

# Vision and Service Delivery Goals

## Included in this Section

- A Vision for recreation services.
- Service Delivery Goals

The Vision and Service Delivery Goals outlined in this section are intended to provide a philosophical foundation for the M.D.'s investment into recreation and related services. In addition to influencing investment decision, the Vision and Service Goals should also provide a high level benchmark from which to measure success and Master Plan implementation in the future.

## **A Vision for recreation in the M.D. of Bonnyville...**


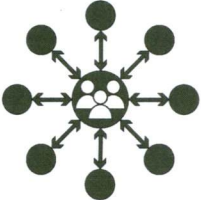



*Through an ongoing investment in recreation and related opportunities the Municipal District of Bonnyville No. 87 will continue to help build vibrant communities that foster quality of life, wellness, and appeal to residents and visitors.*



Photo Credit: Brandon Born, md.bonnyville.ab.ca

# Service Delivery Goals

The M.D.'s investment in recreation will be focused on achieving the following five outcomes.

Service Delivery Goal	Why is this Service Delivery Goal important?
 <p><b>Personal Health and Wellness</b></p>	<p>Residents that are physically and mentally healthy are better able to contribute to the social and economic success of a community. Healthier individuals are also less likely to access the health care and social services systems and engage in deviant behaviours; therefore reducing other societal costs. Providing quality and accessible recreation opportunities can help optimize health and wellness outcomes in a community and region.</p>
 <p><b>Community Connectedness &amp; Appeal</b></p>	<p>Residents that are connected to a community are more likely to stay and foster the sustainability and success of that region. Additionally, "connected" individuals are more likely to contribute back to the community through volunteerism and other forms of public service. Recreation provides a valuable mechanism to connect individuals to a community and enhance the perceived appeal of a region.</p>
 <p><b>Financial Sustainability</b></p>	<p>The M.D. continues to make a significant investment in recreation opportunities. While demands for new facilities and opportunities exist, it will be important for the M.D. to sustain what already exists and balance recreation needs with those from other service areas.</p>
 <p><b>Environmental Sustainability</b></p>	<p>The M.D. is located in an area with an abundance of natural features and resources that attract both residents and visitors. The M.D. will need to continue encouraging responsible and sustainable use of outdoor recreation spaces and natural areas through all phases of planning, development, and operations (where applicable) of these spaces.</p>
 <p><b>Economic Vibrancy</b></p>	<p>Recreation benefits local economies by attracting and retaining residents and drawing non-local visitation (and associated spending) to a region.</p>

# Service Delivery Strategies

## Included in this Section

- Strategies pertaining to the following areas of recreation investment and service delivery:
  - » Partnerships and community development
  - » Increasing access and participation

Contained in this section are 7 strategies that are intended to optimize how the M.D. invests in recreation. The strategies in this section have been organized into the following categories:

- **Partnerships and community development** (Opportunities to enhance how the M.D. collaborates with other organizations to achieve the greatest possible benefit from recreation investment).
- **Increasing access and participation** (Strategies to get more residents, more active and expand the benefits of the ongoing investment into recreation).

It is important to note that while some of the strategies provided suggest a change or adaptation to current practices, other strategies have been included to re-embed current practices that work well. The 2018 Recreation Needs Assessment found relatively high levels of satisfaction with approximately two-thirds of residents expressing that they are “somewhat satisfied” with the state of recreation and only 18% expressing that they are “not satisfied” (19% were “very satisfied”). As such, there is not a need to overhaul how the M.D. invests in, and supports, recreational opportunities but opportunities for enhancement do exist. The strategies outlined in this section are specifically targeted at gaps and issues identified through the Recreation Needs Assessment and other available engagement and research data.

# Partnerships and Community Development Strategies

**Strategy #1:** Sustain the existing grant funding programs available to community and not for profit organizations but develop a more refined and transparent evaluation protocol.

## Rationale for the Strategy

- M.D. support enables the continued operation of many longstanding and valued community facilities that support a variety of recreation, leisure, cultural, and social events.
- The M.D. has generally done a good job of updating grant guide and application documents to ensure that they remain current and applicable.
- Feedback from stakeholders and residents suggests that they would like to have a better understanding of how decision making occurs.

## Recommended Implementation Tactics

- Develop an evaluation matrix that scores applications based on alignment with the grant program guidelines and purpose, need, and the Service Delivery Goals outlined in the Recreation Master Plan.

## Benefits of Implementing the Strategy

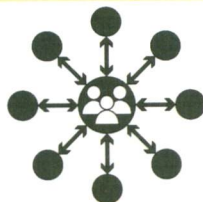
- Clarifies decision making and adds additional transparency.
- Ensures alignment between the project and/or organization and the M.D.'s overall rationale for investing in recreation.



## Alignment with the Service Delivery Goals



Personal Health & Wellness



Community Connectedness & Appeal



Financial Sustainability



Environmental Sustainability



Economic Vibrancy

## Strategy #2: Assist community organizations that receive ongoing operational grant funding and/or significant capital funding with developing Strategic Business Plans.

### Rationale for the Strategy

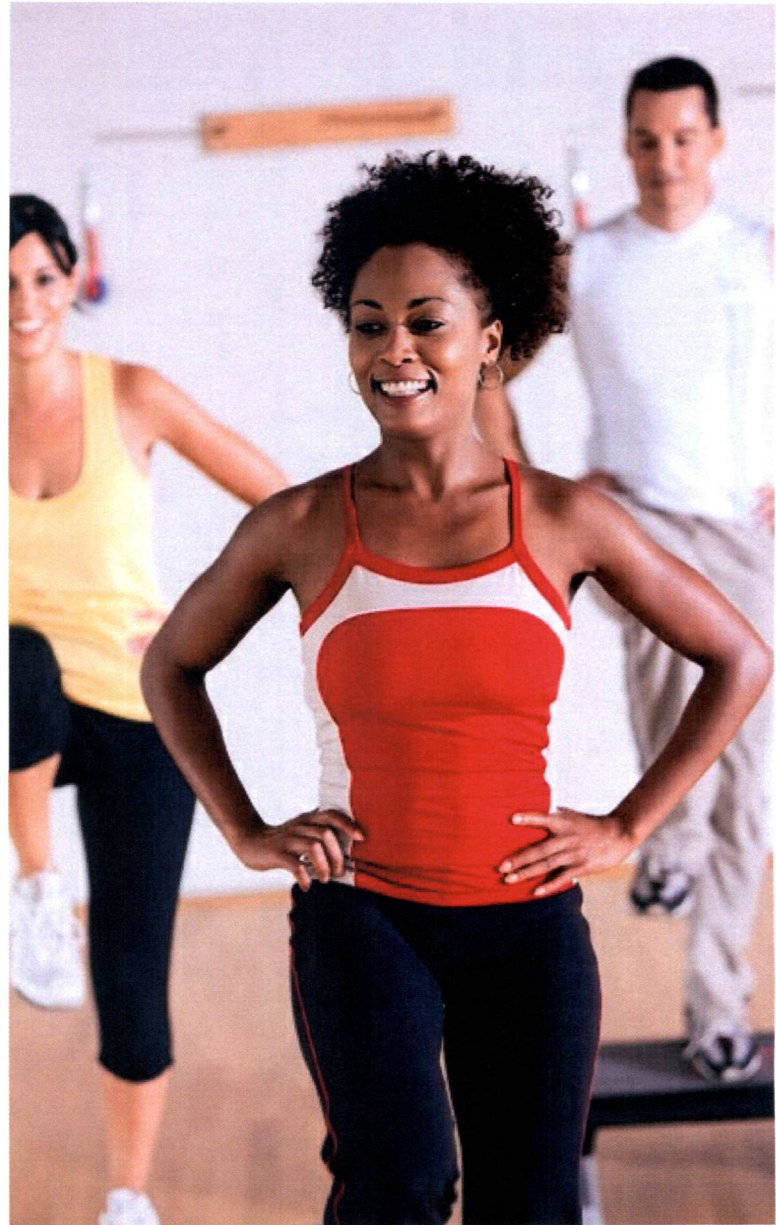
- Funding provided by the M.D. to community groups and organizations is most effective, and can be best leveraged, when those organizations are strong and sustainable.
- Anecdotally, a number of community organizations expressed through the previous engagement that they are struggling with volunteerism, fund development, and other sustainability issues.

### Recommended Implementation Tactics

- Develop a Strategic Business Case template that is concise and user friendly. **\*An example Strategic Business Case template is provided in Appendix A.**
- Identify how to best support organizations in completing the business case (e.g. incremental staff, workshops, etc.).
- For organizations that operate facilities, consider supporting facility condition assessments so that this important information can be integrated into the identification of goals and focus areas.

### Benefits of Implementing the Strategy

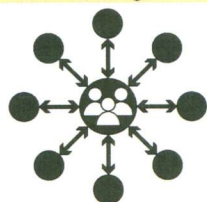
- Helps ensure sustainability and success of community organizations that are critical to the delivery of recreation opportunities for residents.
- Provides the M.D. with a point of reference to guide decisions on future grant funding.



### Alignment with the Service Delivery Goals



Personal Health  
& Wellness



Community  
Connectedness & Appeal



Financial  
Sustainability



Environmental  
Sustainability



Economic  
Vibrancy

# Regional Recreation Investment Focus

## Included in this Section

- Regional Recreation Investment Principles.
- Suggested Planning Process Framework.

*Where to focus our funding*

## Regional Recreation Investment Principles

Further to the Vision and Service Delivery Goals outlined in Section 5, the M.D. invests in recreation to achieve the following three overarching outcomes:

1. Enhances the health and wellness of residents living in the M.D.
2. Creates vibrant communities that are appealing for current and prospective residents.
3. Generates economic activity through events (e.g. tournament and competitions) and other non-local visitation (campground stays)

The M.D.'s investment into recreation and related community infrastructure should therefore be aligned with the above three outcomes and guided by the following **Regional Recreation Investment Principles**:

**Principle #1:** The M.D. recognizes that the urban municipalities within its boundaries are the primary delivery agents of recreational opportunities and will work within the spirit of the refreshed Municipal Government Act to provide recreation in a collaborative and efficient manner.

**Principle #2:** While urban municipalities can set their own recreation infrastructure priorities, the M.D.'s support of future projects will focus on those that sufficiently demonstrate benefit to M.D. residents and have alignment with the Recreation Master Plan.

**Principle #3:** A funding request from an urban municipality or other public entity will only be considered if the M.D. has been provided with sufficient and meaningful opportunity to provide input from an early stage in the process and enabled to help shape the overall direction of the project.

**Principle #4:** The M.D. will place an emphasis on evaluating its long term risk position (potential financial liability or impacts such as a subsequent funding "ask" in the future) when considering major facility funding requests from urban partners, community organizations, or other public sector entities. As such, it is reasonable for the M.D. to request clarity or further study into lifecycle and capital reserve budgeting practices and sustainability strategies.

**Principle #5:** The M.D. will continue to support the work of community organizations through the Capital, Operating, and Community Action Grant programs and will work with these groups to optimize the delivery of their mandate and sustainability.

# Further Analysis and Ranking

Recognizing that prioritization should take into account other considerations beyond engagement, the Recreation Needs Assessment suggested that a more comprehensive ranking of priorities occur as part of a future Recreation Master Plan. The following scoring metric was developed to undertake this ranking in a logical and transparent manner that considers a multitude of factors including resident demand, cost, recreation and social benefits, benchmarking, catchment area, and economic benefits.

*\*The capital and operating unit costs and benchmarking indicators used for the scoring are provided in Appendix B.*

Consideration	Scoring Criteria	Weighting
<b>Resident Demand</b>	3 pts: Top 2 ranked facility / amenity by the Recreation Needs Assessment (2018) 2 pts: #3 - 4 ranked facility / amenity by the Recreation Needs Assessment (2018) 1 pt: #5 - 6 ranked facility / amenity by the Recreation Needs Assessment (2018) 0 pts: #7 - 8 ranked facility / amenity by the Recreation Needs Assessment (2018)	3
<b>Capital Cost Considerations*</b>	3 pts: The facility / amenity has a low capital cost (< \$1 M) 2 pts: The facility / amenity has a moderate capital cost (\$1 - \$5 M) 1 pt: The facility / amenity has a moderate to high capital cost (\$5 - 10 M) 0 pts: The facility / amenity has a high capital cost (>\$10M)	2
<b>Operating Cost Considerations*</b>	3 pts: The facility / amenity has no operating cost or may generate positive revenues (\$0 subsidy requirement of better) 2 pts: The facility / amenity has a low operating cost (< \$100,000 annual subsidy requirement) 1 pt: The facility / amenity has a moderate operating cost (\$100,000 - \$200,000 annual subsidy requirement) 0 pts: The facility / amenity has a significant operating cost (> \$200,000 annual subsidy requirement)	2
<b>Catchment Area Served</b>	3 pts: It is likely that the facility / amenity would serve a regional catchment area (> 25 km from its location) 2 pts: It is likely that the facility / amenity would serve a sub-regional catchment area (10-25 km from its locations) 1 pt: The facility amenity would primarily serve a specific community and residents in the immediate surrounding areas (within 10 km) 0 pts: The facility amenity would primarily serve an area within a community or neighborhood	2
<b>Recreation Benefit</b>	3 pts: The type of facility / amenity provides a diversity of recreation opportunities for all ages and ability levels 2 pts: The type of facility / amenity is focused on some specific age groups but provides a diversity of opportunities for all ability levels 0/1 pt: The type of facility / amenity is targeted at one age group and/or a specific type of use (1 pt may be awarded if the activity provides a recreational opportunity that provides some level of broad based benefit)	2

Consideration	Scoring Criteria	Weighting
<b>Social Benefits</b>	<p>3 pts: The type of facility / amenity has a high degree of financial and socially inclusivity (there is no or a low cost to use/access these spaces; these spaces are also well suited for individuals facing other physical and social barriers)</p> <p>1/2 pts: The type of facility / amenity has a moderate degree of financial and socially inclusivity (some fees are required to participate in activities that take place in these spaces but can usually be addressed through available subsidy programs; some physical and social barriers may also exist but can usually be mitigated)</p> <p>0 pts: The type of facility / amenity presents significant financial, social, or physical barriers to use</p>	2
<b>Economic Benefits</b>	<p>3 pts: The facility / amenity type is likely to drive a significant amount of non-local visitation and associated spending</p> <p>2 pts: The facility / amenity type is likely to drive a moderate amount of non-local visitation and associated spending</p> <p>1 pts: The facility / amenity type if likely to drive a minimal amount of non-local visitation and associated spending</p> <p>0 pts: No non-local visitation and associated spending will be generated by the facility / amenity type</p>	2
<b>Benchmarking Indicators*</b>	<p>3 pts: If rated as "Lesser" vs comparators</p> <p>2 pts: If rated as "Similar" vs comparators (Not Applicable amenities also receive a "2" score)</p> <p>0 pts: If rated as "Better" vs comparators</p>	1



Photo Credit: centennialcentre.ca



## Master Plan Ranking Results

The scoring metric was applied to 28 different facility and amenity types and resulted in the following ranking. Refer to Appendix C for the detailed scoring.

Facility / Amenity Type	Weighted Score	Master Plan Rank
Natural surface trails (not paved)	39	1
Boat launches/water access areas	38	2
Campgrounds	35	3
Performing arts facilities (small scale venue with 200-300 seats and basic amenities)	34	4
Outdoor skating rinks	32	T5
Community trails (paved)	32	T5
Day use areas	32	T5
Aquatics facilities	31	T6
Community park spaces (playgrounds and gathering spaces)	31	T6
Ball diamonds (estimated price for a quad diamond complex with amenities)	31	T6
Youth centres	30	7
Outdoor fitness equipment	29	8
Indoor children's play spaces	28	T9
Multi-purpose program rooms	28	T9
Outdoor aquatics spaces (pools or splash parks)	28	T9
Sports fields (estimated price for a 4-6 field grouping)	28	T9
Outdoor paved court spaces	27	10
Gymnasium spaces / field house type spaces	26	T11
Arts and crafts spaces	26	T11
Pickleball and/or tennis courts	26	T11
Alpine Skills Hill	26	T11
Seniors centres	25	T12
Curling facilities	25	T12
Ice arenas	21	13
Fitness facilities	20	T14
Social gathering facilities (hall or small scale community centre type of space)	20	T14
Climbing walls	20	T14
Skateboard/BMX facilities	19	15

## Community Service Levels

The following chart identifies potential amenity service targets for rural residential communities in the M.D. It is important to note that these targets are not intended to supersede local needs, demands, and trends but rather provide a framework and baseline starting point that can help guide both new development and re-investment into existing recreation amenities and spaces. In some instances, community need may dictate a level of service above the levels identified while in other cases there may not be a need for the amenities identified based on local demographics and activity preferences.

Population	Current Communities*	Amenity Service Targets
<100 Residents	Beaverdam Beaver Crossing Therien LaCorey Iron River	<i>Identified on a case by case basis as per community demographics and requests.</i>
100 - 300 Residents	Summer Village of Bonnyville Beach Summer Village of Pelican Narrows Fort Kent	<ul style="list-style-type: none"> <li>• Modern playground that meets CSA guidelines and provides a reasonable diversity of play opportunities</li> <li>• Multi-purpose paved court space</li> <li>• Outdoor skating area (boarded or snowbank rink)</li> </ul>
>300 Residents	Ardmore Cherry Grove	<ul style="list-style-type: none"> <li>• Modern playground that meets CSA guidelines and provides a reasonable diversity of play opportunities</li> <li>• Multi-purpose paved court space</li> <li>• Boarded outdoor skating rink with adjacent snowbank rink</li> <li>• Hard surface community loop trail</li> <li>• Community park space with a mix of amenities that encourage social gathering, passive and active use, and community connection (potential amenities: community gardens, gazebo / cook shelter, benches, interpretive features, etc.)</li> </ul>