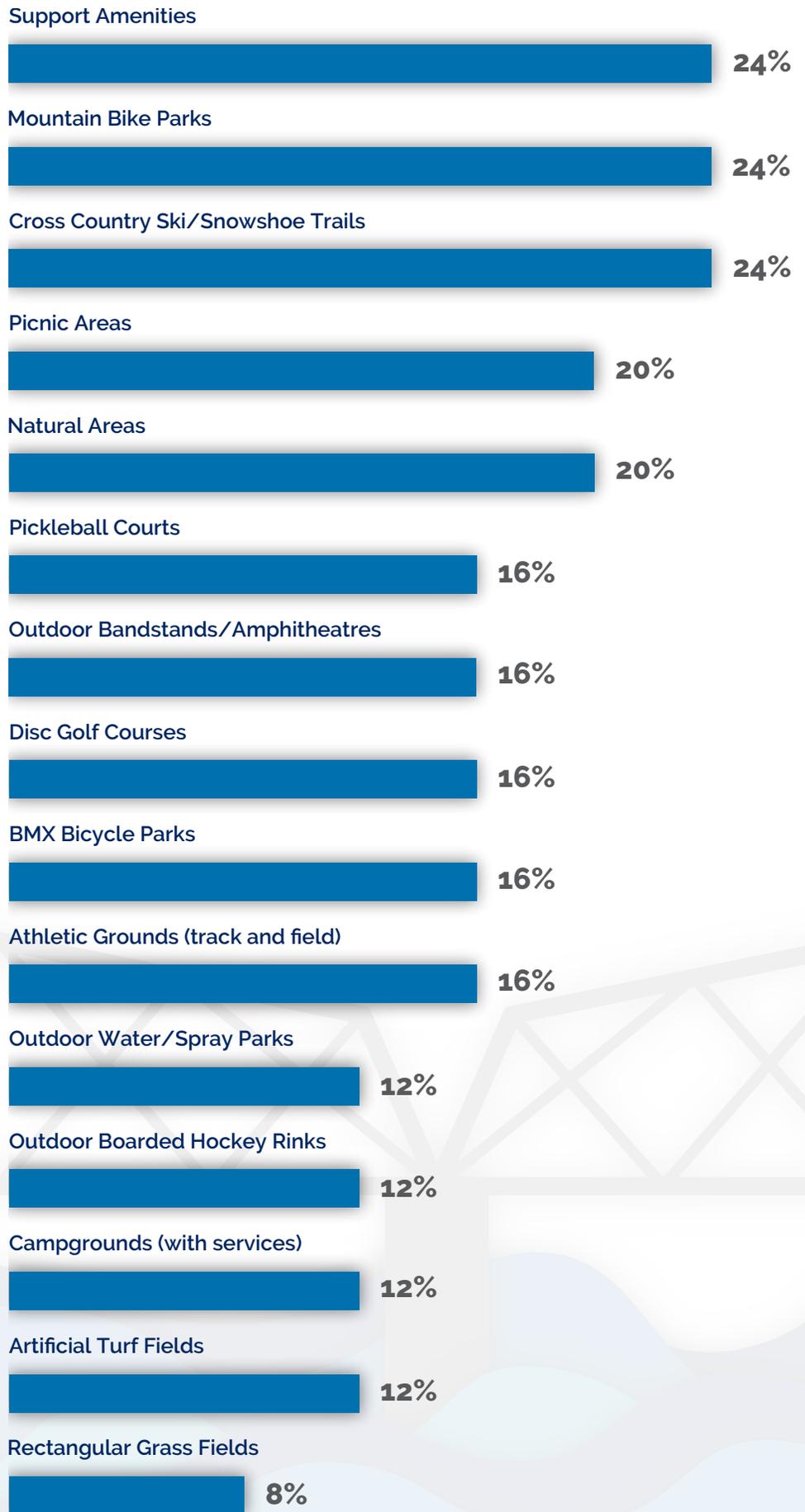
Combative Sports Spaces (e.g. judo, karate)



OUTDOOR SPACE PRIORITIES

Respondents were presented with a list of outdoor recreation facilities and amenities and asked to identify up to 5 that they think should be more readily available in the Battlefords region. Before making their selections they were reminded that there are costs to building and operating recreation facilities and amenities. Support amenities – lighting, water fountains, seating, washrooms (6 respondents); mountain bike parks (6); and cross country ski / snowshoe trails (6) were the top three priorities. See the graph for additional information.

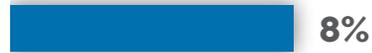
OUTDOOR FACILITY / AMENITY PRIORITIES



OUTDOOR FACILITY / AMENITY PRIORITIES

CONTINUED

Playgrounds and Tot Lots



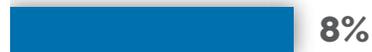
Passive Park Spaces



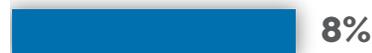
Outdoor Swimming Pools



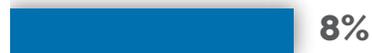
Multi-Use Trails (non-mechanized)



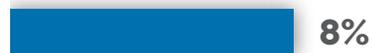
Motorized Trails



Beach Volleyball Courts



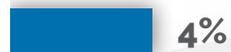
Ball Diamonds



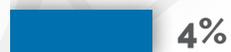
Agricultural Areas (i.e. equine areas)



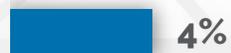
Toboggan Hills



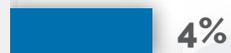
Tennis Courts



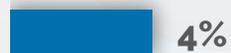
Outdoor Recreation Skating Rinks (non boarded)



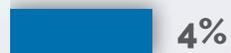
Hard Surface Courts (for basketball, ball hockey)



Event Grounds For Special Events



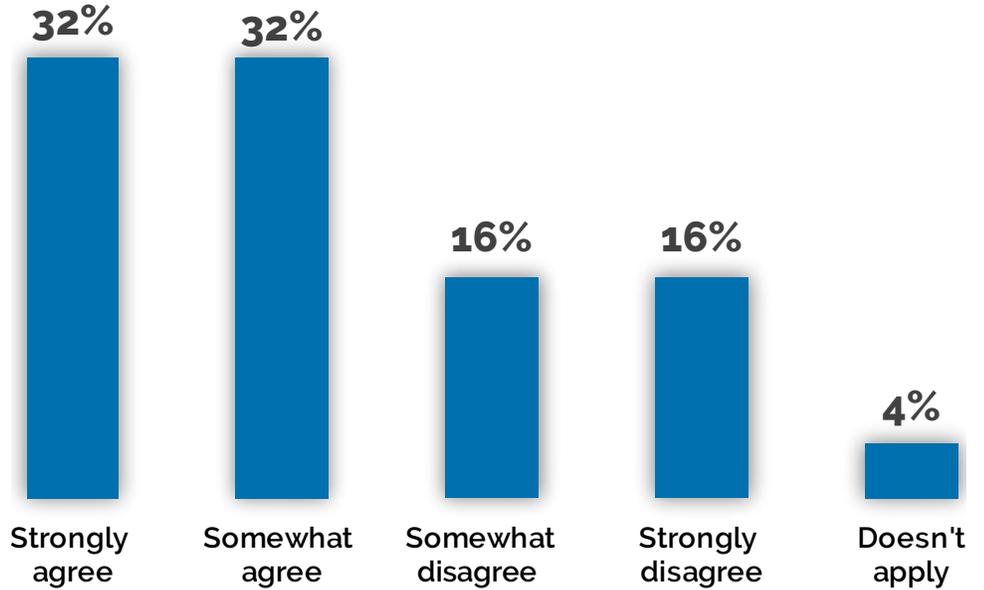
Dog Off-leash Areas



FACILITY RATES & FEES

Approximately two-thirds (16 of 25) agreed that the rates and fees are appropriate. Approximately one-third (8) disagreed as shown in the graph.

LEVEL OF AGREEMENT: "THE RATES AND FEES CHARGED BY THE TOWN / CITY TO USE FACILITIES IS APPROPRIATE?"



Approximately half (12 of 25) would be willing to pay higher fees to book Town / City facilities if the facilities are improved. Approximately half (13) would not be willing to pay additional fees.

WOULD YOU BE WILLING TO PAY MORE TO BOOK CITY / TOWN FACILITIES?



CHALLENGES

The most commonly cited challenges facing organizations are funding (12 respondents) and attracting and retaining volunteers (12). See the graph for other commonly identified challenges.

When asked what the City or Town could do to help their organizations address its challenges a variety of responses were provided.

- The most commonly cited effort referred to assistance with promotion and marketing. Some groups experience challenges making people aware of them and their programs. Some assistance with that would be beneficial to many.
- Discounted facility rates was requested from multiple groups. Costs for space is detrimental to several. There was some suggestion that for groups that have been long standing "customers" and who book significant amounts of time that reduced fees could be offered.
- Other suggestions made by multiple respondents included the following.
 - » Provide better and more structured access to facility times. This can help with scheduling and can encourage participation.
 - » Facilitate partnerships with other organizations and groups.

CHALLENGES FACED



GENERAL COMMENTS

Groups provided many comments regarding parks and recreation in the Battlefords region. Those mentioned by more than one respondent are noted here.

- There is a need for additional storage.
- The condition and availability of facilities is impacting some groups' ability to host tournaments.
- The municipalities have done a good job providing services and supporting groups.
- The costs of accessing facility time is impacting the sustainability of groups.



STAKEHOLDER INTERVIEWS & MEETINGS

A series of meetings and interviews were conducted with a broad array of perspectives in the Battlefords region. Some community organizations who provide parks and recreation services participated in these meetings in a one on one fashion or in a group setting. Other stakeholders included those who have an interest in the provision of parks and recreation services including school jurisdictions, social agencies, tourism groups, and so on. In total 38 different organizations / groups participated in the meetings with over 50 individuals. Refer to the Appendix for the groups who participated in the interviews and meetings.

A synopsis of the meetings is presented below as main themes that emerged. Not all points were mentioned by all groups.

FINDINGS

- **Infrastructure.** There were calls for additional recreation that would enhance current programs or enrich the groups providing programs and services. These included:
 - » More arena ice. The ability to secure ice time in the community can be difficult, particularly for newer and or smaller groups. Currently ice needs to be secured outside the community even for younger participants. As well the Civic Centre is considered nearing the end of its life and the removal of the arena that was on the Agricultural Society's site impacted supply.
 - » Support space. This applies to the arena to some degree as well, particularly as it relates to the dressing rooms that are considered in need of enhancement to support the larger equipment of players to multiple gender needs and officials rooms. Storage space was called for (for more than ice sports) and dryland training space and group meeting space was identified as being desired.
 - » Support amenities to enhance the usability of existing spaces, particularly outdoor spaces, was cited as a need. These amenities included lighting, storage, and washroom facilities.
 - » Dedicated arts space to support the grass roots arts and cultural community. The Battlefords has excellence gallery and performing space in the Allen Sap and the Dekker Centre but the need for a "home" for visual arts was supported.
 - » Additional outdoor sports venues were identified as a need including ball diamonds, pickleball courts, and disc golf.
- **Maintenance.** While some felt that the maintenance of the indoor and outdoor recreation spaces was good there were others who felt improvements to maintenance and beautification of spaces was needed. This would address issues of drainage, weeds, fallen and overgrown brush, and gopher damage. A greater depth of expertise as it relates to indoor ice maintenance was seen as a real benefit.
- **Communication with the municipalities needs to improve.** Responsiveness to enquiries was considered inconsistent. More consistent and timely communication related to scheduling, fee setting, and facility allocations was desired from stakeholders. The inconsistent communication can make it seem as if the municipalities are not as concerned or caring about the sustainability and well being of the community organizations. While this viewpoint is not particularly held, stakeholders did mention that it is a risk of the current levels of communications.
- **Municipal support.** Most organizations are volunteer managed and operated. As such there can be a disparity in the expertise organizations have as it relates to their management and operations. The municipalities could offer some support collectively to these volunteer groups by providing some inservicing relating to volunteer management and recruiting, promotion of activities and services, and even collaboration with others. The City and Town could take a lead in facilitating partnerships between groups. Some stakeholders felt that a community liaison position would be of benefit providing a single source of access to the City and Town.
- **Cost is an issue.** While some indicated that the costs they incur to access the municipal facilities is fair others suggested that they thought they may be able to access these facilities in a less costly manner. Most however did indicate that cost to access facilities and programs is a real concern for community members. The implementation of fee reduction programs for community members was considered worthy of exploration.
- **Enhanced collaboration is a good thing.** The collaborative approach that the Town and City are undertaken as they plan for recreation and parks provision was saluted. This approach could be expanded to enhanced collaboration between the City and Town and the surrounding municipalities including nearby First Nations communities. Additional collaboration with the schools jurisdictions seemed appropriate as well.

- **Enhanced communications and promotions.** While there is a recreation guide, groups called for the need for enhanced communications and promotions of their programs and services. Many do their own promotion through a variety of means including their own Facebook pages. A more shared approach and enhanced efforts was seen as necessary so a broader awareness within the community exists for available programs and services. Some even suggested revisiting large awareness and registration events; others thought a shared online calendar would help.
- **More welcoming community.** The Battlefords is experiencing growth within its immigrant population. Efforts are needed to further the welcoming environment these newcomers feel when they move to the community. Related, some stakeholders indicated that the community is not as respectful to the First Nations and indigenous community members and their heritage. More formal recognition of the contributions of all members of the community was seen as important as a means of reducing any misunderstandings or schisms in the community.
- **Youth concerns. Concerns for the well being of youth in the community was expressed.** Some felt that a dedicated youth facility was needed. Others spoke more broadly about the need for programs and activities that can be offered for the youth beyond organized and structured sports or school activities. Having a place in the Battlefords for this programming to occur would be beneficial and would help provide a consistency of efforts. This could be manifested in additional gymnasium type of space or even an arts and cultural facility. The Friendship centre was seen as a model for which a variety of programming can occur in a single location. Something similar with a focus on youth was seen as an option.
- **Transportation challenges.** Transportation was certainly identified as an issue for youth. The Credit Union CUPlex poses some issues for the community's youth. In fact any type of location for activities for youth should consider accessibility. Transportation however was also seen as an issue for those beyond solely the community's youth.
- **Arts and culture are important community elements.** There is a sizeable and significant arts and culture community within the Battlefords. Many of the groups that comprise this community are relatively small which makes it difficult to liaise with the City or Town and to promote itself. Different members of this community see some value in the formation of an umbrella arts and culture organization which could also make it easier for the municipalities to work with these stakeholders. Some members of this community as well have a sense that their contributions to the health and wellbeing of the community and to the over quality of life is not recognized to the degree that it should be.
- **Tourism is important.** The Battlefords is a centre that attracts a fair amount of sport tourism. This is due to its location on major transportation corridors; the facilities and amenities available in the area; and the enthusiasm of community groups and members. Bringing events to the community can have a positive economic impact on the community; it can also serve as the impetus for facility development and investment.
- **Natural environment.** Connecting to nature is important for individual health and wellbeing. The Battlefords is blessed with an abundance of outdoor natural amenities. The City and Town are bisected by the North Saskatchewan River and the river valley is a major asset. Some development enables people to enjoy this asset; this is particularly true on Finlayson Island. Additional investment and promotion is needed to better take advantage of these natural assets. Trail maintenance needs to be enhanced year round; signage needs some additional attention. More attention should be devoted to getting people into nature right on the doorstep of the community.

YOUTH ENGAGEMENT

While the perspective of the community's youth was captured in the household survey, it was determined that direct engagement with youth in the Battlefords region was important. A brief questionnaire was developed based on the comprehensive household questionnaire. This questionnaire was fielded through the Battlefords Youth Initiative channels. The findings from this mechanism are presented below.

A second component of engagement was undertaken to directly capture the perspectives of youth in the region. A small collection of questions were developed and posed, through large flip chart pages, and fielded as a pop-up event in the three high schools in North Battleford. The findings of these pop-ups are presented below.

YOUTH SURVEY

A brief questionnaire was developed to be fielded directly with youth in the Battlefords. The questionnaire was based on the comprehensive resident questionnaire but was tailored to suit the youth audience. The length of the questionnaire was shortened sizeably and the language adjusted from the resident version. The draft questionnaire was shared with the Battlefords Youth Engagement Initiative who lent their experience conducting surveys in the community. The Initiative ultimately programmed the questionnaire into their online platform and promoted the questionnaire through established channels. In total ten survey responses were collected.

FINDINGS

When asked to identify their favourite activities a range of ones were selected (from a list presented). The most commonly selected activity was nature oriented activities such as fishing, bird watching, camping, or exploring nature; five respondents selected this. In fact all types of activities were considered favourites by more than one youth respondent with the exception of non-league unstructured indoor activities; only one person selected this as a favourite activity. This included things like volleyball, hockey, and soccer but not in a league.

Six of the ten respondents said that they experience barriers that impact their participation in recreation and cultural activities. The most commonly identified barrier was facilities and programs cost too much (7 respondents). The next most frequently identified barrier (4 respondents) said they are concerned about their safety in some places.

When asked what would make them healthier and happier a few themes emerged. One was related to making costs at a level that enabled teens to afford things. Another was related to providing a safe atmosphere in which there was less violence and greater security.

The youth that participated represented the City of North Battleford, the Town of Battleford and Sweetgrass First Nation. Respondents ranged in age from 12 to 19 years of age.

**"TREAT ALL KIDS OF ALL COLOURS
THE SAME."**

POP-UP ENGAGEMENT

A pop-up style engagement was employed that involved members of the project team along with members of the Battleford Youth Engagement Initiative (Adult Allies) visiting each of the three high schools in North Battleford³. Flip charts with questions were posted and project team members interacted with the students encouraging them to post responses. The findings from these events are presented below in aggregate format; there is no separation of findings based on the school.

Over the three sessions approximately 75 youth participated in an unstructured format where the youth were provided with materials to respond to six questions. The consultants and supporting community liaisons were present at the four sessions to encourage participation of the youth in the exercise, and to answer any questions they may have regarding recreation and the process of the engagement exercise.

FINDINGS

To begin the dialogue, there was panel which included the definition of recreation and a graphic depiction of common forms of recreation activities. Next to the panel, youth were asked if *"is participating in recreation activities is important to you?"*. They were able to answer this question by placing a sticker under the yes or no columns. Nearly all youth said yes by placing a sticker in the yes column.

The remaining five questions all required youth to write their responses on a post-it note and place their response under the corresponding question. A summary of the questions and responses is as follows.

When asked *"why do you like to do recreation activities?"* the most common response was to have fun, followed by recreation activities provide youth with the opportunity to make friends.

The remaining responses are categorized into two themes, which are recreation provides youth with: 1) the opportunity to be active and physically healthy and 2) stress relief to be mentally healthy.

Building off of why youth like to do recreation activities, the youth were asked to explain *"what is good about the recreation programs in the Battlefords?"*

WHY DO YOU LIKE TO DO RECREATION ACTIVITIES?

"It makes me happy and I can change the world"

The most common response was that youth were very positive about the variety of programming available in the Battlefords, some specifically mentioning softball, volleyball, hockey, drop in activities and outdoor opportunities such as biking and hiking. Generally connected to this answer was the availability of programming that allowed youth to participate in recreation and provided opportunities for residents to be active.

Several youths indicated the social benefits that can be derived from recreation as what is good about recreation programming in the Battlefords. This included LGBTQ2+ education and that the programs provide opportunities to youth to learn new skills.

When addressing the question of *"what improvements are needed?"* in the Battlefords, youth would like to have spaces dedicated to them that are connected to transportation routes and are free or cost accessible.

Youth also indicated that there was a need for better advertisement of programs and services within the community. The youth indicated that they were not always aware of events and/or programming that was taking place.

Additional responses included asking for more leisure sport programming such as soccer and skating. While there was also a call for more investment in parks and spaces for walking, such as urban trails.

Lastly there were general comments regarding the safety of youth in recreation and park spaces, the desire to experience less discrimination, and for less violence in the community.

The youth were asked to *"imagine you are in charge what would you do for recreation so youth are healthier and happier"*. This question received creative responses related to desired community infrastructure including a community garden, drive in and more locally run services/businesses such as healthy restaurants. As well as having free admission to recreation facilities for youth.

One of the most common responses was that youth would establish youth groups in the community to make them, and their peers, healthier and happier. They would also create more art and culture related programming such as an art club and board game club.

Lastly there were general comments regarding the safety of youth in recreation and park spaces, the desire for less anti-social behaviour, and for less crime in the community.

When asked to think about an ideal future in the Battlefords, the youth were asked to “...describe what recreation would look like?”. To this question there were two general themes as to what the youth would like the future of recreation in the Battlefords to look like. First, they thought in an ideal future recreation in the community would be welcoming to all, and accepting of all who wanted to participate. One youth indicated they thought this would make a stronger community. Secondly in an ideal future more people would feel engaged, would be active and involved in community activities.

The key overarching themes that emerged from the youth engagement that occurred, are:

- recreation and culture are important to youth;
- need for dedicated youth spaces;
- increase art and culture programming;
- improved communication/engagement of youth; and
- desire for safe spaces to gather.

IMAGINE YOU ARE IN CHARGE WHAT WOULD YOU DO FOR RECREATION SO YOUTH ARE HEALTHIER AND HAPPIER?

“Have community party – a dance like they used to have where everyone is invited, adults and kids, so they can get to know each other”

THINK OF AN IDEA FUTURE IN THE BATTLEFORDS, DESCRIBE WHAT RECREATION WOULD LOOK LIKE?

“Not making one race/culture feel unwanted – involve everyone!”



APPENDICES



APPENDIX A: DETAILED RESEARCH ON BENEFITS OF RECREATION

The following items are organized according to the National Benefits Hub's eight key messages. The Hub is a research database that provides access to numerous studies substantiating positive impacts that recreation, sports, fitness, arts/culture, heritage, parks and green spaces often have on communities. References have been provided for further reading, if desired, with studies selected that reflect the major strategic priorities of the Town of Innisfail.

KEY MESSAGE 1: RECREATION IS ESSENTIAL TO PERSONAL HEALTH AND WELLBEING:

- Moderate to vigorous amounts of leisure time and physical activity increases life expectancy.¹
- Physical activity contributes to improved mental health and reduces rates of depression.^{2,3} Research is also exploring connections between physical activity and lower risk of dementia.⁴
- The provision of green spaces has been linked with several health and wellbeing benefits including increased physical activity, reduced risk of obesity and reduced stress.^{5,6}

- Exercise programs designed for seniors to improve balance and conditioning have been demonstrated to reduce risk of significant falls by nearly 40% within certain sub-groups.⁷
- Seniors age 75+ that regularly exercise and have a healthy participation in leisurely and social activities live several years longer than those that do not.⁸

KEY MESSAGE 2: RECREATION PROVIDES A FOUNDATION FOR QUALITY OF LIFE:

- The arts are an important contributor to quality of life in communities, providing residents with opportunities to connect with one another, express themselves and be community-engaged.⁹
- High quality public spaces can enhance the sense of community in new neighbourhoods.¹⁰
- Community sport facilities have positive benefits related to increased accessibility, exposure, participation, perceptions of success and improved sport experiences for youth.¹¹
- A 2016 survey of UK seniors suggests that arts and culture are important contributors to self-reported rates of happiness, that participating in such activities encourages seniors to get out of their residences and are important for meeting other people.¹²

KEY MESSAGE 3: RECREATION IS KEY TO BALANCED HUMAN DEVELOPMENT:

- Regular physical activity is likely to provide children with the optimum physiological condition for maximizing learning.¹³
- Low income students who are involved in arts activities have higher academic achievement and are more likely to go to college.¹⁴
- Individuals that participate in physical activities in a social setting have improved psychological and social health, as well as benefit from increased self-awareness and personal growth.¹⁵

KEY MESSAGE 4: RECREATION REDUCES SELF-DESTRUCTIVE AND ANTI-SOCIAL BEHAVIOR:

- Youth participation in recreational activities increase leadership and social capacities.¹⁶
- Teens that are physically active are less likely to smoke and are more likely to quit smoking.¹⁷
- Sports participation often improves pro-social behavior and reduces crime/anti-social behaviour among young men, including lower levels of drug and alcohol use, school suspensions and juvenile crime.¹⁸

- People with an active interest in the arts contribute more to society than those with little or no such interest.²² Evidence indicates that adults who attend art museums, art galleries, or live arts performances are far more likely than non-attendees to vote, volunteer, or take part in community events.²³
- Structured sport and recreational activities can help foster a stronger sense of community among children and youth.²⁴

KEY MESSAGE 5: GREEN SPACES ARE ESSENTIAL TO ENVIRONMENTAL AND ECOLOGICAL WELLBEING:

- Sustainable public green spaces provide crucial areas for residents of all demographics to be physically and socially active. Proximity to parks is a crucial factor affecting use-rates.¹⁹
- Increasing green spaces in urban centres has several positive environmental outcomes, including lower emissions and reducing long-term infrastructure expenditures due to users shifting towards more active forms of transportation (i.e. green transportation networks).²⁰
- When children and youth have positive experiences with parks and green spaces, they are more likely to have stronger attitudes towards conservation and preservation of the environment.²¹

KEY MESSAGE 7: RECREATION REDUCES HEALTH CARE, SOCIAL SERVICE AND POLICE/JUSTICE COSTS:

- Quantifying health-care related cost savings resulting from increased physical activity is difficult. However, research suggests that increasing physical activity levels among those age 54-69 can lower health expenditures over time, perhaps by as much as 3.5% per year among this group.²⁵
- Health care is one of BC's largest annual budgetary expenditures. A report by the BC Recreation and Parks Association estimates that reducing physical inactivity rates by just 10% could reduce health care expenditures by \$150 million per year.²⁶
- Research has demonstrated that walking in forested environments helps to lower blood pressure and stress, providing both therapeutic and health-specific benefits (e.g. reduced risk of heart disease) for individuals and community members.²⁷

KEY MESSAGE 6: RECREATION BUILDS STRONG FAMILIES AND HEALTHY COMMUNITIES:

¹⁶ Canadian Fitness and Lifestyle Research Institute. (2013). Bulletin 01-13. Retrieved from http://www.cflri.ca/pub_page/320

¹⁷ Kuehn, B.N. (2013). Exercise and Teen Smoking. *Journal of the American Medical Association*, 309 (20), 2087. doi: 10.1001/jama.2013.5931

¹⁸ Taylor, P., Davies, L., Wells, P., Gilbertson, J., & Tayleur, W. (2015). *A Review of the Social Impacts of Culture and Sport*. Culture and Sport Evidence Program. Retrieved from: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/416279/A_review_of_the_Social_Impacts_of_Culture_and_Sport.pdf

¹⁹ Cohen, D. et al. (2007). Contribution of Public Parks to Physical Activity. *American Journal of Public Health*, 97 (3), 509-514.

²⁰ The Trust for Public Land. (2008). *Quantifying the Greenhouse Gas Benefits of Urban Parks*. Retrieved from: <https://www.tpl.org/quantifying-greenhouse-gas-benefits-urban-parks>

²¹ Place, G. (2004). Youth recreation leads to adult conservation. *Parks & Recreation*, 39 (2), 29-38.

KEY MESSAGE 8: RECREATION IS A SIGNIFICANT ECONOMIC GENERATOR:

- Open spaces such as parks and recreation areas can increase nearby property values, increasing municipal tax revenues. Homes in neighbourhoods that are designed to be walkable and friendly to pedestrians also tend to have higher average property values and attract new residents.²⁸
- Investments in recreation infrastructure and cultural amenities in rural areas can increase tourism. Such investments increase the attractiveness and accessibility of rural areas.²⁹
- Quebec's Route Verte (Green Route) is a 5000 km cycling network that connects all regions of the Province. Users of the route contributed over \$95 million dollars to local economies and small businesses along the route. It is estimated that 'cyclotourists' accounted for nearly 60% of spending, supporting over 2,800 jobs.³⁰
- Successful investments in arts and culture infrastructure and initiatives can create economic spinoffs in the form of new events, or businesses. Such investments can also help to facilitate urban development/regeneration, making areas more attractive to highly skilled workers in creative-oriented industries.³¹



APPENDIX B: CITY OF NORTH BATTLEFORD FACILITY REVENUES AND EXPENDITURES

FACILITY	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
CUplex (swim pool, field house, curling centre, performing arts and cuplex grounds)	Rental	\$298,500	\$313,950	\$274,989	\$338,452
	Registrations	\$46,000	\$51,000	\$41,073	\$41,475
	Sale of Goods	\$40,000	\$65,000	\$18,068	\$40,708
	Sale of Service	\$730,250	\$798,470	\$625,004	\$709,187
	Total Revenue	\$1,114,750	\$1,228,420	\$959,132	\$1,129,822
	Expenses	\$2,255,209	\$2,506,988	\$2,160,732	\$2,718,035
	Surp (Def.)	\$(1,140,459)	\$(1,278,568)	\$(1,201,598)	\$(1,588,213)
FACILITY	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
NationsWest Field House	Rental	\$120,500	\$114,450	\$124,651	\$165,077
	Registrations	\$46,000	\$51,000	\$41,073	\$41,475
	Sale of Service	\$175,000	\$197,302	\$123,884	\$150,071
	Total Revenue	\$341,500	\$362,752	\$289,607	\$356,623
	Expenses	\$580,701	\$650,683	\$533,758	\$655,834
	Surp (Def.)	\$(239,201)	\$(287,931)	\$(244,150)	\$(299,211)
FACILITY	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
The Co-Op Aquatic Centre	Rental	\$178,000	\$199,500	\$150,339	\$173,375
	Sale of Goods	\$40,000	\$65,000	\$18,068	\$40,708
	Sale of Service	\$530,000	\$575,918	\$474,490	\$556,616
	Total Revenue	\$748,000	\$840,418	\$624,897	\$770,699
	Expenses	\$1,342,533	\$1,516,037	\$1,370,050	\$1,711,560
	Surp (Def.)	\$(594,533)	\$(675,619)	\$(727,154)	\$(940,861)
FACILITY	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
Northland Power Curling Centre	Sale of Service	\$1,250	\$1,250	\$1,250	\$1,250
	Total Revenue	\$1,250	\$1,250	\$1,250	\$1,250
	Expenses	\$56,758	\$49,241	\$38,941	\$50,408
	Surp (Def.)	\$(55,508)	\$(47,991)	\$(37,691)	\$(49,158)
FACILITY	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
Dekker Centre for Performing Arts	Sale of Service	\$24,000	\$24,000	\$25,380	\$1,250
	Total Revenue	\$24,000	\$24,000	\$25,380	\$1,250
	Expenses	\$272,917	\$285,937	\$216,556	\$283,319
	Surp (Def.)	\$(248,917)	\$(261,937)	\$(191,176)	\$(282,069)

FACILITY	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
Don Ross Complex	Rental	\$361,000	\$348,000	\$333,005	\$377,352
	Sale of Service	\$3,000	\$3,000	\$2,104	\$4,879
	Total Revenue	\$364,000	\$351,000	\$335,109	\$382,231
	Expenses	\$410,520	\$501,607	\$369,852	\$555,117
	Surp (Def.)	\$(46,520)	\$(150,607)	\$(34,743)	\$(172,886)

FACILITY	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
Don Ross Arena	Rental	\$141,300	\$140,000	\$104,049	\$147,419
	Total Revenue	\$141,300	\$140,000	\$104,049	\$147,419
	Expenses	\$227,550	\$235,230	\$184,511	\$307,467
	Surp (Def.)	\$(86,250)	\$(95,230)	\$(80,462)	\$(160,047)

FACILITY	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
North Battleford Civic Centre	Rental	\$303,000	\$300,000	\$251,469	\$302,590
	Total Revenue	\$303,000	\$300,000	\$251,469	\$302,590
	Expenses	\$616,790	\$522,347	\$477,112	\$673,034
	Surp (Def.)	\$(313,790)	\$(222,347)	\$(225,643)	\$(370,445)

FACILITY	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
Allen Sapp Gallery	Sale of Goods	\$40,000	\$45,000	\$24,976	\$40,111
	Sale of Service	\$8,000	\$9,000	\$6,085	\$5,838
	Donations	\$3,300	\$3,300	\$4,599	\$7,758
	Total Revenue	\$51,300	\$57,300	\$35,660	\$53,706
	Expenses	\$282,431	\$263,441	\$191,600	\$286,017
	Surp (Def.)	\$(231,131)	\$(206,141)	\$(155,940)	\$(232,311)

FACILITY	ITEM	2020 BUDGET	2019 BUDGET	2019 ACTUAL	2018 ACTUAL
Chapel Gallery	Rental	\$5,000	\$5,000	\$4,508	\$3,641
	Sale of Service	\$4,000	\$6,000	\$3,982	\$4,896
	Donations	\$3,000	\$2,000	\$2,830	\$1,990
	Grants	\$57,850	\$57,890	\$22,349	\$100,415
	Total Revenue	\$69,850	\$70,850	\$33,668	\$110,942
	Expenses	\$220,830	\$219,364	\$119,902	\$164,648
	Surp (Def.)	\$(150,980)	\$(148,514)	\$(86,234)	\$(53,707)

APPENDIX C: HOUSEHOLD QUESTIONNAIRE



ACCESS CODE: _____

RESIDENT QUESTIONNAIRE

The City of North Battleford and the Town of Battleford are working together on the development of a Joint Parks and Recreation Master Plan. The Master Plan will assist both the City and Town as they make decisions about directly providing or supporting others in the provision of these quality of life activities, programs, and even facilities.

Gathering input from residents in the region is critical to the development of the Master Plan. Please have an adult in your household complete the following questionnaire considering the thoughts and needs of all members of the household. Your responses will be combined with all others when reported. Some analysis will be reported according to smaller groups such as age or residency but your anonymity will be protected. **Please complete the questionnaire by December 16, 2019.**

As a token of thanks for your time when completing the questionnaire you can enter into a draw for a \$100 grocery certificate. To participate in this optional draw please provide your first name and a phone number that you can be reached at in the entry form.

Your completed questionnaire can be dropped off at one of the following locations:

- City Hall (1291 – 101 Street)
- Town Hall (91 – 24 Street)
- Battlefords Co-op Aquatic Centre (623 Carlton Trail)

If you have any questions regarding this survey or the Parks and Recreation Master Plan itself please contact Jordan Schechtel at jordan@battleford.ca or Cheryl Deneire at cdeneire@cityofnb.ca

DRAW ENTRY FORM

As a token of thanks for your participation in this survey, two draws will be made for \$100 grocery certificates. The information you are providing below will be utilized solely for the purposes of the draw and will not be reported in connection with the responses you have provided.

Name (First Name Only): _____

Phone Number: _____

The personal information requested on this form will be used for the purpose of contacting you should you be the draw winner. Your personal information will not be shared with anyone for any other purposes. If you have any questions about the collection or use of your personal information, please contact the City of North Battleford at 306-445-1700 or the Town of Battleford at 306-937-6200.

SECTION 1: REASONS FOR PARTICIPATING

1. What are the main reasons that household members participate in recreation activities? (Select all that apply.)

- | | |
|--|--|
| <input type="checkbox"/> Enjoy a challenge | <input type="checkbox"/> Relax/relieve stress |
| <input type="checkbox"/> Family time together | <input type="checkbox"/> Satisfy curiosity |
| <input type="checkbox"/> For fun | <input type="checkbox"/> Socializing |
| <input type="checkbox"/> Health reasons | <input type="checkbox"/> Something different than work |
| <input type="checkbox"/> Help the community | <input type="checkbox"/> To "get away" / mental break |
| <input type="checkbox"/> Improve skills or knowledge | <input type="checkbox"/> To enjoy the outdoors/get fresh air |
| <input type="checkbox"/> Learn new things | <input type="checkbox"/> Other (please specify) _____ |

SECTION 2: VISITATION

2. For each of the following facilities and amenities please indicate the number of times in total all household members have used each as an active participant (not a spectator) over the last 12 months.

FACILITY/SPACE	ONE VISIT	2-12 VISITS	13 OR MORE VISITS	DID NOT USE
TOWN OF BATTLEFORD				
Battleford Arena	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alex Dillabough Centre – gymnasium use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alex Dillabough Centre – hall use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Battleford Flats – soccer field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Battleford Flats – ball diamonds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finlayson Island – summer use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finlayson Island – winter use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tot Lot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Off Leash Dog Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Municipal Parks / Playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multipurpose Trails (e.g. walking, biking)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CITY OF NORTH BATTLEFORD				
Battlefords CO-OP Aquatic Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NationsWEST Field House – walking track / fitness equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NationsWEST Field House – field house	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Northland Power Curling Rink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civic Centre – arena	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Don Ross Community Centre – arena	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Don Ross Community Centre – gymnasium	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Soccer Fields in North Battleford	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ball Diamonds in North Battleford	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tennis Courts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Track & Field Facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Municipal Parks / Playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Dekker Centre for Performing Arts (as a spectator / visitor)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multipurpose Trails (e.g. walking, biking)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Off Leash Dog Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
North Battleford Golf and Country Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Art Galleries (as a spectator / visitor)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 3: BARRIERS TO PARTICIPATION

3. What prevents you or someone in your household from participating in desired parks and recreation activities? Select all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Nothing prevents our participation | <input type="checkbox"/> Location of programs |
| <input type="checkbox"/> Busy with work or other non-recreation activities | <input type="checkbox"/> Physical accessibility barriers |
| <input type="checkbox"/> Cost of admission or registration fees | <input type="checkbox"/> Quality of programs |
| <input type="checkbox"/> Cost of equipment | <input type="checkbox"/> Timing of programs |
| <input type="checkbox"/> Don't have the ability | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Health issues | <input type="checkbox"/> Unaware of some opportunities |
| <input type="checkbox"/> Interests and programs don't match | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> Lack of facilities/inadequate facilities | |

SECTION 4: VALUES AND CONSIDERATIONS

4. Please indicate your level of agreement with the following statements.

STATEMENT	STRONGLY AGREE	SOMEWHAT AGREE	DISAGREE
Parks and recreation are very important to my household.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks and recreation are important to the well being of my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks and recreation services benefit all residents, even if they don't participate in activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is important to ensure that parks and recreation opportunities are available and accessible for all residents in the region.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks and recreation services can contribute to the local economy by attracting visitors and new residents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Municipalities in the region should work together where possible to provide parks and recreation opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 5: WILLINGNESS TO TRAVEL

5. How far are you willing to travel (one way) to use the following parks and recreation amenities before travel becomes barrier to participation?

FACILITY/SPACE	UP TO 5KM	UP TO 10KM	UP TO 25KM	UP TO 50KM	TRAVEL TIME / DISTANCE IS NOT A BARRIER
Indoor amenities for leisure (e.g. leisure pools, fitness / wellness facilities)	<input type="checkbox"/>				
Indoor amenities for competition (e.g. lane pools, gyms, arenas)	<input type="checkbox"/>				
Outdoor amenities for leisure (e.g. parks, trails, sports fields)	<input type="checkbox"/>				
Outdoor amenities for competition (e.g. diamonds, rectangular fields, trails)	<input type="checkbox"/>				

SECTION 6: NEW AND UPGRADED FACILITIES AND AMENITIES

6. Answering on behalf of your entire household, do you think there are adequate parks and recreation facilities and amenities to satisfy your family's recreational needs in the Battlefords region (city and / or town)?

- Yes
 Unsure
 No

7. Please select up to **five (5) INDOOR** recreation facilities and amenities that should be more readily available or enhanced in the Battlefords region. A couple of things to consider:
- » There are costs to building and operating recreation facilities and amenities.
 - » Your responses will be used to help determine facility priorities for planning purposes. They may not lead to changes in a facility or new facilities being built.

- | | |
|--|--|
| <input type="checkbox"/> Agricultural Facilities (e.g. indoor riding arena) | <input type="checkbox"/> Indoor Sport Fields (e.g. soccer) |
| <input type="checkbox"/> Cheer Program Spaces | <input type="checkbox"/> Indoor Ice Arenas |
| <input type="checkbox"/> Climbing Wall | <input type="checkbox"/> Indoor Tracks for Fitness/Jogging/Walking |
| <input type="checkbox"/> Combative Sports Spaces (e.g. judo, karate) | <input type="checkbox"/> Lane Swimming Pools |
| <input type="checkbox"/> Community Group Office Spaces | <input type="checkbox"/> Leisure Ice Skating Surfaces |
| <input type="checkbox"/> Court Sport Spaces (e.g. racquetball/squash) | <input type="checkbox"/> Leisure Swimming Pools |
| <input type="checkbox"/> Curling Facilities | <input type="checkbox"/> Meeting Spaces |
| <input type="checkbox"/> Dance Program Spaces | <input type="checkbox"/> Multi-purpose Sport Surfaces (e.g. cement pad for roller/ball hockey, roller derby, lacrosse) |
| <input type="checkbox"/> Dedicated Seniors Activity Spaces | <input type="checkbox"/> Program Spaces (multi-use, i.e. yoga, aerobics, etc.) |
| <input type="checkbox"/> Dedicated Youth Centre Spaces | <input type="checkbox"/> Show/Event Facilities (e.g. concerts/trade fairs) |
| <input type="checkbox"/> Fitness/Wellness Facilities (e.g. aerobics/strength training) | <input type="checkbox"/> Social/Banquet Facilities |
| <input type="checkbox"/> Indoor Child Play Spaces | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> Indoor Courts/Gymnasium Spaces (e.g. including tennis and pickleball, basketball, volleyball, etc.) | |

8. Please select up to **five (5) OUTDOOR** recreation facilities and amenities that should be more readily available or enhanced in the Battlefords region. A couple of things to consider:

- » There are costs to building and operating recreation facilities and amenities.
- » Your responses will be used to help determine facility priorities for planning purposes. They may not lead to changes or new spaces being built.

- | | |
|--|---|
| <input type="checkbox"/> Agricultural Areas (i.e. equestrian areas) | <input type="checkbox"/> Natural Areas |
| <input type="checkbox"/> Artificial Turf Fields | <input type="checkbox"/> Outdoor Bandstands/Amphitheatres |
| <input type="checkbox"/> Athletic Grounds (track and field) | <input type="checkbox"/> Outdoor Boarded Hockey Rinks |
| <input type="checkbox"/> Ball Diamonds | <input type="checkbox"/> Outdoor Recreation Skating Rinks (non boarded) |
| <input type="checkbox"/> Beach Volleyball Courts | <input type="checkbox"/> Outdoor Swimming Pools |
| <input type="checkbox"/> BMX Bicycle Parks | <input type="checkbox"/> Outdoor Water/Spray Parks |
| <input type="checkbox"/> Campgrounds (with services) | <input type="checkbox"/> Passive Park Spaces |
| <input type="checkbox"/> Cross Country Ski/Snowshoe Trails | <input type="checkbox"/> Pickleball Courts |
| <input type="checkbox"/> Disc Golf Courses | <input type="checkbox"/> Picnic Areas |
| <input type="checkbox"/> Dog Off-Leash Areas | <input type="checkbox"/> Playgrounds and Tot Lots |
| <input type="checkbox"/> Event Grounds for Special Events | <input type="checkbox"/> Rectangular Grass Fields (for rugby, football, soccer) |
| <input type="checkbox"/> Golf Courses | <input type="checkbox"/> Skateboard Parks |
| <input type="checkbox"/> Hard Surface Courts (for basketball, ball hockey) | <input type="checkbox"/> Support Amenities (e.g. lighting, water fountains, seating, washrooms) |
| <input type="checkbox"/> Motorized Trails | <input type="checkbox"/> Tennis Courts |
| <input type="checkbox"/> Mountain Bike Parks | <input type="checkbox"/> Toboggan Hills |
| <input type="checkbox"/> Multi-Use Trails (non-mechanized) | <input type="checkbox"/> Other (please specify) _____ |

SECTION 7: PRIORITIZATION CRITERIA

9. There are limited resources when considering public investment in parks and recreation facilities or amenities. For this reason some facilities and amenities have to be prioritized over others. Please state your level of agreement with each of the following prioritization criteria.

A new or enhanced facility or amenity should be a priority over others if..

	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	I DON'T KNOW
... there is funding available from local governments in the Battlefords area working together.	<input type="checkbox"/>				
... it replaces an existing one that is outdated and / or at the end of its remaining lifespan.	<input type="checkbox"/>				
... it is not readily available in the region (city or town).	<input type="checkbox"/>				
... the cost to build it is lower than others.	<input type="checkbox"/>				
... the cost to run it is lower than others.	<input type="checkbox"/>				
... funding and grants are available that would lower the costs.	<input type="checkbox"/>				
... it responds to demands/requests from the community.	<input type="checkbox"/>				
... it has potential for bringing visitors from outside the region (city or town).	<input type="checkbox"/>				
... it improves the geographic balance of parks and recreation opportunities in the region (city or town).	<input type="checkbox"/>				
... it targets under-served population segments of our community.	<input type="checkbox"/>				
... it is multi-purpose and meets the needs of many different activities, programs and users.	<input type="checkbox"/>				
... a project partner has been identified that can contribute significant funds towards building it.	<input type="checkbox"/>				

SECTION 8: PROGRAMMING

10. Through the City of North Battleford, Town of Battleford, and community organizations there is a variety of parks and recreation programs and opportunities offered to residents. How satisfied are you generally with the programs and opportunities currently offered in the Battlefords region (city and / or town)?

- Very satisfied
- Somewhat satisfied
- Unsure / Neutral
- Somewhat dissatisfied
- Very dissatisfied

11. What improvements or changes are needed regarding parks and recreation programs and opportunities? Select all that apply.

- | | |
|---|---|
| <input type="checkbox"/> Accommodate more participants | <input type="checkbox"/> More affordable |
| <input checked="" type="checkbox"/> Better instruction | <input checked="" type="checkbox"/> More convenient schedule |
| <input type="checkbox"/> Enhanced content | <input type="checkbox"/> Offered more frequently |
| <input checked="" type="checkbox"/> Greater variety | <input checked="" type="checkbox"/> More convenient locations |
| <input type="checkbox"/> Improved marketing of programs | <input type="checkbox"/> Other (please specify) _____ |

12. Thinking about the people in your household, please identify any improvements to existing programs or any new programs that are needed. (Where possible identify who would benefit from the improvement or new program.)

13. Did anyone in your household attend a major indoor or outdoor event in the Battlefords region (city and / or town) in the past 12 months?

- Yes
- No
- Unsure

14. Overall, how satisfied are you with the events you attended?

- Very Satisfied
- Somewhat Satisfied
- Unsure / Neutral
- Somewhat Dissatisfied
- Very Dissatisfied

15. How important is it to have major community-wide or regional festivals and events?

- Very Important
- Somewhat Important
- Unsure / Neutral
- Somewhat Unimportant
- Very Unimportant

16. What events would you like to see offered in the Battlefords region (city and / or town) that currently are not?

SECTION 9: COMMUNICATIONS

17. In general, how informed do you feel about parks and recreation opportunities in the Battlefords region?

- Very informed
- Adequately informed
- Inadequately informed

18. How would you prefer to learn about parks and recreation opportunities in the Battlefords region? Please select your **top three (3)** preferences.

- | | |
|---|---|
| <input type="checkbox"/> City of North Battleford or Town of Battleford website | <input type="checkbox"/> Posters and displays throughout the city |
| <input checked="" type="checkbox"/> City of North Battleford or Town of Battleford social media | <input checked="" type="checkbox"/> Newsletter |
| <input type="checkbox"/> Leisure guide | <input type="checkbox"/> Newspaper (Battlefords News-Optimist) |
| <input checked="" type="checkbox"/> Communication through schools | <input checked="" type="checkbox"/> Word of mouth |
| <input type="checkbox"/> Posters and displays within recreation facilities | <input type="checkbox"/> Roadside sign |
| <input checked="" type="checkbox"/> City of North Battleford or Town of Battleford App | <input type="checkbox"/> Other (please specify) _____ |

SECTION 10: WILLINGNESS TO PAY

19. Town and City parks and recreation programs and services are paid for by a combination of tax support (including property taxes) and fees paid by users.

a. To ensure that community needs for parks and recreation facilities, programs, and services in the Battlefords region are better met, would you support an increase in annual property taxes?

- Yes
- Unsure
- No (Please go to Q19c)

b. How much of an increase in annual property taxes would you support?

- Up to a \$100 annual property tax increase
- \$101 to \$200 annual property tax increase
- \$201 to \$300 annual property tax increase
- Over a \$300 annual property tax increase

c. Which of the following options do you support in relation to user fees for parks and recreation programs and services?

- Increase current level of user fees
- Maintain current level of user fees
- Unsure

20. Typically parks and recreation opportunities are funded by a single municipality. Other municipalities in the region then may contribute some funds to help pay for these opportunities. There is some thought that all the municipalities in the region should contribute funds to provide all parks and recreation opportunities in the region. (The formula to determine how much would come from each municipality would need to be determined.)

Do you think that the municipalities in the region should jointly fund parks and recreation opportunities?

- Yes, for all opportunities
- Yes, for some opportunities
- No

SECTION 11: OVERALL SATISFACTION

21. Overall, how satisfied are you with parks and recreation opportunities currently offered in the Battlefords region?

- Very Satisfied
- Somewhat Satisfied
- Unsure / Neutral
- Somewhat Dissatisfied
- Very Dissatisfied

SECTION 12: OTHER COMMENTS

22. Do you have any other comments regarding parks and recreation in the Battlefords region (city or town)?

SECTION 13: HOUSEHOLD PROFILE

23. Where do you live? (Where is your primary residence?)

- | | |
|--|--|
| <input type="checkbox"/> City of North Battleford | <input type="checkbox"/> R.M. No. 506 Buffalo |
| <input type="checkbox"/> Town of Battleford | <input type="checkbox"/> R.M. No. 436 Douglas |
| <input type="checkbox"/> Aquadeo | <input type="checkbox"/> R.M. No. 377 Glenside |
| <input type="checkbox"/> Cochin | <input type="checkbox"/> R.M. No. 406 Mayfield |
| <input type="checkbox"/> Little Pine Nation | <input type="checkbox"/> R.M. No. 468 Meota |
| <input type="checkbox"/> Lucky Man Cree Nation | <input type="checkbox"/> R.M. No. 437 North Battleford |
| <input type="checkbox"/> Meota | <input type="checkbox"/> R.M. No. 467 Round Hill |
| <input type="checkbox"/> Moosomin Nation | <input type="checkbox"/> Saulteaux Nation |
| <input type="checkbox"/> Mosquito Nation | <input type="checkbox"/> Sweet Grass Nation |
| <input type="checkbox"/> Poundmaker Nation | <input type="checkbox"/> Village of Delmas |
| <input type="checkbox"/> Red Pheasant Nation | <input type="checkbox"/> Village of Denholm |
| <input type="checkbox"/> R.M. No. 438 Battle River | <input type="checkbox"/> Other (please specify) _____ |

24. Please describe your household by identifying the number of members in each of the following age groups.
Please include yourself.

_____ 0 - 4 yrs	_____ 5 - 9 yrs	_____ 10 - 14 yrs	_____ 15 - 19 yrs
_____ 20 - 29 yrs	_____ 30 - 39 yrs	_____ 40 - 49 yrs	_____ 50 - 59 yrs
_____ 60 - 69 yrs	_____ 70 - 79 yrs	_____ 80+ yrs	

THANK YOU FOR TAKING THE TIME TO COMPLETE THE QUESTIONNAIRE!

APPENDIX D: GROUP SURVEY QUESTIONNAIRE



COMMUNITY GROUP SURVEY

The City of North Battleford and the Town of Battleford are working together on the development of a Joint Parks and Recreation Master Plan. The Master Plan will assist both the City and Town as they make decisions about directly providing or supporting others in the provision of these quality of life activities, programs, and even facilities.

Gathering input from community organizations is an important part of the research needed to develop the Master Plan. Please complete this questionnaire on behalf of your community group; one response per group is requested. Please submit your response by **December 22, 2019**.

If you have any questions regarding this survey or the Parks and Recreation Master Plan itself please contact Jordan Schechtel at jordan@battleford.ca or Cheryl Deneire at cdeneire@cityofnb.ca.

ABOUT YOUR ORGANIZATION

1. Please provide the following information about your organization.

Organization Name: _____

Contact Person Name and Position: _____

2. Please briefly explain the purpose of your organization, its main activities, and identify your primary participants.

3. How many participants/members belong to your organization?

4. Please estimate the residency of your members using the following categories.

- _____ % City of North Battleford
- _____ % Town of Battleford
- _____ % Other Communities
- 100 % Total

5. What has been the trend over the past few years regarding participant/member numbers? Over the next few years what are your expectations for participant/member numbers?

	GROWING	REMAINING STABLE	DECLINING
Over the past few years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expectation for the next few years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

NEW AND UPGRADED FACILITIES AND AMENITIES

6. Does your group think that there are adequate parks and recreation facilities and amenities in the Battlefords region (city and / or town) to satisfy your group's needs?

- Yes
- Unsure
- No

7. Please identify any enhancements to the facilities and spaces your organization **currently uses** that would improve your organization's satisfaction with them. Please identify the specific spaces that correspond with your suggestions.

INDOOR SPACE PRIORITIES

8. Please select up to **five (5) INDOOR** recreation facilities and amenities that should be more readily available or enhanced in the Battlefords region. A couple of things to consider:

- » There are costs to building and operating recreation facilities and amenities.
- » Your responses will be used to help determine facility priorities for planning purposes. They may not lead to changes in a facility or new facilities being built.

- | | |
|--|--|
| <input type="checkbox"/> Agricultural Facilities (e.g. indoor riding arena) | <input type="checkbox"/> Indoor Sport Fields (e.g. soccer) |
| <input type="checkbox"/> Cheer Program Spaces | <input type="checkbox"/> Indoor Ice Arenas |
| <input type="checkbox"/> Climbing Wall | <input type="checkbox"/> Indoor Tracks for Fitness/Jogging/Walking |
| <input type="checkbox"/> Combative Sports Spaces (e.g. judo, karate) | <input type="checkbox"/> Lane Swimming Pools |
| <input type="checkbox"/> Community Group Office Spaces | <input type="checkbox"/> Leisure Ice Skating Surfaces |
| <input type="checkbox"/> Court Sport Spaces (e.g. racquetball/squash) | <input type="checkbox"/> Leisure Swimming Pools |
| <input type="checkbox"/> Curling Facilities | <input type="checkbox"/> Meeting Spaces |
| <input type="checkbox"/> Dance Program Spaces | <input type="checkbox"/> Multi-purpose Sport Surfaces (e.g. cement pad for roller/ball hockey, roller derby, lacrosse) |
| <input type="checkbox"/> Dedicated Seniors Activity Spaces | <input type="checkbox"/> Program Spaces (multi-use, i.e. yoga, aerobics, etc.) |
| <input type="checkbox"/> Dedicated Youth Centre Spaces | <input type="checkbox"/> Show/Event Facilities (e.g. concerts/trade fairs) |
| <input type="checkbox"/> Fitness/Wellness Facilities (e.g. aerobics/strength training) | <input type="checkbox"/> Social/Banquet Facilities |
| <input type="checkbox"/> Indoor Child Play Spaces | <input type="checkbox"/> Other (please specify) _____ |
| <input type="checkbox"/> Indoor Courts/Gymnasium Spaces (e.g. including tennis and pickleball, basketball, volleyball, etc.) | |

OUTDOOR SPACE PRIORITIES

9. Please select up to **five (5) OUTDOOR** recreation facilities and amenities that should be more readily available or enhanced in the Battlefords region. A couple of things to consider:

- » There are costs to building and operating recreation facilities and amenities.
- » Your responses will be used to help determine facility priorities for planning purposes. They may not lead to changes or new spaces being built.

- | | |
|--|---|
| <input type="checkbox"/> Agricultural Areas (i.e. equestrian areas) | <input type="checkbox"/> Natural Areas |
| <input checked="" type="checkbox"/> Artificial Turf Fields | <input checked="" type="checkbox"/> Outdoor Bandstands/Amphitheatres |
| <input type="checkbox"/> Athletic Grounds (track and field) | <input type="checkbox"/> Outdoor Boarded Hockey Rinks |
| <input checked="" type="checkbox"/> Ball Diamonds | <input checked="" type="checkbox"/> Outdoor Recreation Skating Rinks (non boarded) |
| <input type="checkbox"/> Beach Volleyball Courts | <input type="checkbox"/> Outdoor Swimming Pools |
| <input checked="" type="checkbox"/> BMX Bicycle Parks | <input checked="" type="checkbox"/> Outdoor Water/Spray Parks |
| <input type="checkbox"/> Campgrounds (with services) | <input type="checkbox"/> Passive Park Spaces |
| <input checked="" type="checkbox"/> Cross Country Ski/Snowshoe Trails | <input checked="" type="checkbox"/> Pickleball Courts |
| <input type="checkbox"/> Disc Golf Courses | <input type="checkbox"/> Picnic Areas |
| <input checked="" type="checkbox"/> Dog Off-Leash Areas | <input checked="" type="checkbox"/> Playgrounds and Tot Lots |
| <input type="checkbox"/> Event Grounds for Special Events | <input type="checkbox"/> Rectangular Grass Fields (for rugby, football, soccer) |
| <input checked="" type="checkbox"/> Golf Courses | <input checked="" type="checkbox"/> Skateboard Parks |
| <input type="checkbox"/> Hard Surface Courts (for basketball, ball hockey) | <input type="checkbox"/> Support Amenities (e.g. lighting, water fountains, seating, washrooms) |
| <input checked="" type="checkbox"/> Motorized Trails | <input checked="" type="checkbox"/> Tennis Courts |
| <input type="checkbox"/> Mountain Bike Parks | <input type="checkbox"/> Toboggan Hills |
| <input checked="" type="checkbox"/> Multi-Use Trails (non-mechanized) | <input type="checkbox"/> Other (please specify) _____ |

FACILITY RATES & FEES

10. To what extent do you agree with the following statement?

"The rates and fees charged by the Town and City to use / book facilities is appropriate?"

- Strongly Agree
- Somewhat Agree
- Somewhat Disagree
- Strongly Disagree
- Doesn't Apply (we don't use Town or City spaces)

11. Would you be willing to pay more to use / book Town or City facilities?

- Yes
- Yes but only if the facilities are improved
- No

CHALLENGES

12. What challenges, if any, is your organization facing? (Check all that apply.)

- Getting sufficient access to facilities and spaces for programming
- Inadequate facilities and spaces (e.g. amenity and support spaces are lacking or of poor quality)
- Attracting and maintaining coaches/instructors
- Attracting and retaining volunteers
- Equipment storage
- Funding/keeping user costs low
- Organizational management and operations (e.g. board training, grant writing, accounting)
- Promotions and marketing
- Declining participation
- Other (please specify) _____

13. What might the City and / or the Town do to help your organization address its challenges?

GENERAL COMMENTS

14. Please provide any other comments you have regarding parks and recreation in the Battlefords region (city / town).

THANK YOU FOR TAKING THE TIME TO SHARE YOUR ORGANIZATION'S PERSPECTIVE!

APPENDIX E: COMMUNITY GROUP SURVEY PARTICIPANTS

1. Battlefords Minor Softball Association
2. Battlefords Youth Soccer Inc.
3. Elks touch football
4. Battlefords Gymnastics Club
5. Battlefords Disc Golf Club
6. North Battleford Golf & C.C.
7. Ultimate Frisbee
8. Battleford's Minor Baseball Inc.
9. Battlefords Minor Football
10. Battlefords Lawn Bowling Club
11. North Battleford Badminton Club
12. Battlefords Minor Hockey Association
13. Battleford Horseshoe Club
14. Battlefords Pickleball Club
15. Battlefords roller derby league
16. Battlefords Intermediate Volleyball
17. Battlefords Sailing Club
18. Battlefords Co-Ed Rec Volleyball
19. Battlefords Community Players
20. 2nd North Battleford Scouting Group
21. Battleford Orcas Swim Club
22. Rivers West District for Sport Culture and Recreation
23. Skate Battelfords
24. Battlefords Water Doves
25. Battlefords Art Club
26. The B.E.A.T.S. Encounter
27. #43 Royal Canadian Air Cadets Squadran
28. Flatland Freestyle Ski Club

APPENDIX F: LIST OF GROUPS INTERVIEWED

1. Agricultural Society
2. Skate Battlefords
3. Big Brothers Big Sisters of the Battlefords
4. Boys and Girls Club
5. Destination Battlefords
6. Rivers West District
7. Battlefords Youth Network
8. Light of Christ School Division
9. Holy Family Elementary School
10. Battle River Treaty 6
11. Dekker Centre
12. Twin Rivers Curling Club
13. Battlefords Minor Baseball Inc.
14. Battlefords Disc Golf Club
15. Canadian Mental Health Association
16. Battleford Art Club
17. Artist Run Centre (ARC)
18. Battlefords Jazz Society
19. Allen Sapp Gallery
20. Curl Sask
21. Building Expression and Awareness through Theatre and Sound (BEATS)
22. Battlefords Minor Softball
23. North Battleford Beavers
24. Battleford Trappers
25. Battlefords Slo-Pitch League
26. Battlefords Scuba
27. Battlefords Minor Hockey
28. Hooligans recreation hockey club
29. Concern for Youth
30. Battlefords Family Resource Network
31. Meota Combines Senior Men's Hockey
32. Battlefords Pickleball Club
33. Special Olympics Battlefords
34. Bonaventure Lions
35. North Battleford Lions
36. Rotary Club of Battlefords
37. Battlefords Karate Do
38. Kiwanis Club
39. The Scene

