

# Regional Recreation and Culture Master Plan

Town of Vegreville – County of Minburn No. 27 –  
Town of Mundare

## Summary Document

May 2019



[goeastofedmonton.ca](http://goeastofedmonton.ca)





# Table of Contents

## Contents

<b>1: Introduction</b>	<b>1</b>
2.1 About the Region	4
<b>2: State of Recreation and Culture in the Region</b>	<b>4</b>
2.2 Summary of Inventory	6
2.3 Trends and Leading Practices	7
2.4 Public and Stakeholder Consultation	8
2.4.1 Household Survey Findings (selected)	9
2.4.2 Group Survey	14
<b>3: Regional Recreation and Culture Master Plan</b>	<b>17</b>
3.1 Master Plan Foundations	17
3.2 Master Plan Recommendations	18
3.2.1 Facility Recommendations	18
3.2.2 Recreation and Culture Amenity Priorities	19
3.2.3 Programming Recommendations	23
3.2.4 Promotions and Marketing Recommendations	24
3.2.5 Capacity Building Recommendations	24
3.3 Master Plan Implementation	25

# 1

## Introduction

This report serves as a summary document for the Regional Recreation and Culture Master Plan. Its intent is to provide a quick reference for the Master Plan and the foundation elements and recommendations contained within. The complete version of the “Regional Recreation and Culture Master Plan” is presented under a separate cover.

This summary document also presents some findings from the research conducted throughout the process used to develop the Master Plan. To see the complete research findings please refer to “The State of Recreation and Culture” report produced under a separate cover.



Original Photo

The Framework for Recreation in Canada 2015<sup>1</sup> identifies the following renewed definition for recreation in Canada.

***Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.***

UNESCO defines culture as a

***Whole complex of distinctive spiritual, materialistic, intellectual, and emotional features that characterize a society or group. It includes not only the arts and letters, but also modes of life, fundamental human rights, value systems, traditions and beliefs.***

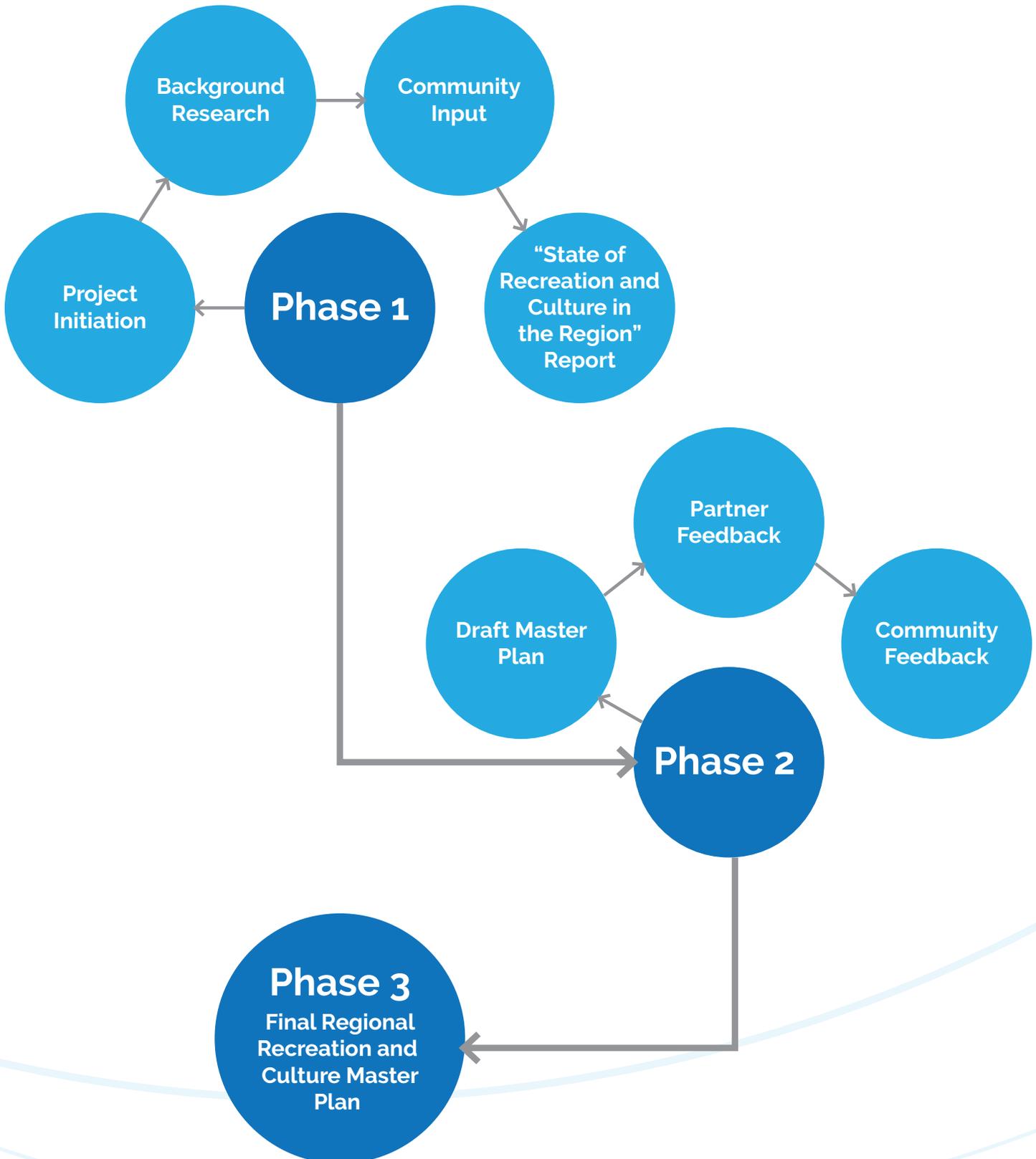
The Canadian Framework for Culture Statistics defines culture as

***Creative artistic activity and the goods and services produced by it, and the preservation of heritage.***

1 Canadian Parks and Recreation Association (CPRA) and Interprovincial Sport and Recreation Council. The Framework for Recreation in Canada (2015). <https://www.cpra.ca/about-the-framework/>

The components of research that formed the basis upon which the Master Plan recommendations were developed is described in the following graphic.

## Planning Process

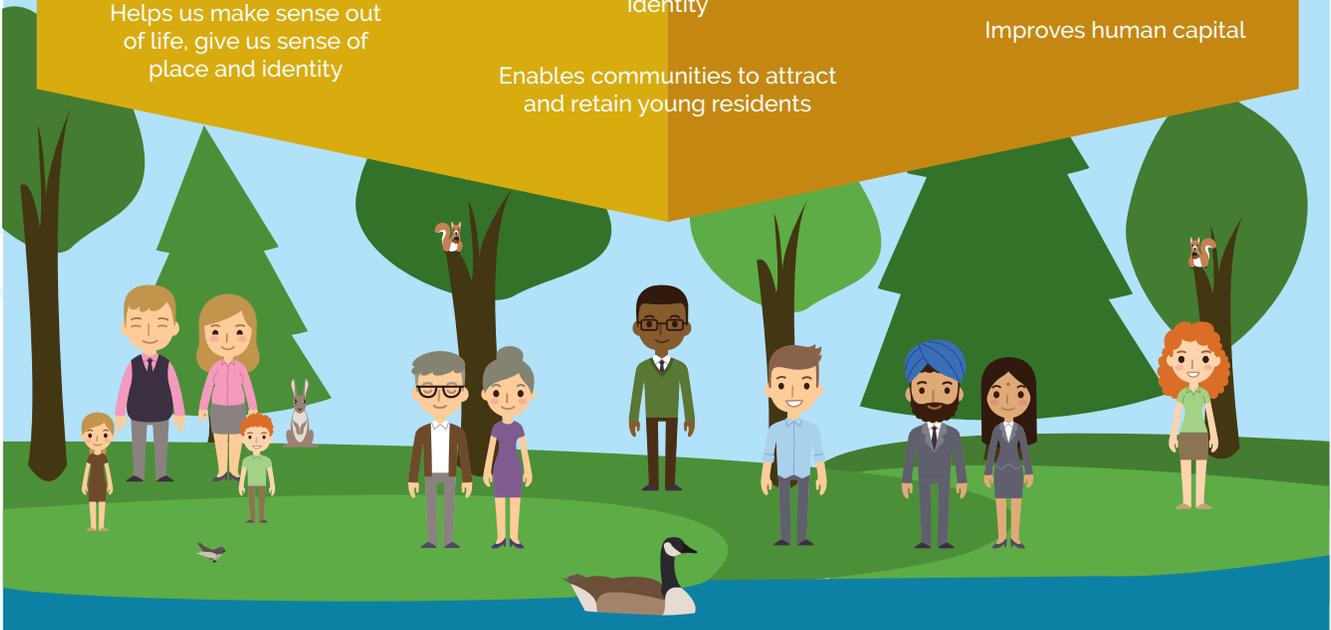


The Regional Recreation and Culture Master Plan is a strategic document that provides direction for both the entire region as well as the municipalities within it regarding the provision of recreation and culture services. The Master Plan is a reference for elected officials and administration related to decision making for service delivery and support; the Master Plan also serves as a guide to non-profit organizations and private entities who provide recreation and culture services as well.

There are a spectrum of benefits that are accrued to individuals and communities through the provision of recreation and culture services.

## Benefits of Recreation and Culture

<p>Essential to personal health and wellbeing</p> <p>Provides a foundation for quality of life</p> <p>Creates social capital, solidarity, cohesion, social inclusion, community empowerment, capacity building, community diversity and civic pride</p> <p>Increases attractiveness of the area for tourists, residents and business</p> <p>Is a significant economic generator</p> <p>Creates opportunity for intergenerational experience</p> <p>Helps us make sense out of life, give us sense of place and identity</p>	<p>Leads to better individual health and wellbeing</p> <p>Reduces poverty, neighbourhood crime, and delinquency and the need for communities' at-risk-strategies</p> <p>Builds strong families and healthy communities</p> <p>Reduces health care, social service and policing costs</p> <p>Increases volunteerism</p> <p>Preserves heritage</p> <p>Enhances community identity</p> <p>Enables communities to attract and retain young residents</p>	<p>Provides the key to balanced human development</p> <p>Reduces self-destructive and anti-social behavior</p> <p>Job creation, tourism, revitalization</p> <p>Improves learning outcomes both in public education and the development of a skilled work force</p> <p>Green spaces are essential to environmental and ecological wellbeing</p> <p>Builds collaboration and teamwork</p> <p>Provides gathering spaces</p> <p>Improves human capital</p>
---	--	--



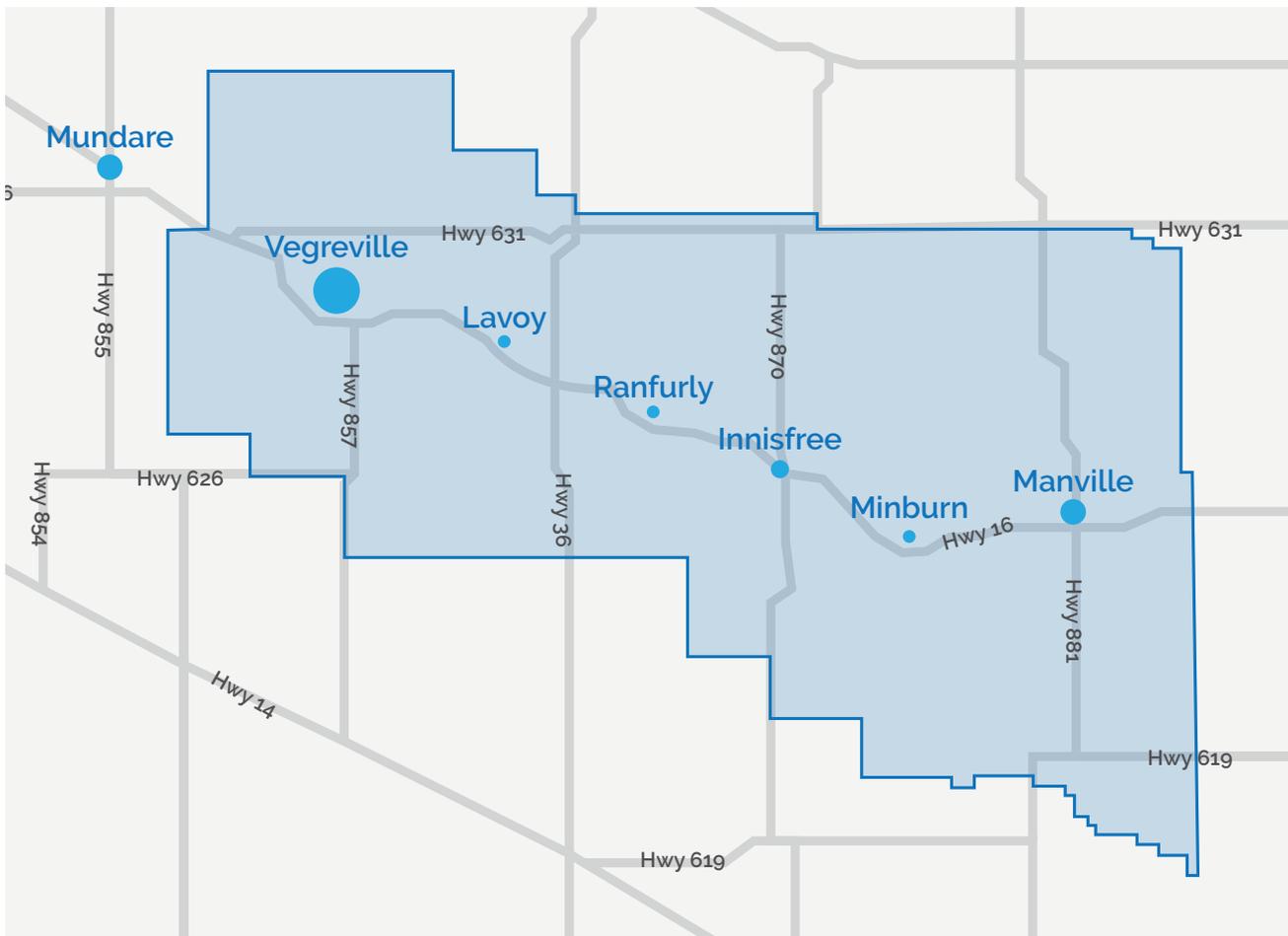
# 2

## State of Recreation and Culture in the Region

### 2.1 About the Region

The Region that is the focus of this study includes the County of Minburn No. 27, the communities found within its borders, plus the Town of Mundare.

Vegreville-Mundare-County of Minburn No. 27 Region



The study region is located in east central Alberta directly accessible by several highway routes. It is approximately one hour from the Edmonton Capital region and 1.5 hours from the Saskatchewan border. The partnering municipalities are all within the region (i.e. the Towns of Vegreville and Mundare and the County of Minburn No. 27). There are currently 10,769 residents in the region.

The Region has traditionally been fueled by rich agriculture. However, many residents are also employed in the oil and gas sectors, due to proximity to the industrial heartland and larger population centres close by such as Edmonton, Sherwood Park and Fort Saskatchewan. The Region is home to natural areas, campgrounds and recreation and cultural amenities and events.

## Population Data

Community	2001	2006	2011	2016	Population Growth 2001 - 2016	Population Growth 2011 - 2016
County of Minburn	3,436	3,319	3,383	3,188	-7.2%	-5.8%
Vegreville	5,376	5,519	5,717	5,708	6.2%	-0.2%
Mundare	658	712	855	852	29.5%	-0.4%
Mannville	722	782	803	828	14.7%	3.1%
Innisfree	219	233	220	193	-11.9%	-12.3%
Region Total	10,411	10,565	10,978	10,769	3.4%	-1.9%
Alberta	2,941,150	3,290,350	3,645,257	4,067,174	38.3%	11.6%

*Note: The data above is from Statistics Canada*

*Note: The Village of Minburn population is assumed to be included in the County of Minburn population figures.*



## 2.2 Summary of Inventory

The following provides a summary of recreation and culture amenity types including analysis by total quantity, per capita provision, and replacement value.

Type of Asset	Vegreville	Mundare	Innisfree	Mannville	County of Minburn	Region Total	Provision/Population	Estimated Replacement Value \$2018 As Is
Aquatics/Fitness	1	0	0	0	0	1	10,769	\$20,000,000
Ball Diamonds	6	5	3	4	11	22	513	\$4,400,000
Basketball Courts (outdoor)	4	1	0	0	3	8	1,346	\$800,000
Campgrounds	1	3	1	2	3	7	1,538	\$7,000,000
Community/Provincial Parks	10	5	2	2	12	27	490	\$13,500,000
Community Centres/Halls	2	3	1	2	22	27	399	\$81,000,000
Curling Facilities	1	1	1	1	3	5	2,154	\$25,000,000
Golf Courses	1	1	0	1	1	3	3,590	\$9,000,000
Gymnasiums	5	2	0	0	3	10	1,077	\$50,000,000
Indoor Ice Arenas	1	1	1	1	2	4	2,695	\$48,000,000
Libraries	1	1	1	1	2	4	2,695	\$8,000,000
Museums	1	1	1	2	5	7	1,795	\$35,000,000
Outdoor Rinks	3	0	0	0	1	4	2,695	\$800,000
Tennis/Pickle Ball Courts	4	0	0	0	0	4	2,695	\$400,000
Outdoor Fitness Centre	1	0			0	1	10,769	\$50,000
Riding Facilities	1	1	1	1	2	4	2,695	\$12,000,000
Seniors' Centres	1	1	1	0	2	4	2,695	\$8,000,000
Skateboard/BMX Parks	2	1	0	0	0	3	3,590	\$1,500,000
Sports Fields	13	1	0	0	3	17	633	\$3,400,000
Spray Parks	1	2	0	0	0	3	3,590	\$1,500,000
Visitor Information Centre	1	0	0	0	2	3	3,590	\$6,000,000
<b>Total</b>	<b>61</b>	<b>30</b>	<b>13</b>	<b>17</b>	<b>46</b>	<b>161</b>		<b>\$335,350,000</b>

## 2.3 Trends and Leading Practices

A number of trends and leading practices are identified to provide a broader perspective of recreation and culture outside of the regional context. Some of the concepts may not be directly applicable in the region; however, they spark conversation, open the door to new possibilities, and promote forward thinking. Examples are touched on from Alberta municipalities (and beyond) as well as findings from academic and sector research.

### Recreation

**Trends in recreation services** include:



Increased popularity of unstructured spontaneous activities



Volunteers are looking for term-defined opportunities to bolster their skills and resumes



Aging infrastructure is a major concern for municipalities throughout the country



Social inclusion is being considered in facility design



Promotion methods to ensure all demographics are being reached

### Culture

**Trends in cultural services** include:



Transformation of public spaces for events and activities



Encouraging local artists to shape the character of neighbourhoods



Less reliance on new physical infrastructure



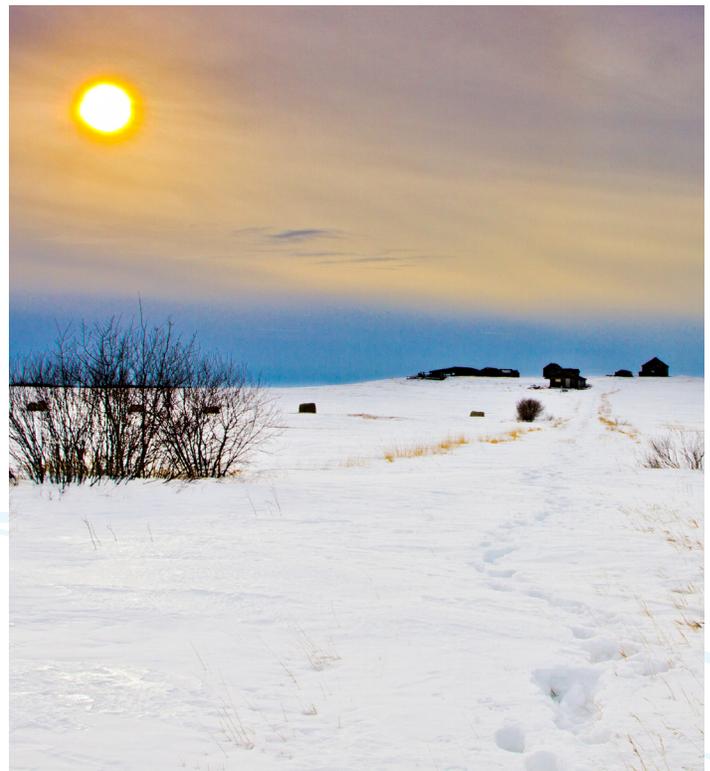
Greater engagement with the private sector



Cultural mapping to promote opportunities



[mundare.ca](http://mundare.ca)



[minburncounty.ab.ca](http://minburncounty.ab.ca)

## 2.4 Public and Stakeholder Consultation

The engagement included three main methodologies. A survey was fielded with households in the region; community organizations were surveyed as well; and stakeholder meetings and interviews were convened.



### Household Survey

558 Completed Questionnaires



### Stakeholder Interviews

23 Organizations Represented



### Community Group Survey

27 Completed Questionnaires

Selected findings from the two surveys are presented on the following pages.



## 2.4.1 Household Survey Findings (selected)

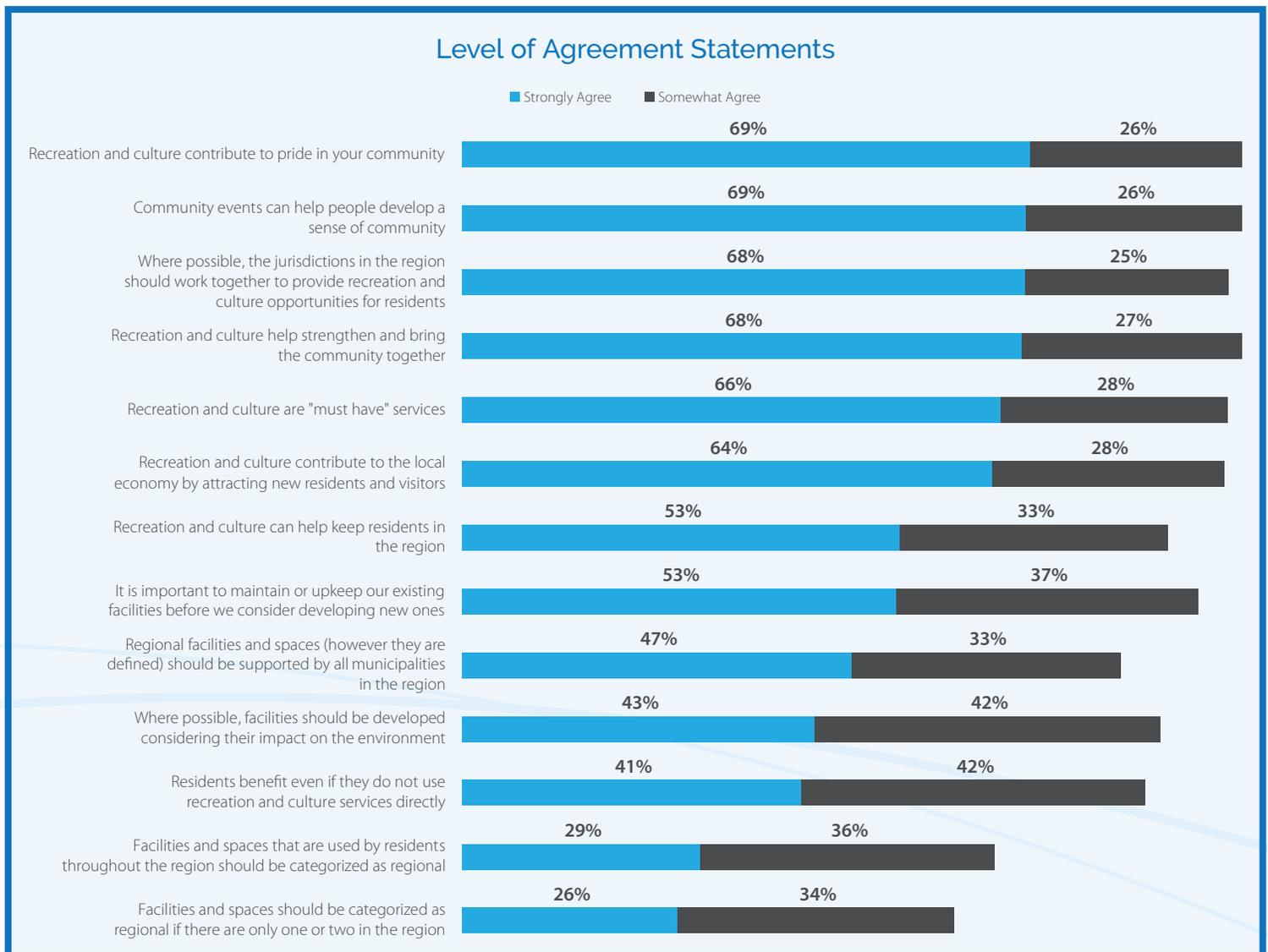
A selection of the findings from the household survey are presented below. Refer to the "State of Recreation and Culture" document for all findings.

### Values and Considerations

Household respondents were asked what level of agreement they had with several statements reflecting values and other considerations. Over 65 percent of respondents believed that:

- Recreation and culture contribute to pride in your community
- Community events can help people to develop a sense of community
- Where possible, the jurisdictions in the region should work together to provide recreation and culture opportunities for residents
- Recreation and culture help strengthen and bring the community together
- Recreation and culture are 'must have' services
- Recreation and culture contribute to the local economy by attracting new residents in the region

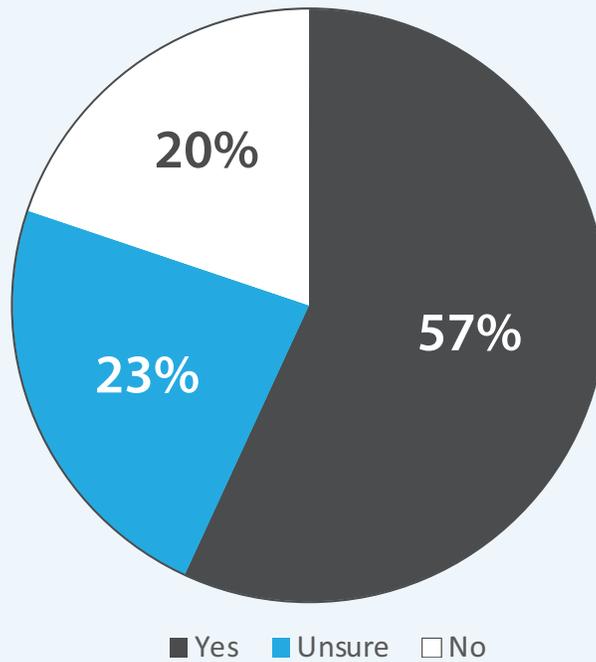
See the accompanying graph for additional responses and proportions of responses.



## New/Upgraded Recreation and Culture Facilities

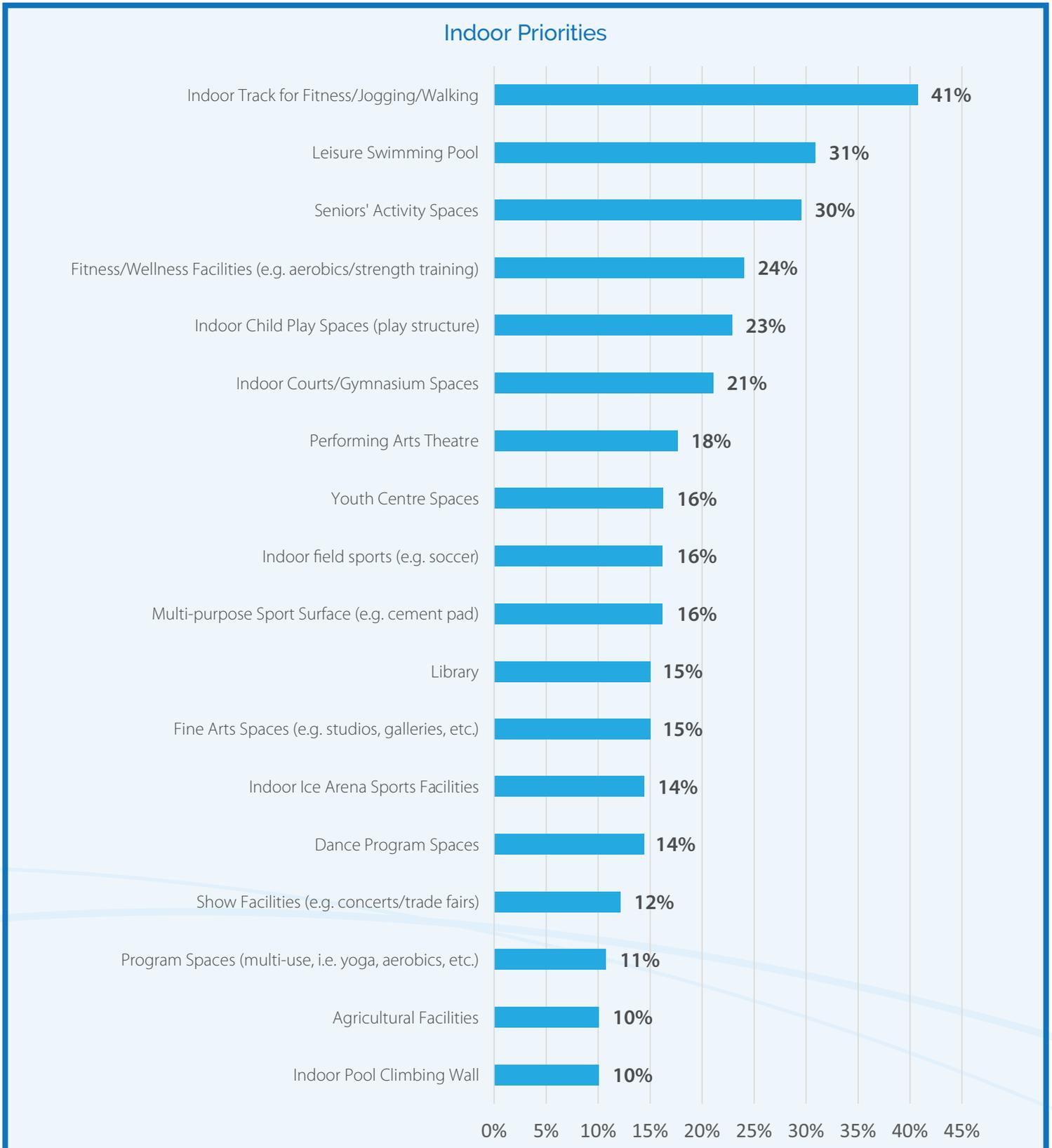
Answering on behalf of their entire household, 57% of respondents feel new/upgraded recreation facilities should be developed in the region.

Do you see a need for new and / or upgraded recreation and culture facilities and spaces to be developed in the region?



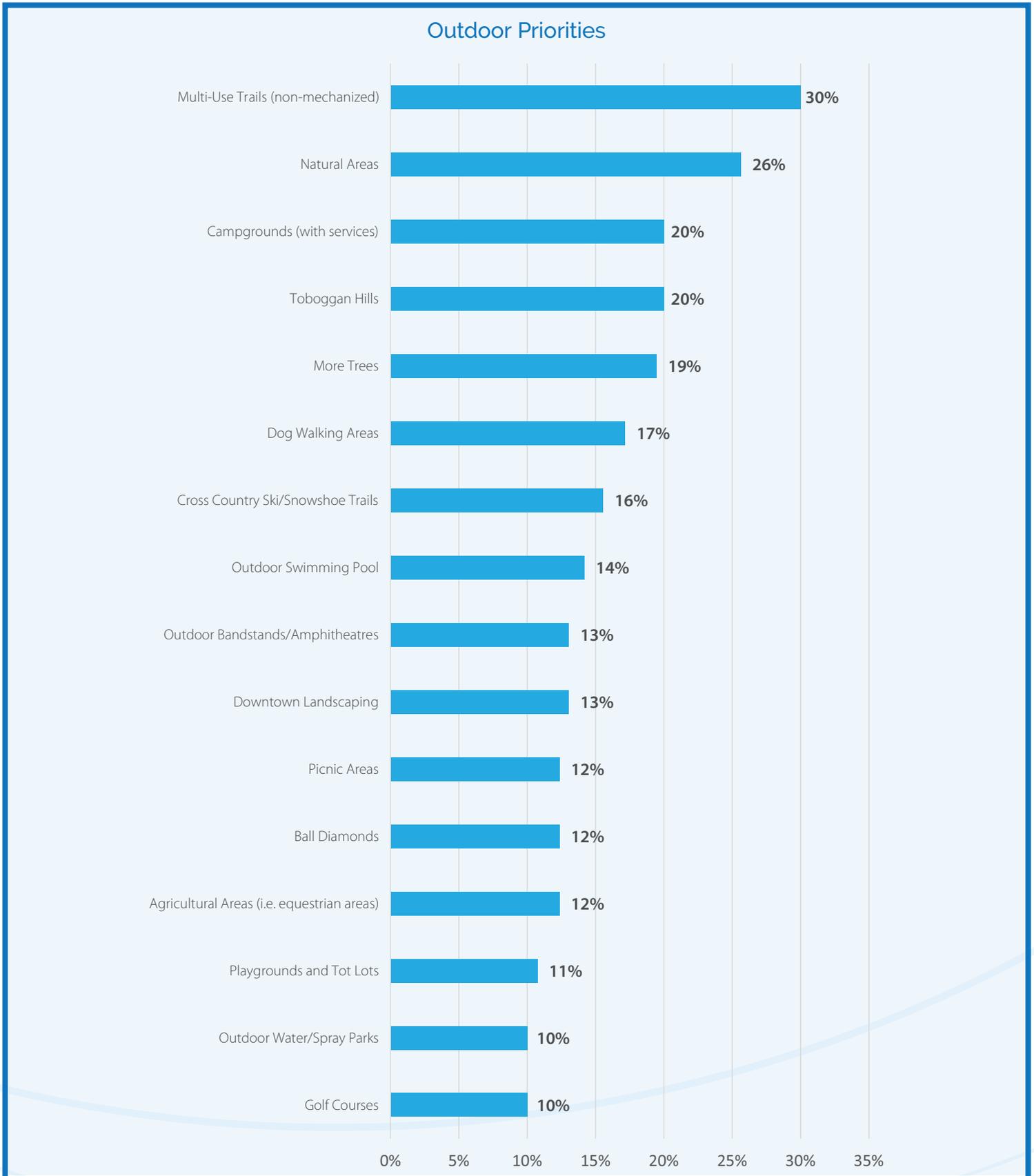
## Indoor Priorities

Those who responded 'yes' to the previous question and those who were unsure were then asked to identify which indoor facilities and amenities should be the focus of the regional municipalities time and money. An indoor track (41%), leisure swimming pool (31%) and seniors' activity spaces (30%) were the most selected indoor spaces (below).



## Outdoor Priorities

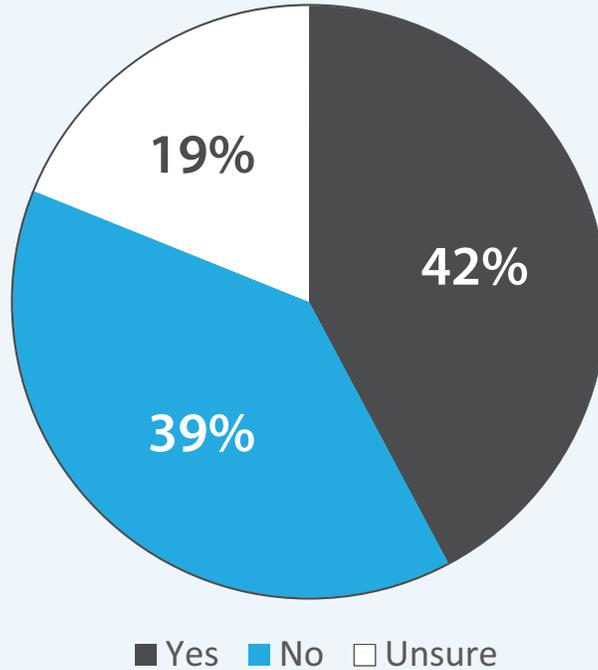
Regarding outdoor spaces, the most selected were multi-use trails (non-mechanized, 30%), natural areas (26%) and campgrounds (20%).



## Willingness to Pay

When asked if their households would be willing to pay additional property taxes if the money was used to support enhancements to recreation and culture opportunities in the region, 42% of respondents said 'yes' while 39% of respondents said 'no'.

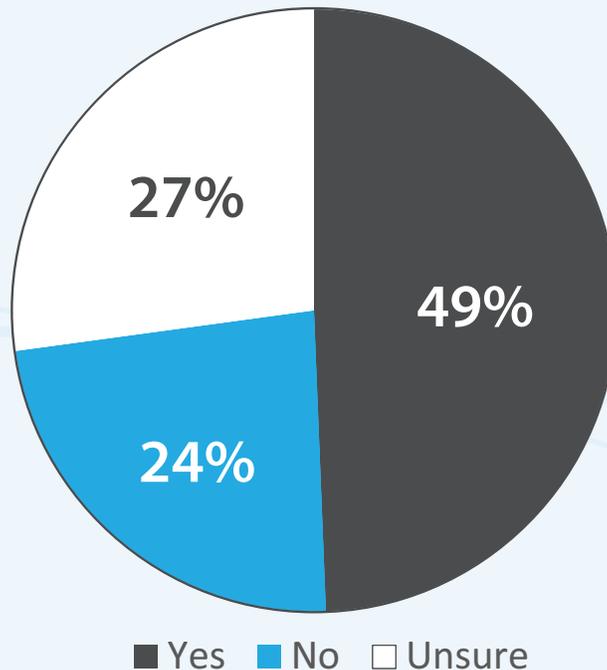
Would your household be willing to pay additional property taxes?



## User Fees

When asked about user fees, 49% would be willing to pay increased user fees to support enhancements to recreation and culture in the region.

Would your household be willing to pay increased user fees?



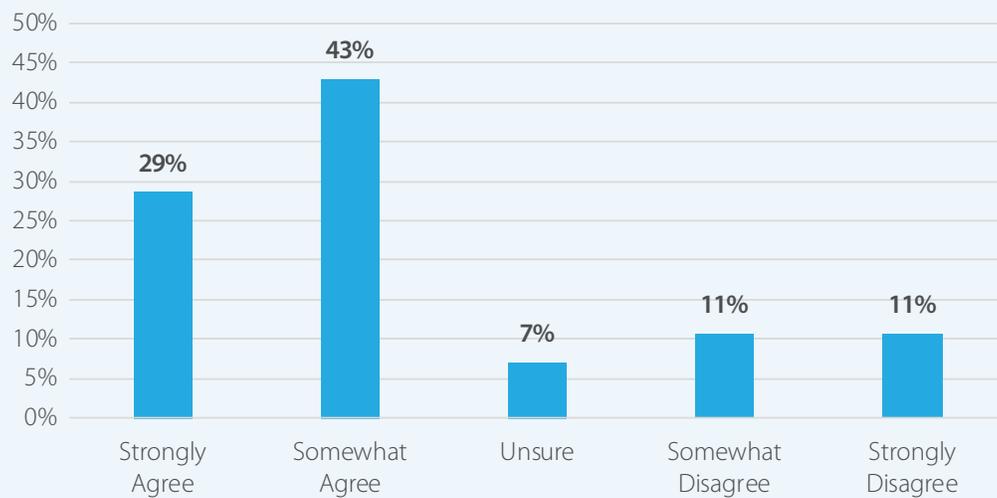
## 2.4.2 Group Survey

A selection of the findings from the group survey are presented below. Refer to the "State of Recreation and Culture" document for all findings.

### Current Facilities and Spaces in the Region

Stakeholder groups were asked if the current facilities/spaces in the region meet their needs. Seventy-two percent reported that they strongly agree (29%) or somewhat agree (43%). Twenty-two percent reported that they strongly disagree (11%) or somewhat disagree (11%).

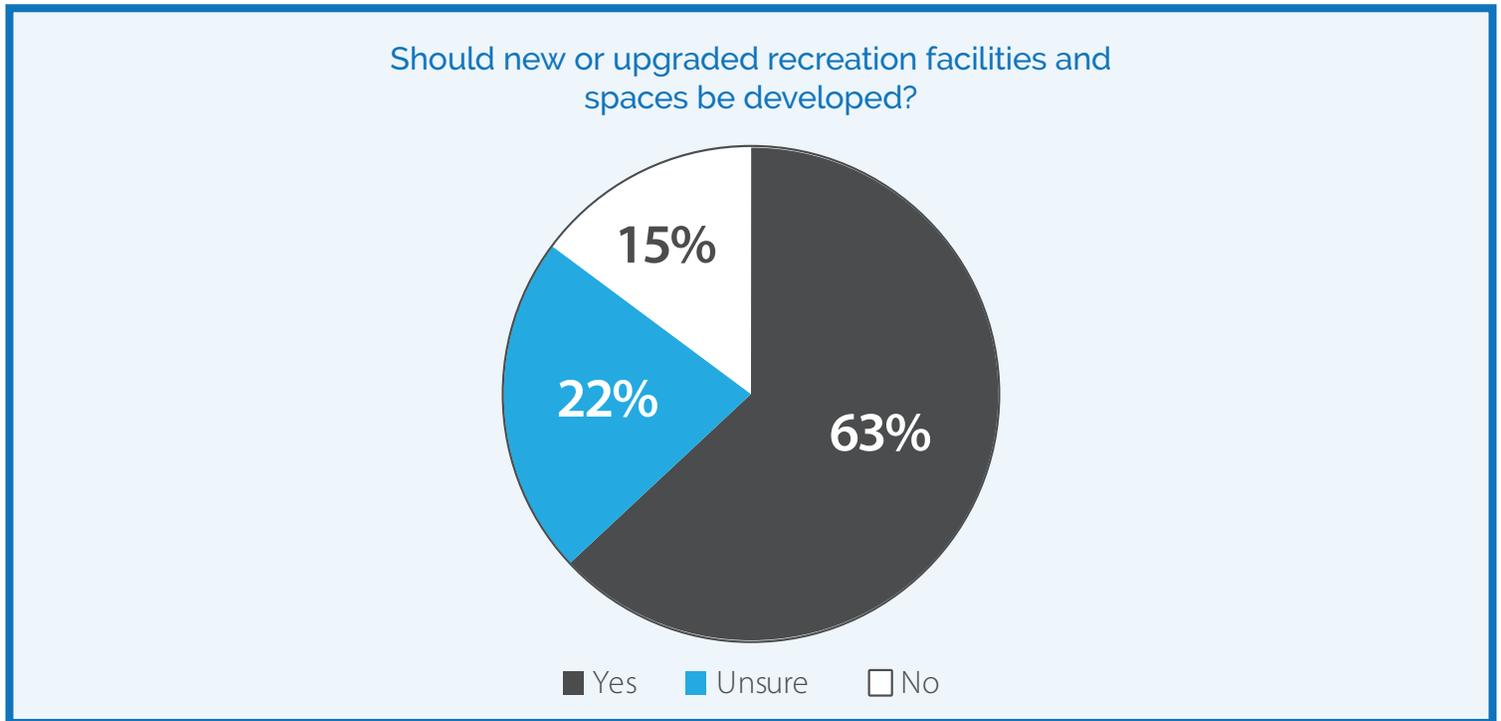
#### The Current Facilities and Spaces in the Region Meet the Needs of Our Organization



Original Photo

## Development of New/Upgraded Recreation Facilities and Spaces in the Region

Stakeholder groups were asked if new or upgraded recreation facilities and spaces should be developed. Over 60% of respondents indicated that new or upgraded recreation facilities and spaces should be developed.



When asked to identify specific enhancements/improvements to facilities/spaces used by the organizations, comments included the following.

- Storage spaces and meeting spaces are required
- Enhanced spaces such as kitchen facilities, additional parking
- Performance space is lacking; organizations are making due with less than optimal spaces
- Some spaces are getting outdated and need refurbishment
- Regulation sized ball diamonds would be a benefit

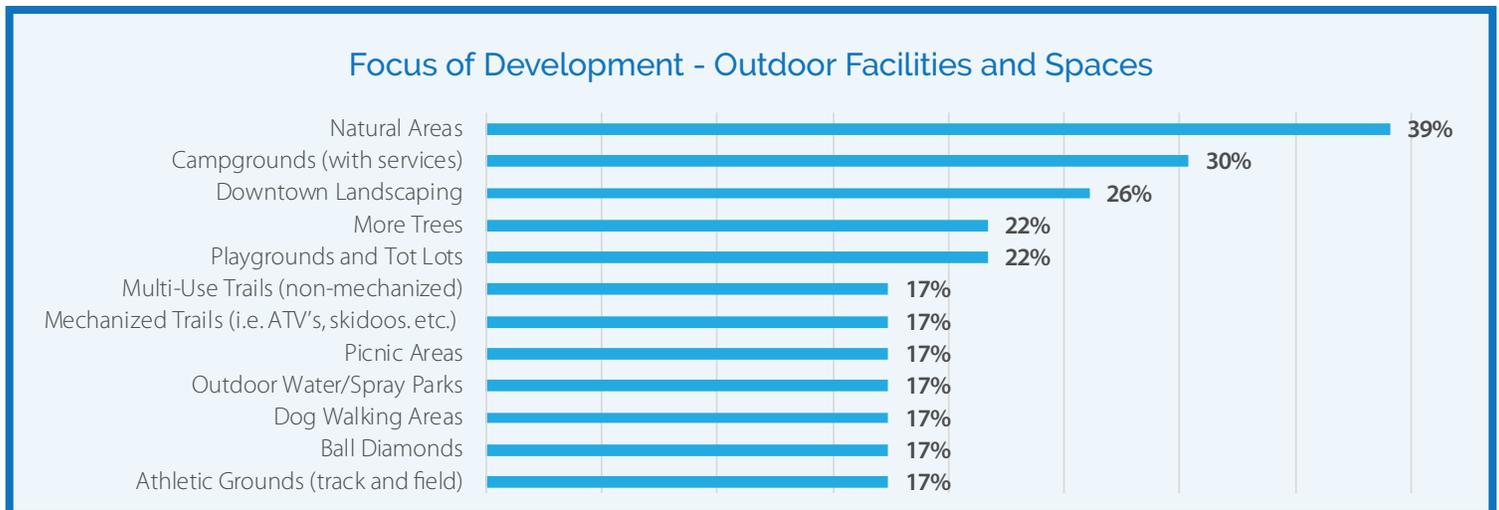
## Focus of Development – Indoor Facilities and Spaces

Stakeholder groups were asked which indoor facilities and spaces should be upgraded or developed. The facilities/spaces with the most responses were indoor track (32%), indoor courts/gymnasium spaces (32%), program spaces (32%) and a performing arts theatre (32%). In open ended responses, the Aquatic Centre change rooms were identified as requiring upgrading.



## Focus of Development – Outdoor Facilities and Spaces

Stakeholder groups were asked which outdoor facilities and spaces should be upgraded or developed. The facilities/spaces with the most responses were natural areas (39%), campgrounds (30%) and downtown landscaping (26%). In the open-ended responses, it was suggested that some outdoor spaces could be used for multiple activities – for instance golf courses, nature trails and cross-country skiing.



# 3

## Regional Recreation and Culture Master Plan

Based upon the research and engagement presented and under the guidance of local decision makers, a draft Regional Recreation and Culture Master Plan has been developed. The Master Plan begins with some foundational statements explaining why recreation and culture are important in the region. The Master Plan also include detailed recommendations about different aspects of services delivery, infrastructure, programs, and working together as a region.

### 3.1 Master Plan Foundations

#### Vision

The vision has been developed by the Region and justifies the investment of time and resources into the provision of recreation and culture opportunities. This vision provides a foundation for decision making and service delivery and creates a strategic bond between all partners.

*The Region is a better place to live, work, and play due to public investment and effort in recreation and culture.*

#### Outcomes

Further to this vision, the following outcomes articulate why attention and resources are afforded to these essential public services.

1. Recreation and culture services make a positive impact in our Region and on all of our residents.
2. Residents and visitors have the ability to be active and creative in a variety of different activities.
3. Residents and visitors know about recreation and culture opportunities and are motivated to take part in them.
4. The Region is positioned in a way that enables maximum benefit from investment in recreation and culture to be realized.
5. Volunteerism in the Region is thriving.
6. Investment and effort related to recreation and culture in the Region is coordinated.

In order to achieve these outcomes and to enhance the current level of recreation and culture services in the Region, there are a number of recommendations that have been developed. Each recommendation also contains direction as to how (or if) municipalities in the Region can work together in implementation.



[goeastofedmonton.com](http://goeastofedmonton.com)



[vegreville.com](http://vegreville.com)

## 3.2 Master Plan Recommendations

### 3.2.1 Facility Recommendations

1. Establish reserve funds to help sustain existing recreation and culture infrastructure.
2. When facilities and spaces require reinvestment, explore repurposing or reduction of service levels as options.
3. Increase utilization of existing facilities and spaces by encouraging more traditional and non-traditional use.
4. Introduce new facilities and spaces when possible.



## 3.2.2 Recreation and Culture Amenity Priorities

### 5. Prioritize investment and effort related to recreation and culture amenities in a transparent and diligent manner.

The following criteria have been utilized in determining the list of amenity priorities that follow.

Criteria	Metrics				Weight
General public demand indicators	3 points — for top "1-5" household survey amenity priorities	2 points — for "6-10" household survey amenity priorities	1 point — for "10-20" household survey amenity priorities	0 points — for amenity priorities that are beyond the top 20 and/or not in scope	5
User group and stakeholder demand indicators	3 — for amenities that have strong indications of support from the majority of user groups and stakeholders	2 — for amenities that have moderate indications of support from the majority of user groups and stakeholders	1 — for amenities that have strong indications of support from one or two user groups or interest areas	0 — for amenities that have no indications of support from user groups and stakeholders	5
Cost savings through partnerships or grants	3 — partnership and/or grant opportunities exist in development and/or operating that equate to 50% or more of the overall amenity cost	2 — partnership and/or grant opportunities exist in development and/or operating that equate to 25%–49% or more of the overall amenity cost	1 — partnership and/or grant opportunities exist in development and/or operating that equate to 10%–24% or more of the overall amenity cost	0 — no potential partnership or grant opportunities exist at this point in time	5
Community accessibility	3 — the amenity would be completely financially and physically accessible to all residents	2 — the amenity would primarily be financially and physically accessible to all residents	1 — the amenity would be accessible to all residents via programmed/rental use	0 — the amenity would not be accessible to residents	4
Financial impact	3 — the amenity has a low overall cost impact	2 — the amenity has a moderate overall cost impact	1 — the amenity has a high overall cost impact	0 — the amenity is not likely to be feasible	4
Alignment with expected trends and demographic/ population shift	3 — for amenities that are positioned to respond to more than two observed trends and expected shifts in demographics/ population	2 — for amenities that are positioned to respond to more than 2 observed trends or expected shifts in demographics/ population	1 — for amenities that are positioned to respond to one observed trend or expected shift in demographics/ population	0 — for amenities that are not positioned to respond to observed trends or expected shifts in demographics/ population	3
Current provision in the Region	3 — the facility space would add completely new activity to recreation and culture in the Region	2 — the facility space would significantly improve provision of existing recreation and culture activity in the Region	1 — the facility space would moderately improve provision of existing recreation and culture activity in the Region	0 — the amenity is already adequately provided in the Region	3
Service balance	3 — the amenity dramatically improves service balance between recreation and culture	2 — the amenity moderately improves service balance between recreation and culture	1 — the amenity improves service balance between recreation and culture in a minor way	0 — the amenity has no impact on service balance between recreation and culture	2
Economic impact	3 — the amenity will draw significant non-local spending into the Region and catalyze provincial, national and/or international exposure	2 — the amenity will draw significant non-local spending into the Region	1 — the amenity will draw moderate non-local spending into the Region	0 — the amenity will not draw any significant non-local spending into the Region	2

Utilizing the criteria, weighting, and scoring the following list of indoor and outdoor amenity priorities has been developed. It is important to note that these priorities will change as the Region evolves. The ranking process should be revisited as new information becomes available. It is also important to note that the ranked list of priorities is meant to be a reference for decision makers and may not reflect ultimate decision making.

Outdoor Amenity	Score	Rank	Indoor Amenity	Score	Rank
Dog Walking Areas	64	1	Indoor Track	59	1
Multi-Use Trails	61	2	Fitness/Wellness Facilities	56	2
Natural Areas	61	2	Indoor Child Play Spaces	55	3
More Trees	61	2	Fine Arts Spaces	52	4
Downtown Landscaping	54	5	Indoor Public Art	52	4
Toboggan Hills	53	6	Performing Arts Theatre	51	6
Picnic Areas	52	7	Indoor Field Sports	50	7
Outdoor Bandstands/ Amphitheatres	51	8	Library	50	7
Campgrounds	50	9	Leisure Swimming Pool	49	9
Mechanized Trails	48	10	Dance Program Spaces	48	10
Outdoor Public Art	48	10	Multi-purpose Sports Surfaces	47	11
Outdoor Interpretive Areas	48	10	Indoor Courts	44	12
Playgrounds and Tot Lots	45	13	Meeting Spaces	43	13
Pickleball Courts	45	13	Program Spaces	43	13
BMX Bicycle Parks	45	13	Seniors' Activity Spaces	42	15
Mountain Bike Park	45	13	Indoor Pool Climbing Wall	42	15
Disc Golf	45	13	Community Group Office Spaces	42	15
Ball Diamonds	44	18	Youth Centre Spaces	40	18
Agricultural Areas	44	18	Combative Sports Space	39	19
Event Grounds for Special Events	44	18	Historical Display Spaces	39	19
Ornamental Parks	44	18	Show Facilities	38	21
Outdoor Water/Spray Parks	43	22	Agricultural Facilities	37	22
Fire Pits	43	22	Indoor Ice Leisure Skating	37	22
Athletic Grounds	42	24	Indoor Ice Arena	34	24
Outdoor Recreation Skating	42	24	Lane Swimming Pool	34	24
Winter Skating Trails	41	26	Indoor Event Facilities	34	24
Cross Country Ski/Snowshoe Trails	40	27	Social/Banquet Facilities	33	27
Beach Volleyball Courts	39	28	Rifle/Archery Range	30	28
Outdoor Hockey Rinks	36	29	Court Sports	30	28
Heritage Preservation Areas	36	29	Curling Facilities	28	30
Outdoor Swimming Pool	35	31			
Skateboard Parks	35	31			
Soccer Fields	34	33			
Tennis Courts	32	34			
Football Fields	32	34			
Hard Surfaces	32	34			
Rugby Fields	32	34			
Golf Courses	24	38			

*\*Note those facilities highlighted include possible regional assets (to be further discussed/negotiated during plan implementation)*

6. Consider the amenity strategies outlined and revisit them as new information becomes available when making decisions related to recreation and culture facilities and spaces.

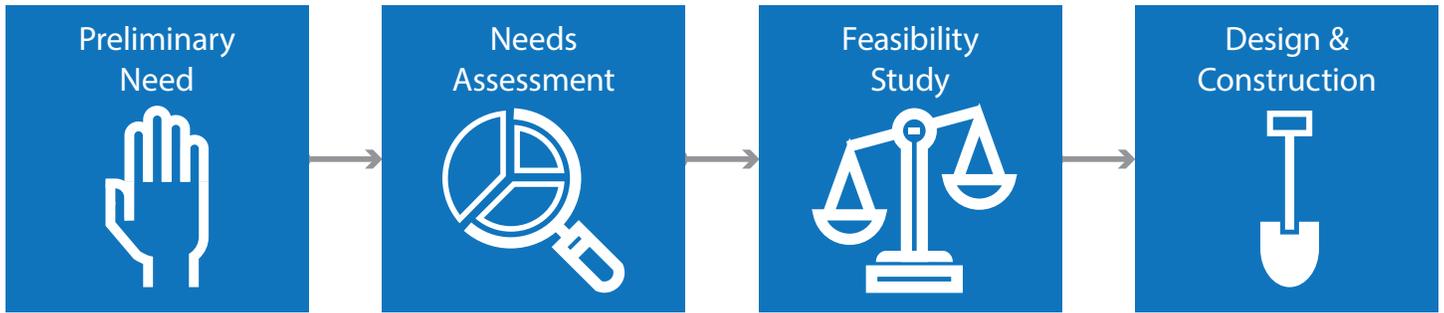
Potential Regional Indoor Amenity	Rank	Current Service Level	Future Direction	Key Considerations
Indoor track	1	0/10,769	↑	To be introduced as part of an existing or new facility; can not be built as a stand alone
Performing arts spaces	6	0/10,769	↑	Feasibility to be reviewed when regional population reaches 15,000+ or significant partnership opportunities are presented; could include repurposing existing facilities
Indoor fields	7	0/10,769	↑	Feasibility to be reviewed (if confirmed as a regional asset); could include repurposing existing facility
Swimming pools	9, 15, 24	1/10,769	↔	Reinvest and sustain existing including modernization No additional amenity required
Indoor multi-purpose courts	11, 12	1/1,000	↔	Reinvest and sustain existing Explore potential to include indoor track in existing facility No additional amenities required unless partnership opportunities are presented
Show / event facilities	21, 22, 24	0/10,769	↔	Feasibility to be reviewed when regional population reaches 15,000+ or significant partnership opportunities are presented; could include repurposing existing facilities
Ice arenas	22, 24	1/2,695	↔	No additional amenities required When significant reinvestment is required, reducing service levels should be an option to review Explore regional scheduling / allocation of existing facilities
Curling rinks	30	1/2,154	↔	No additional amenities required When significant reinvestment is required, reducing service levels should be an option to review



Potential Regional Outdoor Amenity	Rank	Current Service Level	Future Direction	Key Considerations
Regional multi-use trails	1	0/10,769 *No regional trail system exists although local trails are found throughout Region	↑	Look to develop regional trail system to connect municipalities and recreation and culture resources throughout area
Event areas / bandstands	8, 18	1/10,769	↔	Reinvest and sustain existing
Mechanized trails	10	0/10,769 *Areas exist throughout Region	↔	Feasibility to be reviewed if significant partnership opportunities are presented
Athletic grounds	24	1/5,385	↔	Reinvest and sustain existing
Outdoor pools	31	0/10,769	n/a	Not feasible for Region Indoor pool meets aquatic needs in the Region
Football fields (performance)	34	0/10,769	↑	Feasibility to be reviewed if significant partnership opportunities are presented

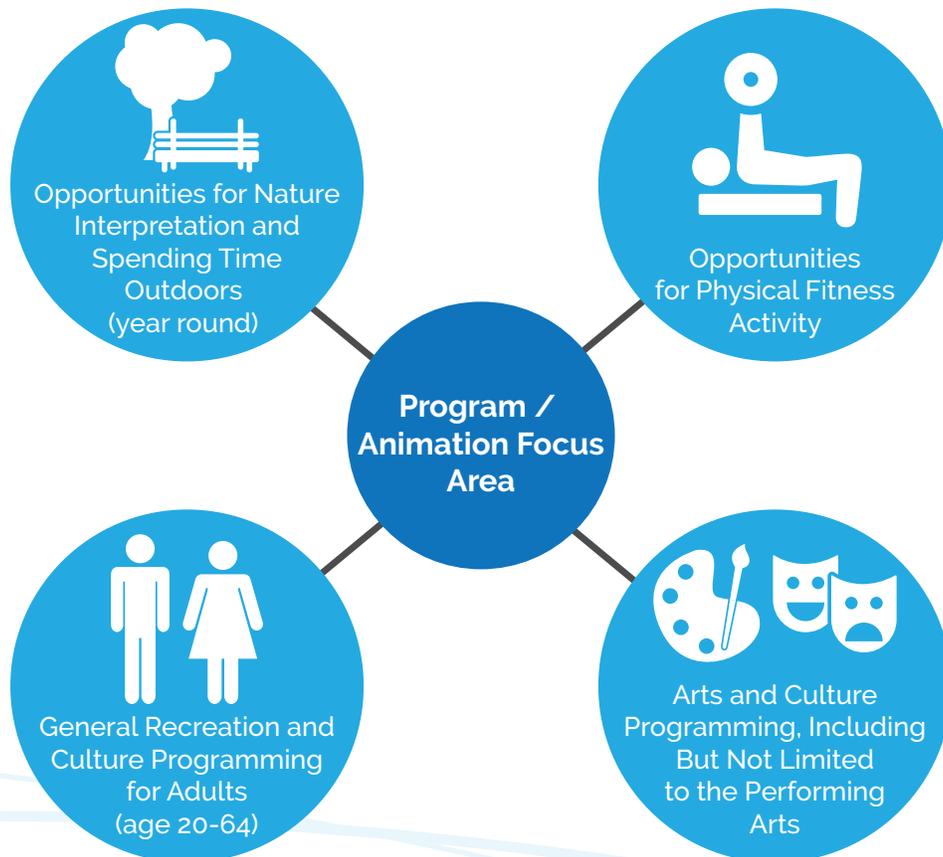


7. Use a consistent approach to decision making related to major public investment in recreation and culture infrastructure.



### 3.2.3 Programming Recommendations

8. Use the program focus areas and other considerations to help guide the animation of recreation and culture facilities.



### 3.2.4 Promotions and Marketing Recommendations

9. Create common key messages for promoting recreation and culture opportunities and motivating participation and delivery throughout the Region.

### 3.2.5 Capacity Building Recommendations

10. Provide support to recreation and culture stakeholders to build capacity in the delivery system.
11. Work to coordinate and standardize funding support offered by regional municipalities to each other and external partners.



### 3.3 Master Plan Implementation

This Plan was created to provide guidance for regional municipalities to enhance the current state of recreation and culture in the Region and to provide guidance on what could be done in a more collaborative fashion. The various recommendations have been presented to do just that. The following table summarizes each recommendation, associated timing and financial impacts.

Legend	
Timing	Financial Impact
Short-term < 5 years	\$\$\$\$\$ > \$1,000,000
Mid-term 5-10 years	\$\$\$\$ = \$500,000 - \$1,000,000
Long - term 1+ years	\$\$\$ = \$100,000-\$500,000
	\$\$ = \$25,000-\$100,000
	\$ < \$25,000
	n/a = No incremental costs expected

Recommendation	Timing	Financial Impacts
1. Establish reserve funds to help sustain existing recreation and culture infrastructure.	Short-term / ongoing	\$\$\$\$\$
2. When facilities and spaces require reinvestment, explore repurposing or reduction of service levels as options.	Mid-term / ongoing	n/a
3. Increase utilization of existing facilities and spaces by encouraging more traditional and non-traditional use.	Ongoing	n/a
4. Introduce new facilities and spaces when possible.	Mid-term / ongoing	\$\$\$\$\$
5. Prioritize investment and effort related to recreation and culture amenities in a transparent and diligent manner.	Ongoing	n/a
6. Consider the amenity strategies outlined and revisit them as new information becomes available when making decisions related to recreation and culture facilities and spaces.	Ongoing	\$\$\$\$\$
7. Use a consistent approach to decision making related to major public investment in recreation and culture infrastructure.	Ongoing	\$
8. Work to coordinate and standardize funding support offered by regional municipalities to each other and external partners.	Ongoing	\$\$
9. Use the program focus areas and other considerations to help guide the animation of recreation and culture facilities.	Short-term / ongoing	\$
10. Create common key messages for promoting recreation and culture opportunities and motivating participation and delivery throughout the Region.	Mid-term / ongoing	\$
11. Provide support to recreation and culture stakeholders to build capacity in the delivery system.	Mid-term / ongoing	\$

As outlined herein, the primary source of funding for recreation and culture services, including the implementation of the recommendations herein, will be through the local tax base. This will increase the importance of following the amenity strategies and other recommendations outlined herein, and doing so with a regional perspective. In order for implementation to occur ensuring a regional perspective and approach is taken, the following next steps are provided.

1. Establish a **regional body**, with the appropriate stakeholders, to oversee Plan implementation.
2. Determine **which types of recreation and culture facilities are “regional”**.
3. Develop **logic around how regional responsibility should be shared** and implement a new approach to cost and responsibility sharing for the Region.
4. Review and **prioritize other recommendations** in the Plan and begin to execute them.
5. **Use the amenity strategies** outlined herein to guide future decision making related to recreation and culture amenities into the future.
6. **Revisit the market** from time to time to ensure the data which the Plan recommendations are based upon is still relevant and if it is not, revisit the basis for them and adjust.

The Plan was intended “..to obtain each Regional Partner’s Council approval and buy-in to a comprehensive Regional Recreation & Culture Master Plan that will foster optimal utilization and long-term sustainability of relevant facilities and programs.” The recommendations outlined in the Plan are intended to do just that and are based on sound research, thorough public and stakeholder engagement, and the guidance of local decision makers. The Master Plan will ensure the Region is well positioned for the future of recreation and culture while continuing to be commitment to the benefits of these essential services.



Original Photo



Original Photo

