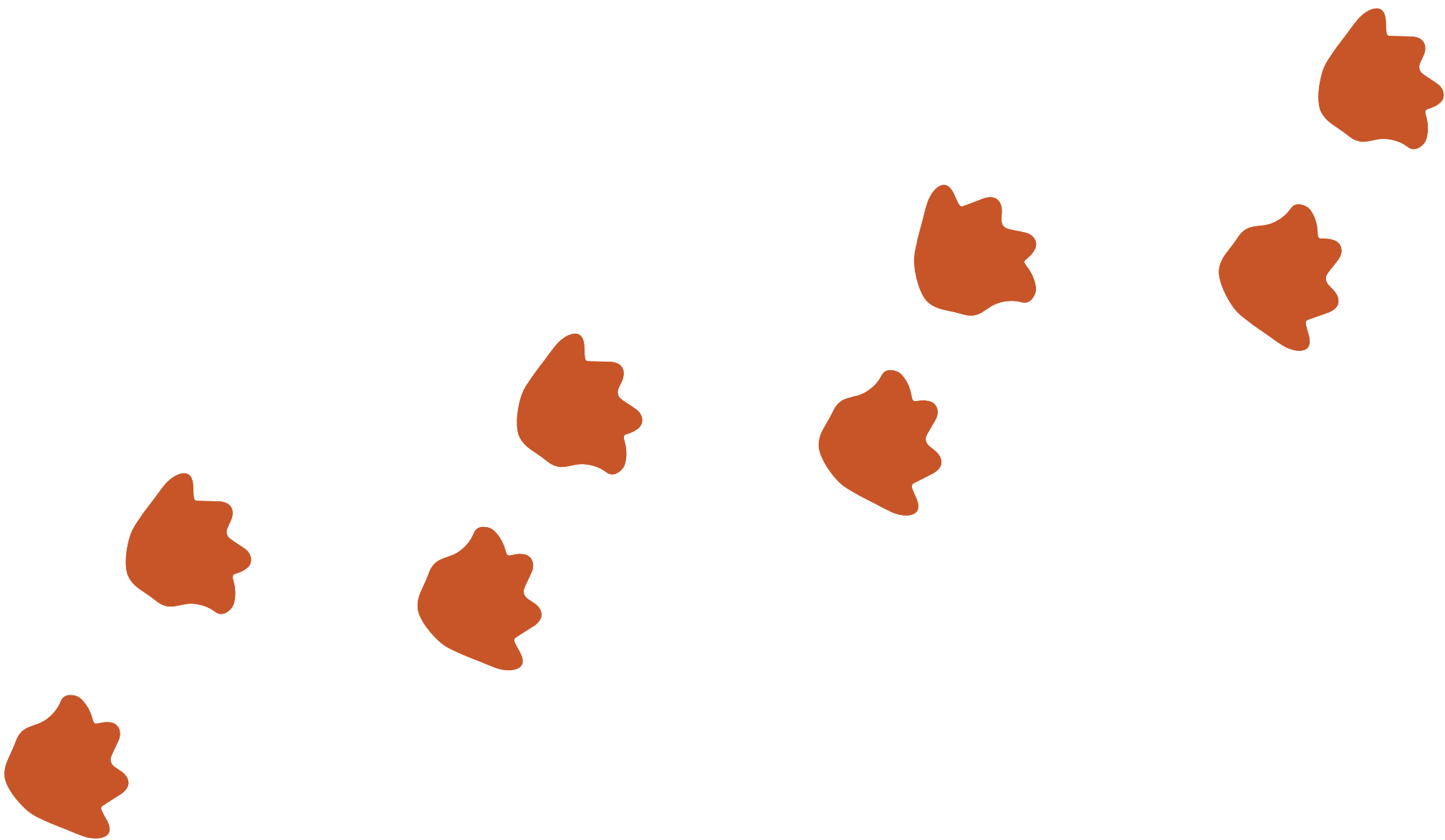


DRUMHELLER PARKS AND RECREATION MASTER PLAN

“CURRENT STATE” RESEARCH AND ENGAGEMENT SUMMARY REPORT

DRAFT – MAY 2023





SUMMARY OF KEY FINDINGS AND RESEARCH THEMES IN THIS REPORT



Drumheller residents place a high value on parks and recreation opportunities. Residents recognize that parks and recreation programming and facilities benefit both their individual / household well-being and that of the broader community.



While organized programming is important, a significant amount of recreation activity in Drumheller occurs spontaneously and through unscheduled/unstructured types of pursuits.



There are strong resident demands for increased outdoor recreation infrastructure. Trails, park amenities for events and social gatherings, and improved ball diamonds were frequently identified as resident priorities through the community engagement.



Residents recognize that the community has a number of aging indoor facilities and expressed the importance of sustaining these types of recreation facilities in the community. The Town will need to make important and difficult decisions on whether to replace / renew aging infrastructure over the next decade.



Current demographics and anticipated growth suggest that the Town will need to continue providing a wide array of activities for all ages, interests, and ability levels. Available population demographics and analytics also suggest that cost and perceptions of value are important considerations that impact participation levels in Drumheller.



Opportunities exist to further leverage and align parks and recreation with sport tourism, public health initiatives, and economic development. The Town has recently undertaken a significant amount of planning across numerous service areas and will need to ensure that all of these planning documents work together.



Cost recovery benchmarking research suggests that Drumheller's expenditures on parks and recreation services are similar to comparators, but revenues are less. As user rates and fees are aligned with comparators, one likely explanation for this is that Drumheller does not have cost-sharing agreements in place with surrounding rural municipalities.



Available utilization data suggests that the Town generally does a good job making the best use of and 'animating' available space. Opportunities exist to improve data collection and better understand spontaneous (non-program or rental) use of indoor and outdoor amenity types.

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1. INTRODUCTION

1.1. OVERVIEW OF THE PARKS AND RECREATION MASTER PLAN PROJECT

The Town of Drumheller provides and invests in parks and recreation to foster resident health, build a vibrant community, and make Drumheller attractive for both current and prospective residents. Like practically all communities, Drumheller must balance meeting wide-ranging residents' demands for facilities and programs with resource limitations.

The development of a Parks and Recreation Master Plan presents an opportunity to ensure that future decision-making is informed and best aligned with community needs. More specifically, the Master Plan will:

- Analyze the current state of parks and recreation;
- Identify trends (emerging interests, changes in activity preferences, etc.);
- Establish focus areas for capital facility investment and programming; and
- Identify opportunities to optimize service delivery.

The Town initiated the development of the new Parks and Recreation Master Plan in the summer of 2022 with project completion scheduled for early summer 2023.

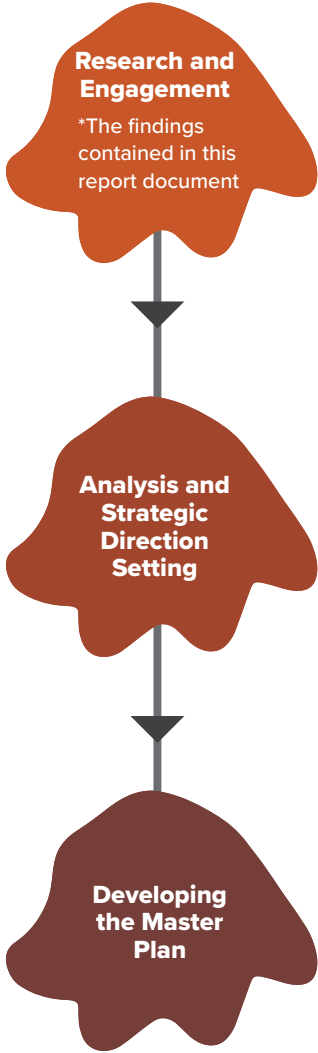


1.2. PURPOSE OF THIS REPORT DOCUMENT

This document contains the detailed findings from the research and engagement that have been undertaken to inform the development of the Master Plan. The following graphic summarizes the various research and engagement inputs that have helped provide insight on the “current state” of parks and recreation in Drumheller.



Research and engagement are critical initial phases of the project process that helps identify strengths, gaps, and key focus areas for the Master Plan to address. The graphic below outlines the steps being used to develop the Master Plan.



1.3. IMPORTANT LOCAL, PROVINCIAL, AND NATIONAL PLANNING INFLUENCES

Several policy and planning documents were reviewed in order to understand the previous planning context and potential areas of alignment for the new Parks and Recreation Master Plan. The following table summarizes these key municipal, provincial, and national documents.

MUNICIPAL POLICY AND PLANNING DOCUMENTS

Policy or Plan	Purpose	Relevance
Drumheller Municipal Development Plan (2020)	The Municipal Development Plan (MDP) sets the vision and direction for the growth of The Town of Drumheller over the next 30 years. This overarching planning and policy document set out priorities for future land use, infrastructure, community services, and the physical development of the Town.	Key goals within the MDP include trail development, improving the sense of community within neighbourhoods, and leveraging the tourism and recreation industry. The Master Plan will support the development of the goals within the MDP as it relates to parks and recreation.
Drumheller- The Downtown Area Revitalization Plan (DARP) (2021)	The Downtown Area Revitalization Plan (DARP) is a statutory redevelopment plan enabled by the Municipal Government Act. The Plan provides direction for the Downtown with a 15-year vision and strategy to supporting the revitalization.	<p>The document includes 5 pillars and key policies that work together to achieve coordinated change for the downtown area. Included are a number of strategic goals with relevance to parks and recreation in the core:</p> <ul style="list-style-type: none"> • Create a downtown where residents can walk, or bike to meet every day needs. • Increase access and visual links to the river within downtown. <p>The document also provides descriptions of four park types:</p> <ul style="list-style-type: none"> • Civic • Neighbourhood • Linear • Pocket <p>The Parks and Recreation Master Plan can provide further direction on how to animate parks to achieve common goals identified in the DARP.</p>

Policy or Plan	Purpose	Relevance
Public Participation Council Policy #C03-18	In accordance the Municipal Government Act, this Policy has been developed to recognize the value of public input and create opportunities for meaningful public participation in decisions that directly impact their community.	<p>The Policy identifies that a Public Participation Plan shall be created for the following circumstances:</p> <ul style="list-style-type: none"> • When new programs or services are being established; and • When existing programs and services are being reviewed. <p>The Policy also outlines alignment with engagement best practices that need to be integrated into all public consultation undertaken by the Town. A Communications and Engagement Plan was developed to guide the Master Plan's engagement and public outreach efforts.</p>
Recreation Fee Assistance Program Council Policy # C-01-16	This Policy was established based on the understanding that wellbeing and quality of life is important for the residents of Drumheller. This Policy allows the Town of Drumheller to offset recreation participation fees for residents, to ensure recreational opportunities are accessible for all residents.	<p>This policy demonstrates the Town's commitment to accessible recreation. Those residents who meet the criteria are eligible for 50% off the program fee.</p> <p>The Master Plan will help identify other opportunities to achieve maximum accessibility and inclusion.</p>
Travel Drumheller Destination Development Plan (2023)	Building on and refreshing the Tourism Master Plan from 2011, this document seeks to bring tourism in the community to a new level and leverage maximum community benefits through increasing visitation and non-local spending. The Plan includes a new branding campaign and identifies a host of comprehensive strategies.	The Plan identifies the importance of outdoor based recreation opportunities to making Drumheller a year-round destination. Given the timing synergies, there is a great opportunity to align the Parks and Recreation Master Plan with the Destination Development Plan.
Asset Management Council Policy #C-03-17	This Policy identifies Asset Management Program (AMP) principles and practices to make the most effective fiscal and physical management of current and future assets to ensure safe, reliable, and sustainable services to residents.	The state of Drumheller's infrastructure roads, facilities, parks, and recreation centers will continue to impact the safety and accessibility of residents participating in sport and recreation. Continuing to assess infrastructure and make plans for short- and long-term improvements are vital to offering consistent and accessible programs.
Drumheller Service Fee Schedule (2022)	Provincial legislation in Alberta currently provides municipalities with two primary sources of revenue: taxes and user fees. User fees are paid by residents (or visitors) who use and benefit individually from certain Town goods and services. This document outlines the 2022 service fees for all areas, including parks and recreation.	<p>User fees allow the municipality to offset programming costs and achieve some level of cost recovery.</p> <p>The Master Plan will provide additional guidance on how user fees and cost recovery targets can be set in a transparent and logical manner while considering resident access and inclusion.</p>

PROVINCIAL POLICY AND PLANNING DOCUMENTS

Policy or Plan	Purpose	Relevance
Active Alberta Policy (2011-2021)	This Policy is used as a guide for future investment, design, and delivery of recreation as it relates to the Government of Alberta's (GoA) priorities for sport and recreation. The Policy aims to express the importance of recreation and the GoA's commitment to the sector while creating more meaningful partnerships.	The Policy outlines the GoA's priorities related to recreation, active living, and sport, which are important to highlight when applying for funding. The document also outlines the provinces' role in recreation and sport as well as the role of municipalities. Coordination is an important element of collaboration, and the Active Alberta policy provides direct support to partners involved in recreation to work more closely together.
Alberta Trails Act- Bill 79	Bill 79: The Trails Act is a key priority of the Alberta Crown Land Vision it aims to find the right balance between conservation, recreation, and economic use while respecting the needs of communities and Indigenous peoples.	<p>The Trails Act will need to be used as a reference when looking to expand and improve local trails.</p> <p>The Act recognizes that trails are a key component of sustainable outdoor recreation and contribute positively to the environmental, economic, and social outcomes of our communities and individual well-being.</p> <p>This policy establishes regulations as it relates to the operations and management of trails should the Town wish to collaborate with the Province on trail development and management.</p>
Going the Distance- The Alberta Sport plan 2014-2024	The Alberta Sport Plan represented a new way of collectively advancing sport and identifies the coordinated efforts and activities necessary to promote collaboration, empower stakeholders and achieve a common vision.	<p>This plan highlights the roles of municipal governments as it relates to the Sport Plan, some roles include:</p> <ul style="list-style-type: none"> • Ensure availability, affordability, and accessibility of a broad range of sport, recreation, and physical activity opportunities. • Facilitate local development through municipal policy and program design. • Support provincial sport organizations and local sport delivery bodies in the provision of sport, recreation, and physical activity opportunities. • Facility operation and maintenance. <p>Understanding these roles outlined by the Province will assist in developing the Master Plan, ensuring the work of the municipality is meeting the expected responsibilities.</p>

NATIONAL POLICY AND PLANNING DOCUMENTS

Policy or Plan	Purpose	Relevance
Framework for Recreation in Canada 2015: Pathways to Wellbeing (2015).	Canadian Parks and Recreation Association (CPRA) national level guiding document that establishes a vision for the delivery of recreation in Canada and five goals to guide recreation providers.	This framework provides an excellent starting point for recreation planning and a foundation for alignment with other communities and levels of government, bolstering the case for provincial and federal investments in recreation. Goals include supporting active living, inclusion, and access, connecting people with nature, creating supportive environments, and building sector capacity. This Framework provides guidance for the Master Plan and offers the opportunity to demonstrate alignment with national level strategic objectives for the delivery of public sector recreation.
Truth and Reconciliation Commission of Canada Final Report (2015).	To redress the legacy of the residential school system in Canada, the Truth, and Reconciliation Commission (TRC) developed 94 Calls to Action to support reconciliation in Canada.	<p>What unifies all TRCs Calls to Action is the critical role of collaboration – between Indigenous communities, non-Indigenous communities, all levels of government, service providers, and so forth – as a driver of reconciliation.</p> <p>Calls to Action 87-91 highlight actions for increased support of Indigenous athletes, participation, and policies related to the equity of sport participation.</p> <p>A municipal commitment to the Calls to Action is an important step toward reconciliation and decolonization.</p>
Parks for All (2017).	Developed by the CPRA, this document presents a vision for parks in Canada to support healthy environments and people, as well as four strategic directions to support service providers.	<p>Strategic directions of the document include:</p> <ul style="list-style-type: none"> • Collaboration (partnerships, expanding efforts in new sectors, strategizing beyond parks boundaries), • Connecting (raise awareness, facilitate experiences, share stories), • Conservation (expand and enhance parks and ecosystem services) • Leadership (set examples for others, build capacity, maintain systems and resources to support leaders). <p>While all four strategic directions are important to consider, for the purpose of this report, collaboration is perhaps the most important: nurture partnerships between Indigenous organizations and the broader parks community; collaborate with new and diverse sectors; and strategize beyond parks boundaries.</p>

Policy or Plan	Purpose	Relevance
Sport for Life for All Newcomers to Canada (2018).	Sport for Life for All Newcomers to Canada is a tool for creating inclusive opportunities for newcomers, highlighting the barriers to participation, and providing solutions and opportunities to improve the barriers.	As Drumheller continues to grow, there will continue to be an increase in new Canadians coming to Drumheller. This document will provide guidance on integrating new Canadians into recreation and parks activities within Drumheller. Currently, 11% of Drumheller's population are New Canadians.
Let's Get Moving: A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada (2018).	The primary purpose of this planning document was to stimulate coordinated policies and actions to increase physical activity and to reduce sedentary behaviours among all Canadians across their lifetime. It was developed and endorsed by Provincial and Territorial Governments as well as the Government of Canada. There are six areas of focus for collaborative action identified through a comprehensive national consultation and engagement process.	<p>There are several ideas presented in Let's Get Moving that suggest future focus areas and initiatives for local governments, including:</p> <ul style="list-style-type: none"> • Use of 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.

2. PARKS AND RECREATION INFRASTRUCTURE

2.1. OVERVIEW OF INDOOR FACILITIES AND SPACES

The Town of Drumheller is well supplied with indoor recreation facilities for a community of its size. This section of the report provides an overview the Town's current portfolio of facilities along with key characteristics and attributes including levels of utilization, amenities, and spatial relationships.

INDOOR FACILITIES AND SPACES IN DRUMHELLER










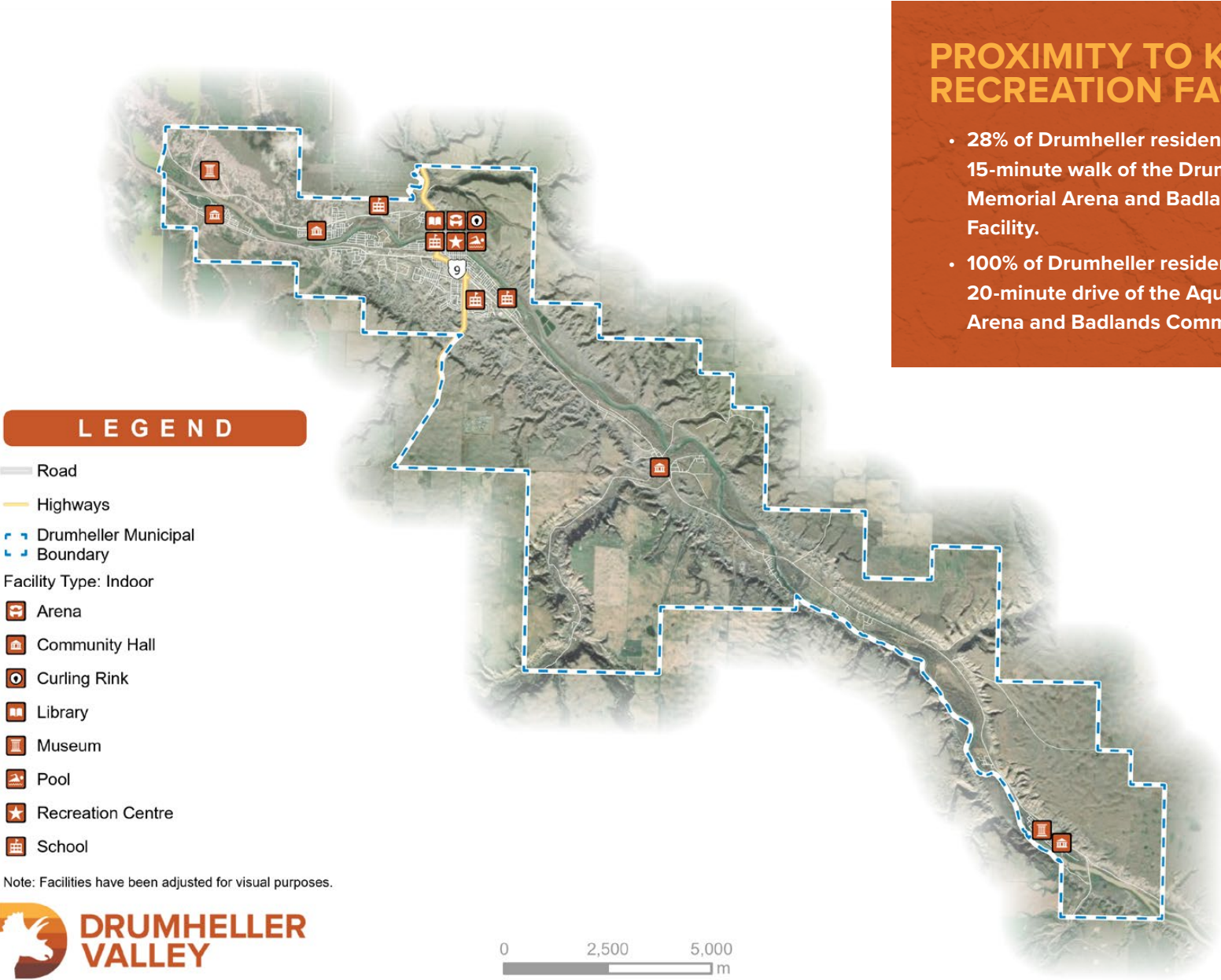
-  Drumheller Memorial Arena
-  Drumheller Aquaplex
-  Badlands Community Facility (Fieldhouse, fitness centre, banquet hall, pottery studio)
-  Drumheller Public Library
-  Drumheller Curling Club
-  6 Community Halls (Rosedale, Midland, East Coulee, Nacmine Newcastle, Wayne)
-  Drumheller Stampede Barn
-  East Coulee School Museum
-  Royal Tyrrell Museum of Paleontology



Photo from: <https://drumhellercurling.com/>



PROXIMITY TO KEY INDOOR RECREATION FACILITIES

- 28% of Drumheller residents live within a 15-minute walk of the Drumheller Aquaplex, Memorial Arena and Badlands Community Facility.
- 100% of Drumheller residents live within a 20-minute drive of the Aquaplex, Memorial Arena and Badlands Community Facility.

DRUMHELLER MEMORIAL ARENA

The Memorial Arena has one standard-sized (85ft x 200ft) sheet of ice, 5 dressing rooms, and a concession. Home to the Drumheller Dragons Junior A hockey team, the Arena also provides a space for community skating programs, drop-in skating, and other on-ice sports and activities.

The regular season of use is typically from August to April. The table below indicates the hours booked during prime and non-prime hours and the percentage booked of the available capacity. Prime hours are hours booked from 4:00 PM- 11:30 PM Monday – Friday and 7:00 AM – 11:00 PM on Saturdays and Sundays.

Table 1- Regular Season Ice Utilization








Drumheller Memorial Arena - Regular Season	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Trend Line
Prime Hours Booked	1,405	1,360	1,230	971	1,512	
Non Prime Hours Booked	682	658	180	681	266	
Prime Hours Available	1,949	1,890	1,772	1,890	1,920	
Non Prime Hours Available	1,332	1,292	1,211	1,292	1,312	
% Booked of Prime Capacity	72%	72%	69%	51%	79%	
% Booked of Non Prime Capacity	51%	51%	15%	53%	20%	
% Booked Total Capacity	64%	63%	47%	52%	55%	



Photo from: <https://www.facebook.com/drumdragons>

Ice time from April – August is considered Shoulder Season Ice. The weeks available for use during this time have varied over the last few years from 1 week to up to 7 weeks. Similar to the Regular Season Ice Utilization Table, the Shoulder Season Ice Utilization Table indicates hours booked during prime and non-prime hours and the percentage booked of the available capacity. During the Shoulder Season, prime hours are hours booked from 4:00 PM- 11:00 PM Monday – Friday and 8:00 AM – 9:45 PM on Saturdays and Sundays.

Table 2- Shoulder Season Ice Utilization

Drumheller Memorial Arena - Shoulder Season Ice	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Trend Line
Prime Hours Booked	26	24	350	246	247	
Non Prime Hours Booked	25	10	280	46	17	
Prime Hours Available	62	62	432	247	371	
Non Prime Hours Available	45	45	316	181	271	
% Booked of Prime Capacity	42%	38%	81%	99%	67%	
% Booked of Non Prime Capacity	55%	22%	89%	26%	6%	
% Booked Total Capacity	48%	31%	84%	68%	41%	

DISTRIBUTION OF ICE TIME

During the Regular Season, Minor Hockey utilizes the most ice time (44%), followed by non-program/ casual use (15%), Junior Hockey (12%) and skating programs (11%). During the Shoulder Season, skating programs use the majority of the ice time.

ARENA ANALYSIS KEY FINDINGS:

- Arena ice is well utilized, but not exceeding capacity on an overall, annual basis.
- Ice time is well distributed across a number of uses and user types.
- Shoulder Season ice time is used mostly for children and youth hockey camps.

Distribution of Ice Time Booked by Activity Type

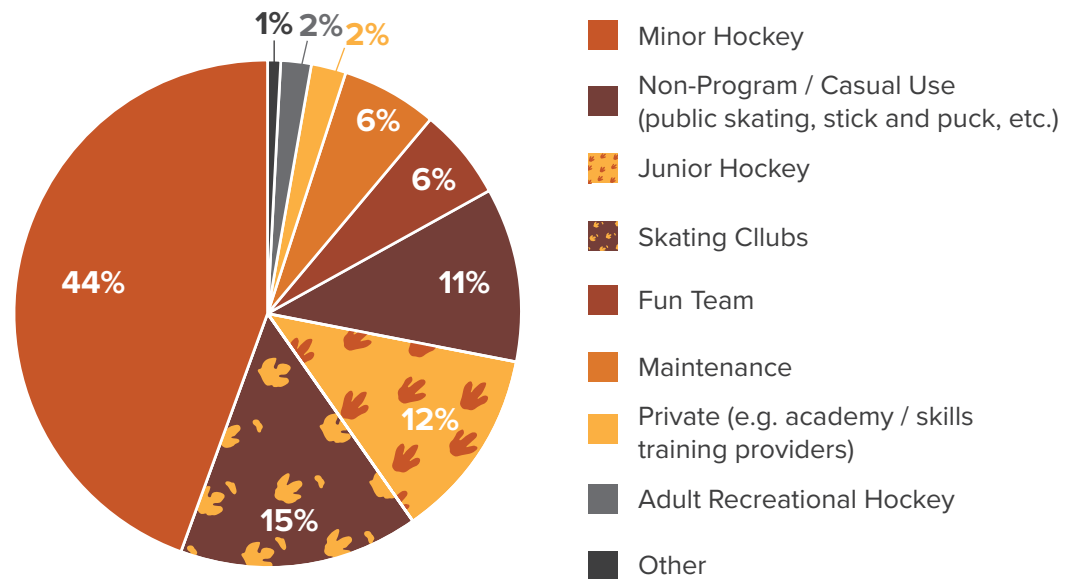



Photo from: <https://www.facebook.com/drumdragons>

DRUMHELLER AQUAPLEX

Drumheller provides both indoor and outdoor aquatics tanks. Both pools are 6 lanes, 25-metre pools. The indoor pool has a hot tub and sauna, and a 150 ft waterslide. The Aquaplex offers aquatics exercise classes, swim lessons, casual and family swim time, and is home to the Drumheller Swim Club.


The Annual Swim Visits Table indicates the number of swim visits that the pool has experienced over the last 6 years. In 2020, public health precautions limited the capacity of most recreation facilities. As restrictions were reduced (2021 onwards) visits began to increase and have trended back towards pre-pandemic levels.

Table 3- Annual Swim Visits

	2017	2018	2019	2020	2021	2022	Trend Line
Swim Visits	27,755	45,416	42,337	10,792	21,925	36,378	

The Hours Booked by Swim Club table indicates the hours booked annually by the local club. Similar to the increase in annual visits, there has been an increase in the number of hours used by the Swim Club in 2022. Notably, prior to the pandemic hours fluctuated significantly year to year.

Table 4- Hours Booked by Swim Club

	2017	2018	2019	2020	2021	2022	Trend Line
Hours Booked by Swim Club	339	196	549	200	141	281	

The Swim Visits Per Capita Table below highlights the swim visits in 2018 (pre-pandemic) and 2022 (post-pandemic).

Table 5- Swim Visits Per Capita

	2018	2022
Swim Visits	339	196
Census Population for the Town of Drumheller	~7,900	~7,900
Swim Visits Per Capita	5.7	4.6

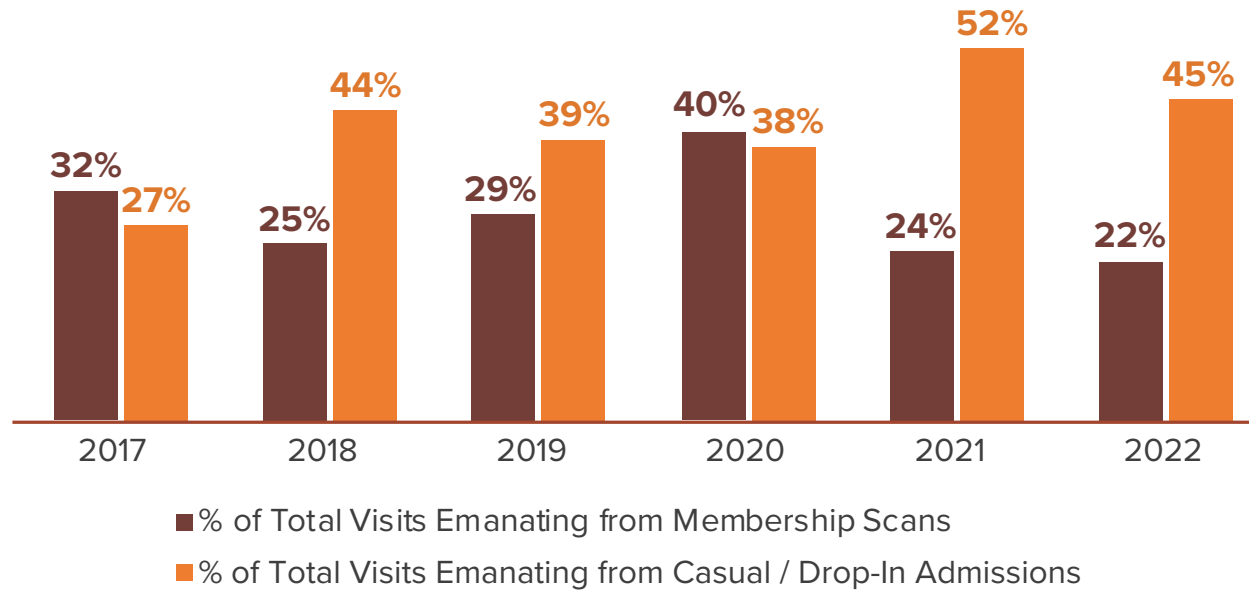
Photo from: <https://twitter.com/dinosaurvalley>



TYPES OF VISITS

The chart below illustrates the proportion of types of swim visits from 2017 to 2022. Casual/drop-in admissions drive the largest proportion of visits.

Swim Visits: Memberships vs Drop-In Admissions



AQUATIC ANALYSIS KEY FINDINGS:

- 4.6 – 5.7 swim visits per capita reflects a fairly high level of utilization (6 – 7 swims per capita are often used as a benchmark for aquatics infrastructure being “at capacity”).
- Casual/drop-in admission is increasingly the primary driver of swim visits.

BADLANDS COMMUNITY FACILITY – FIELD HOUSE

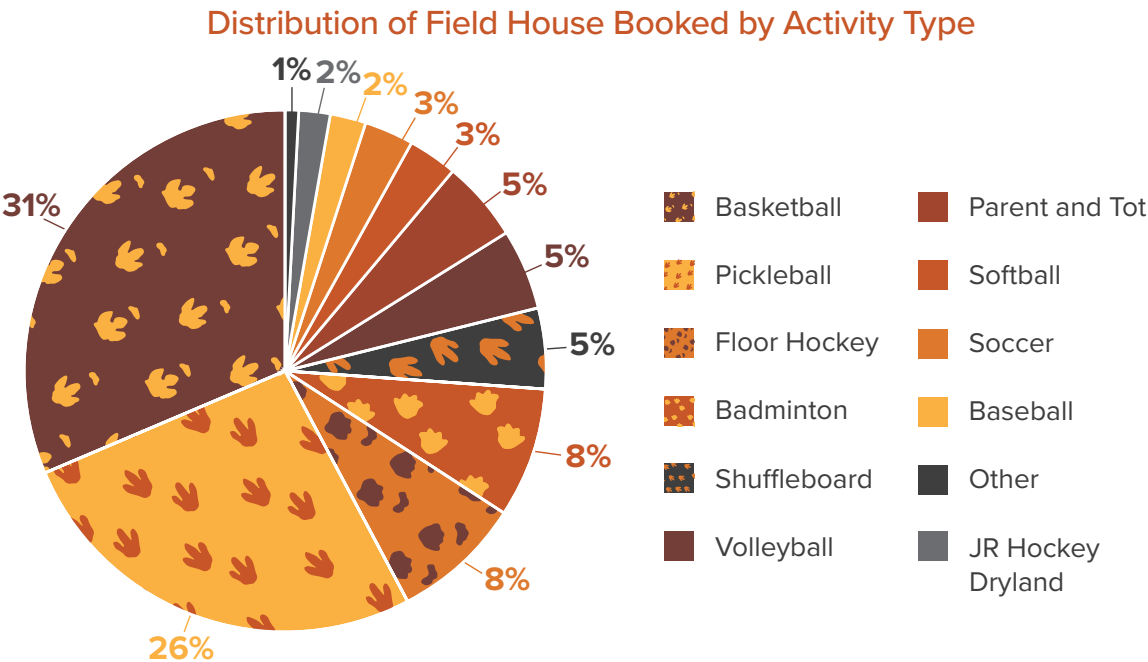
The Badlands Community Facility is comprised of a banquet hall, fitness facility, running track, fitness studio, and a three-court field house. The field house provides a large span space that can be adapted and used for a wide range of activities and programming. The table below indicates the hours booked in the field house for the last several years. The total hours booked do not represent all of the use of the space, only use designated for specific activities. A significant amount of casual and drop-in use occurs in the Field House that is not reflected in these numbers.

Table 6- Field House Booked Hours

Field House	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Trend Line
Hours Booked	2,106	2,122	2,162	1,102	1,817	

Distribution of Activities in the Field House

The distribution of activities in the field house is varied, reflecting that the Town has been successful at animating and encouraging the use of the space for a wide range of purposes. Basketball (31%), Pickleball (26%), Floor Hockey and Badminton (8%) represent the most booked activity types in the field house.



FIELD HOUSE ANALYSIS KEY FINDINGS:

- The field house is well utilized, and the hours booked are rebounding since the pandemic.
- There is a good variety of use in the space with sports popular with youth and adults being the top two users of the space.

2.2. OVERVIEW OF OUTDOOR FACILITIES AND SPACES

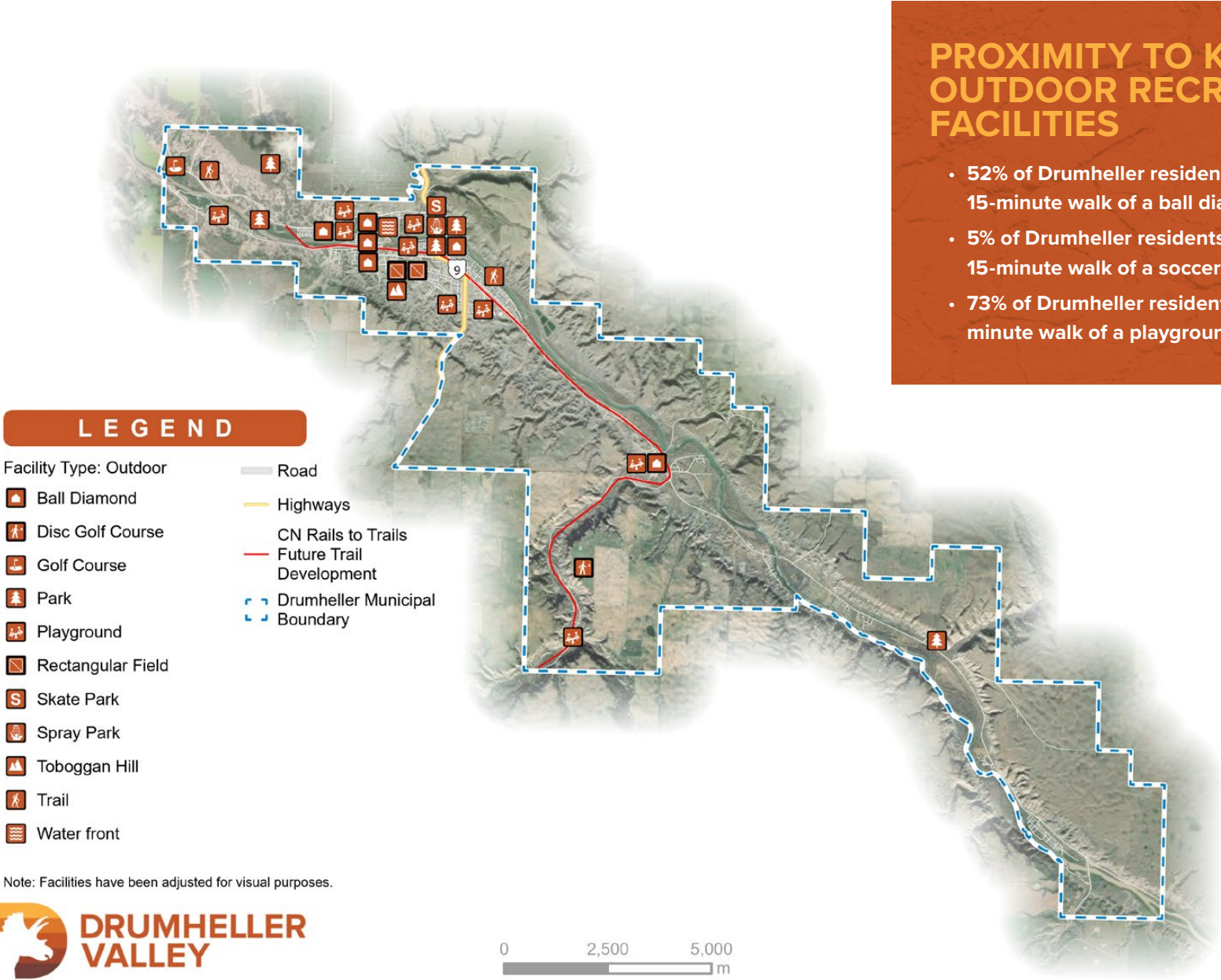
The Town of Drumheller maintains playgrounds, parks, and ball diamonds, while other infrastructure (disc and golf courses, toboggan hill, and soccer fields), are maintained by private sector operators or community organizations. Baseball diamonds are the only outdoor amenity booked by the Town.

OUTDOOR FACILITIES AND SPACES IN DRUMHELLER

-  6 Baseball Diamonds (New Castle Beach Diamonds 1 -3, the Little League Ball Diamond, Midlandvale Ball Diamond, and the Rosedale Ball Diamond)
-  Drumheller Skate Park
-  Rotary Spray Park
-  Drumheller Soccer Fields (2 soccer pitches at Drumheller Minor Soccer's Pitch)
-  Drumheller Toboggan Hill
-  4 Disc Golf Courses (Badlands Disc Golf Course (Wayne), Midland Provincial Park, X Crossing Disc Golf, and Rosedale Disc Golf Course & Wayne Disc Golf Course)
-  Dinosaur Trail Golf & Country Club
-  9 Playgrounds
-  11 Parks



Photo from: <https://www.facebook.com/drumhellervalley/>



PROXIMITY TO KEY OUTDOOR RECREATION FACILITIES

- 52% of Drumheller residents live within a 15-minute walk of a ball diamond.
- 5% of Drumheller residents live within a 15-minute walk of a soccer field.
- 73% of Drumheller residents live within a 15-minute walk of a playground.

BALL DIAMONDS

There are 6 ball diamonds in Drumheller, with one park having half of the total inventory (3 diamonds at Newcastle Beach Park). The table below reflects analysis of how well available ball diamond capacity is being used. This analysis is based on each ball diamond having 400 hours of annual capacity, a best practice standard that reflects a maximum amount of annual field use before field surface deterioration may become a risk.

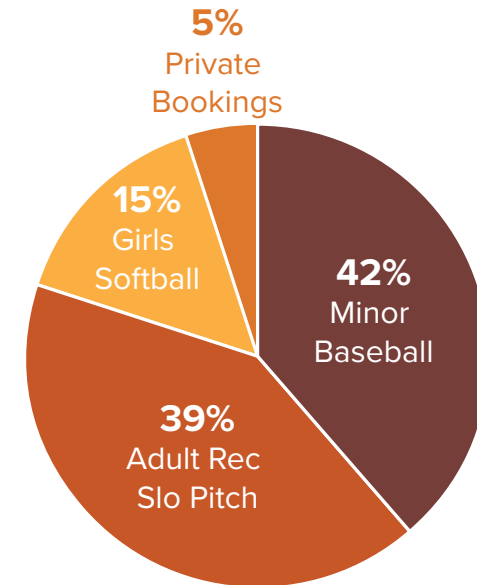
Table 7- Ball Diamond Utilization

Ball Diamond	Hours Booked	Available Hours	% Booked of Available Hours
Newcastle Beach Diamond 2	303	400	76 %
Newcastle Beach Diamond 3	271	400	68 %
Newcastle Beach Diamond 1	209	400	52 %
Little League Diamond	135	400	34 %
Midland Diamond	134	400	34 %
Rosedale Diamond	36	400	9 %

DISTRIBUTION OF ACTIVITIES AT BALL DIAMONDS

Ball diamonds in Drumheller have 3 main user groups, Minor Baseball, Adult Rec Slo Pitch and Girls Softball. Minor Baseball is the largest user group on the diamonds, utilizing 42% of the total booked time.

Distribution of Diamond Time Booked by Activity Type



BALL DIAMOND ANALYSIS KEY FINDINGS:

- Minor Baseball and Adult Slo-Pitch are the primary consumers of diamond time.
- Diamonds are well utilized. Diamond use at Newcastle Beach is more than double the use of the other three diamonds.

PLAYGROUNDS

There are 9 playgrounds in Drumheller for children and families to visit at their leisure. The table below provides the percentage of residents within each neighbourhood that have access to a playground within a 5, 10, and a 15-minute walk. See Appendix A for neighbourhood maps of playgrounds.

Table 8. Resident Proximity to Playgrounds by Neighbourhood

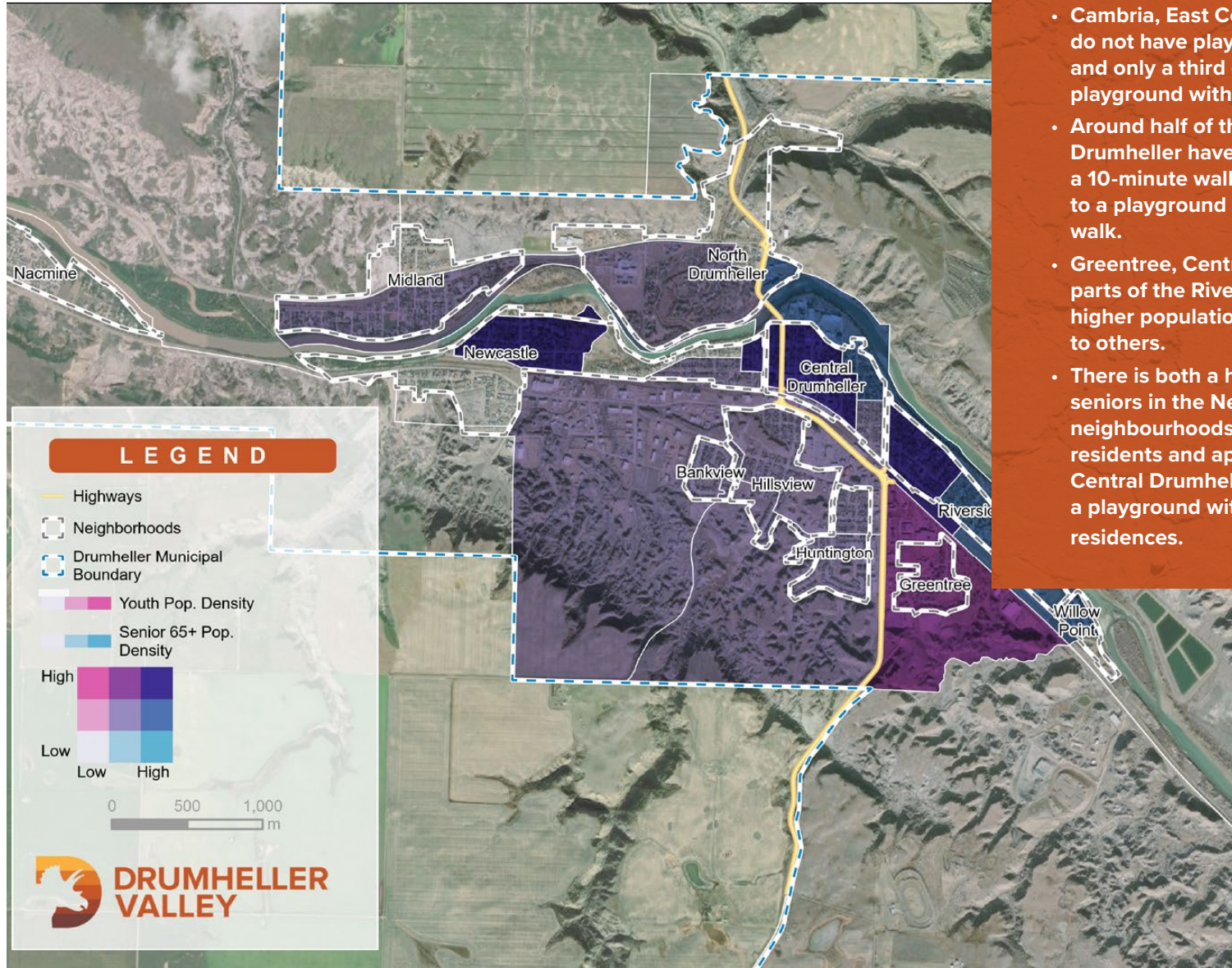
Neighbourhood	5 Minute Walk	10 Minute Walk	15 Minute Walk
Bankview	0%	0%	34%
Cambria	0%	0%	0%
Central Drumheller	0%	23%	65%
East Coulee	0%	0%	0%
Greentree	84%	100%	100%
Hillsview	23%	34%	93%
Huntington	66%	100%	100%
Midland	37%	79%	100%
Nacmine	55%	87%	97%
Newcastle	27%	48%	65%
North Drumheller	65%	81%	85%
Riverside	0%	11%	88%
Rosedale	61%	65%	98%
Wayne	100%	100%	100%
Willow Point	0%	0%	0%

*Lehigh neighbourhood is not included in the table as there are no residential parcels within the neighbourhood.



Photo from: <https://drumhelleronline.com/local/shade-coming-to-rotary-spray-park>

The following map illustrates where there is a higher population of youth and senior demographics.



PLAYGROUND SPATIAL ANALYSIS KEY FINDINGS:

- Cambria, East Coulee, and Willow Point residents do not have playground within a 15-minute walk and only a third of Bankview residents have a playground within at 15-minute walk.
- Around half of the neighbourhoods residents in Drumheller have access to a playground within a 10-minute walk. 73% of residents have access to a playground in Drumheller within a 15-minute walk.
- Greentree, Central Drumheller, and northwest parts of the Riverside neighbourhood have a higher population of youth residents compared to others.
- There is both a high population of youth and seniors in the Newcastle and Central Drumheller neighbourhoods. About half of Newcastles residents and approximately a quarter of Central Drumheller residents have access to a playground within a 10 minute walk of their residences.

A person with long hair, wearing a dark jacket and a backpack, is walking away from the camera on a wooden boardwalk. The boardwalk is made of wooden planks and is surrounded by tall grass on the left and a dense forest of evergreen trees on the right. The lighting is warm and golden, suggesting late afternoon or early morning. The overall mood is peaceful and scenic.

3. POPULATION AND DEMOGRAPHICS

3.1. COMMUNITY PROFILE AND POPULATION CHARACTERISTICS

The Town of Drumheller is located on the Red Deer River in the Badlands of east-central Alberta. It is 110 km northeast of Calgary and 97 km south of Stettler. Often referred to as the Dinosaur Valley, it has a rich history of dinosaur bone excavation going back more than a century.

The Town of Drumheller is located on the traditional grounds of Treaty 7 First Nations-the Siksika (Blackfoot), Kainai (Blood), Piikani (Peigan), Stoney-Nakoda, and Tsuut'ina (Sarcee) peoples.

ACCORDING TO THE 2021 CENSUS DATA, 5% OF THE POPULATION IS INDIGENOUS.

11% OF THE POPULATION IS IMMIGRANTS.

Drumheller prides itself on short commutes, the beautiful Red Deer River Valley, year-round hiking, rich history, and scenic vistas. Today Drumheller is home to 7,909 residents and draws nearly 500,000 visitors each year.

As indicated in the table below (Table 9), Drumheller has a higher proportion of seniors (65+) and lower proportion of children and younger teenagers compared provincial averages. The proportion of working age adults (15- to 64-year-olds) is relatively similar to provincial averages.

Table 9- Overview of Population Characteristics Compared to Alberta.

Age Range	Drumheller	Alberta
0-14 years	14%	19%
15-19 years	5%	6%
20-29 years	11%	12%
30-39 years	14%	16%
40-49 years	13%	14%
50-64 years	21%	19%
65+ years	21%	15%
85+ years	3%	2%
Average Household Size	2	3.0
Median Household income	\$74,000	\$90,000
Unemployment Rate	8.8	11.5

EMPLOYMENT/ EDUCATION

EMPLOYMENT

With a medium household income of \$74,000, Drumheller’s largest labour force is in the sales and service industry followed by trades, transportation, and education, law, and government.

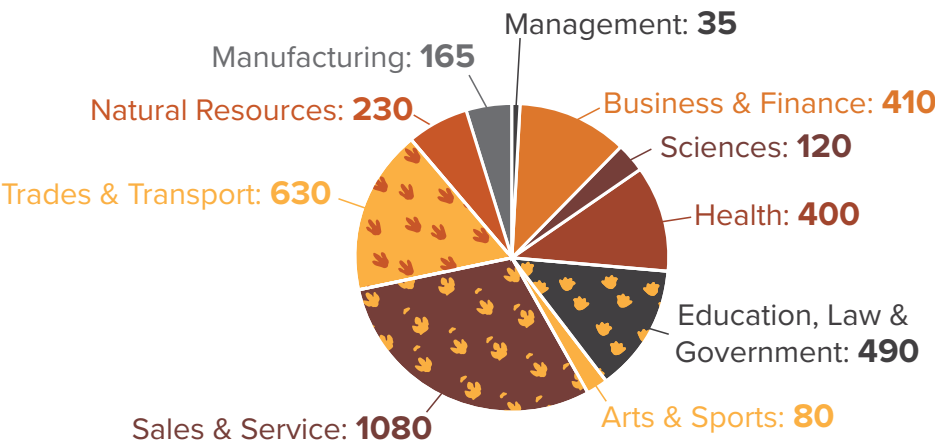
EDUCATION

The EDI Community Profile Report (CR) provides local policymakers and key stakeholders with local-level information on children’s developmental outcomes during the kindergarten year. The CR provides information on children’s development by the community and can be used with other information to explore possible factors contributing to the observed outcomes in children. Alberta Early Development Instrument Community Profile Report 2016 Data Collection Drumheller and Area is average or above average for children on track compared to the general province of Alberta in the following areas :

- Language and cognitive development,
- Communication and general knowledge.

Drumheller had a high percentage of vulnerable children in the physical health and well-being sector, 19% compared to the Alberta average of 13%. That includes gross and fine motor skills (e.g. holding a pencil, running, motor coordination), energy levels for activities, independence in looking after one’s own needs, and daily living skills.

Labour Force by Occupation

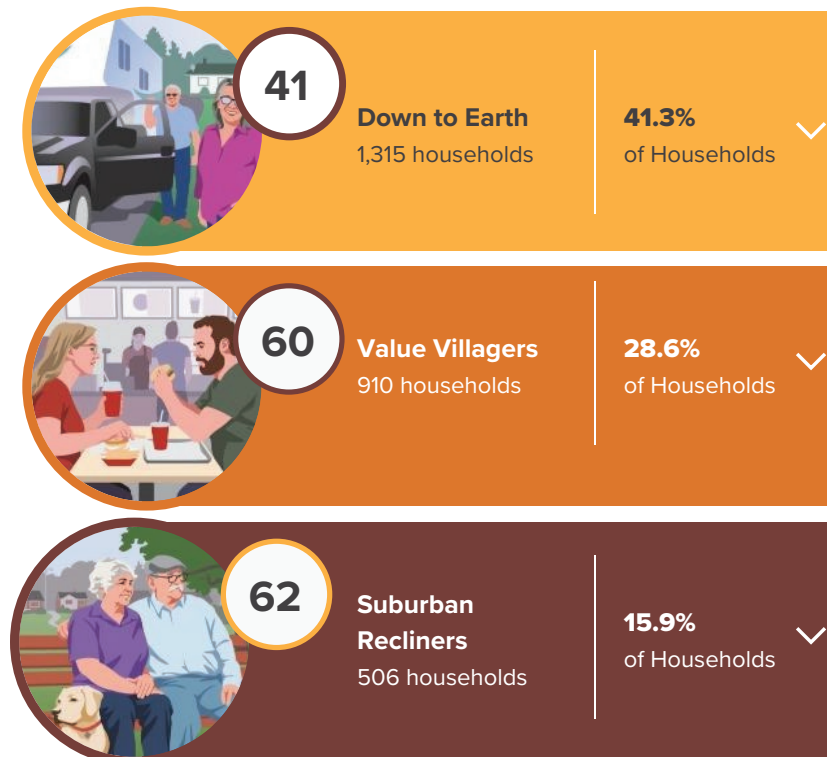


Source: Statistics Canada, Census.
Last Updated Decmeber 2022.

PRIZM PROFILES

Market demand for recreation services is strongly influenced by the life stage of resident households as well as a variety of other demographic indicators and characteristics. The emergence of analytics tools and resources can help providers of many services and products (including recreation) better understand the dynamics of their community and how they translate into needs and wants for programming, facilities and events.

EnviroNics Analytics PRIZM is a segmentation system that classifies Canada's neighbourhoods into 67 unique lifestyle types and incorporates data from over a dozen demographic, marketing, and media sources to analyze and understand consumers, customers, and markets. The graphic below illustrates the three most prevalent PRIZM segments in Drumheller.



“DOWN TO EARTH”

- This demographic mainly consists of older couples and families found in rural communities.
- Most are homeowners, typically owning single detached homes.
- Many spend their leisure time close to home and nature.
- Typical activity preferences include sewing, knitting, bird watching and snowmobiling.

“VALUE VILLAGERS”

- This demographic is often found in older industrial neighborhoods and consists of a mix of singles, couples, and single parent families.
- They hold a range of education, with over half earning their high-school diploma and a third finishing trade school or college.
- Value Villagers relish in their community's simple pleasures, like enjoying nature at their local or provincial parks and embracing their cultural side by attending community theatres and art galleries.

“SUBURBAN RECLINERS”

- An older demographic is surrounded by suburban neighbourhoods with many retired residents.
- Low-income homes living in single-detached homes or apartments many working in the accommodational and food services.
- They like to attend events such as community theatres, craft shows and music festivals.

3.2. FUTURE GROWTH

Drumheller’s population has stagnated over the past decade but is expected to see an increase in population over the next 8 years. Projections used for the Town of Drumheller’s Housing Strategy (based on projections completed by the Government of Alberta) and projections available from Esri Business Analyst both anticipate growth to between approximately 8,500 and 9,000 residents by the early 2030’s.

Esri Business Analyst Population Projections

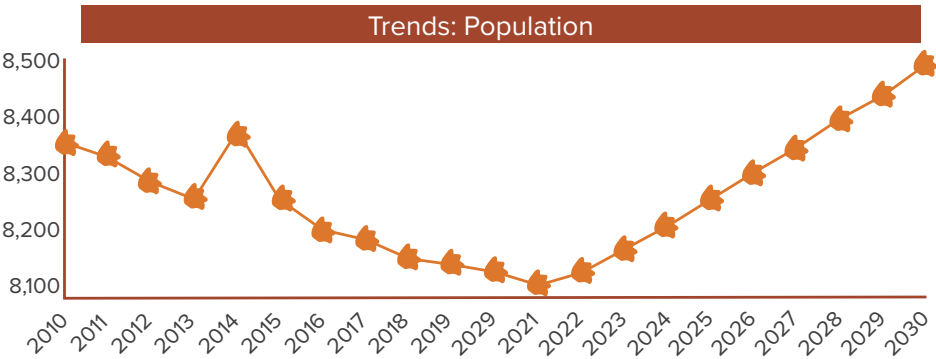
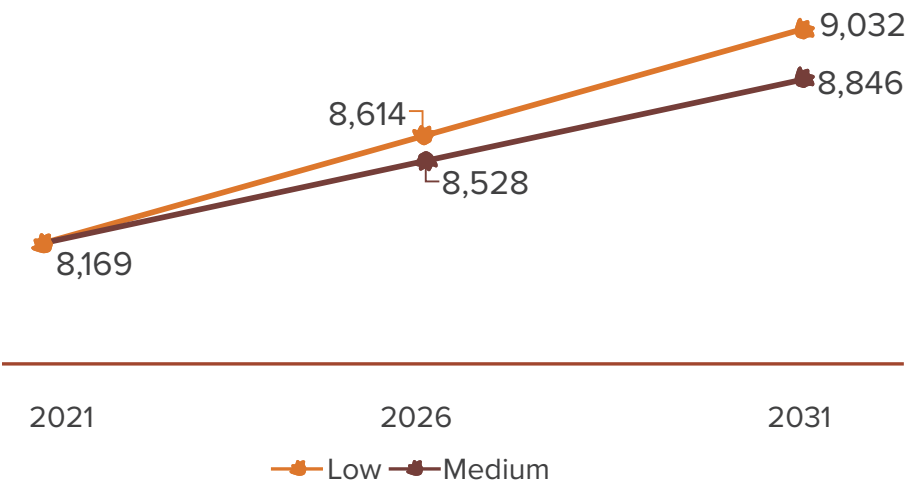


Table 10

Source: Consultant calculation based on Government of Alberta population projections (July 2022)Table 10- Population Growth Overview

Census Year	Population	5-year growth rate	Median age
2021	7,909	-0.9	44
2016	7,982	-0.6	41.8
2011	8,029	+1.2	40.4
2006	7,932	+1.9	39.7

Government of Alberta Population Projections



WHAT DO DRUMHELLER'S POPULATION CHARACTERISTICS SUGGEST ABOUT FUTURE PARKS AND RECREATION NEEDS?

- Emerging older adult population is likely to have demands for pursuits like pickleball, aqua-fitness, walking, and introductory level fitness programming.
- New residents moving to Drumheller will look to connect with the community through sport, recreation, and cultural pursuits.
- As population analytics suggest that many residents in the community are cost conscious with disposal leisure income, the Town's provision of recreation programming will need to be perceived as providing high value.



Photo from: <https://www.facebook.com/drumdragons>

4. COMMUNITY ENGAGEMENT

4.1. COMMUNITY ENGAGEMENT OVERVIEW

Engaging with residents, user groups, and community partners was critical to understanding the state of recreation and parks in Drumheller as well as future needs and opportunities. Recognizing that diverse viewpoints and perspectives exist, an engagement plan was developed that focused on utilizing different methods to engage with the community. The following table summarizes the engagement methods and levels of participation/responses.

Overview of the Engagement Methods and Participation



**RESIDENT SURVEY
(CODED ACCESS)**
147 responses



**RESIDENT SURVEY
(OPEN ACCESS)**
96 responses



YOUTH SURVEY
24 responses



**COMMUNITY
GROUP SURVEY**
17 participating groups



**SOUNDING
BOARDS**
2 locations,
206 comments provided



OPEN HOUSES
2 events,
152 comments provided



**STAKEHOLDER
DISCUSSIONS/
INTERVIEWS**
35 community interests /
groups represented



**CHILDREN'S
SOUNDING
BOARDS**
2 locations,
49 comments provided

**IN TOTAL THE
PROJECT TEAM
HAD
769
POINTS OF
CONTACT IN THE
COMMUNITY.**

4.2. PUBLIC SURVEY

RESIDENT SURVEY

OVERVIEW AND METHODOLOGY

The Resident Survey was a critical engagement activity in order to gather broad based feedback on parks and recreation services and opportunities in Drumheller. To provide an unbiased data sample, a coded postcard methodology was used. Postcards with a unique access code and instructions on how to complete the survey were sent to households in Drumheller. The Resident Survey was available from November 2022 – January 2023.

The Resident Survey was fielded to gather greater understanding and insight into a number of key topics, including:

- How the public and community organizations use parks and recreation facilities and spaces.
- Changes in amenity demands and needs.
- What barriers and challenges exist to participation.
- Values related to service provision.
- The competing perspectives and demands for use and perceptions of inequities.
- Needs and expectations from the community.
- Opportunities to further the Town's efforts regarding access and inclusivity.

Paper copies and a non-coded (open) version of the survey was also made available for residents that lost their postcards or wished to have multiple household members complete the survey. Survey participation was advertised through social media, the Town's website, and facility posters.

In total, the coded version of the survey garnered 147 responses and the non-coded version had 96 responses.

PARKS & RECREATION MASTER PLAN

WE NEED TO HEAR FROM YOU!

Please participate in the coded survey by **December 12, 2022**

Drumheller is developing a Parks and Recreation Master Plan that will guide how parks and recreation are managed in the community over the next 10+ years. It is important that we hear from residents. Your input will help us better understand activity preferences, trends and future needs for parks and recreation in Drumheller.

Follow the link below or use the QR code to access the public survey using your personal access code.

 www.drumheller.ca/play/parks-and-recreation-master-plan

YOUR HOUSEHOLD'S SURVEY ACCESS CODE:

XXXXXX

Please complete the survey by **December 12, 2022**

If you would prefer a paper copy of the survey, please call

(403) 823-1370

or visit the front desk of the **Badlands Community Facility**

SURVEY FINDINGS

The following findings focuses on the responses from the coded Resident Survey. Notable differences and similarities between the coded and open samples are identified in call-out boxes.

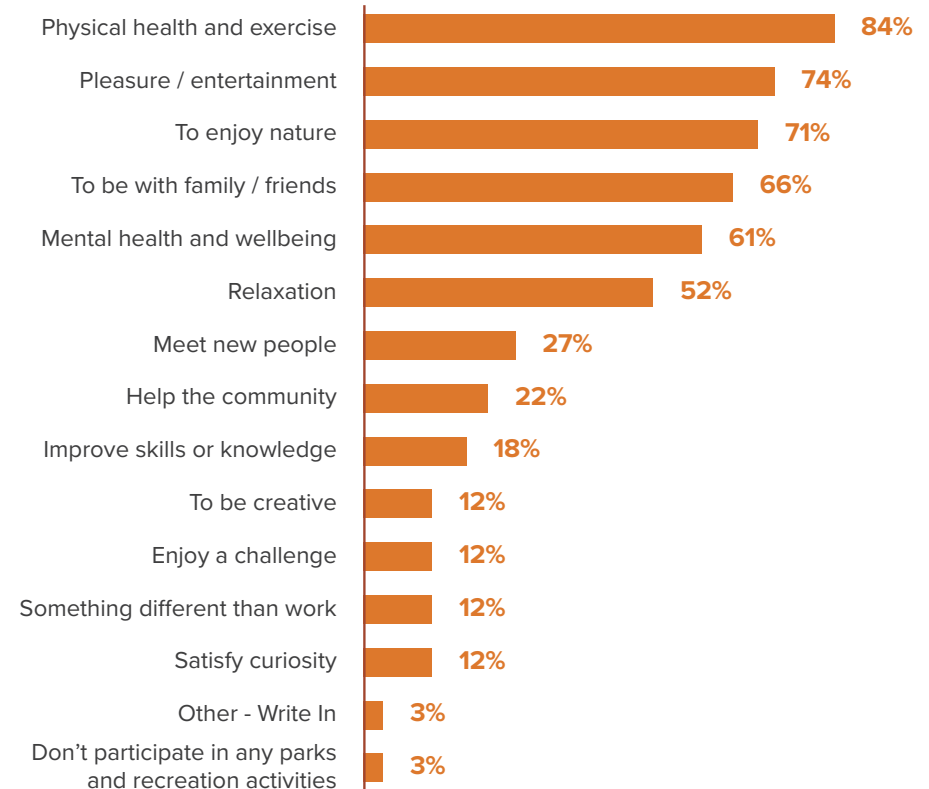
MOTIVATORS FOR PARTICIPATION

The survey began by exploring motivators for participation in parks and recreation activities. As reflected in the graph, a variety of personal and social reasons motivate participation. The top three identified by residents were physical health and exercise (84%), pleasure and entertainment (75%), and enjoying nature (71%).

NON-CODED (OPEN SURVEY) FINDINGS:

A higher proportion of non-coded respondents identified being with friends and family ranked and improving skills or knowledge as important motivators.

Motivators for Participation



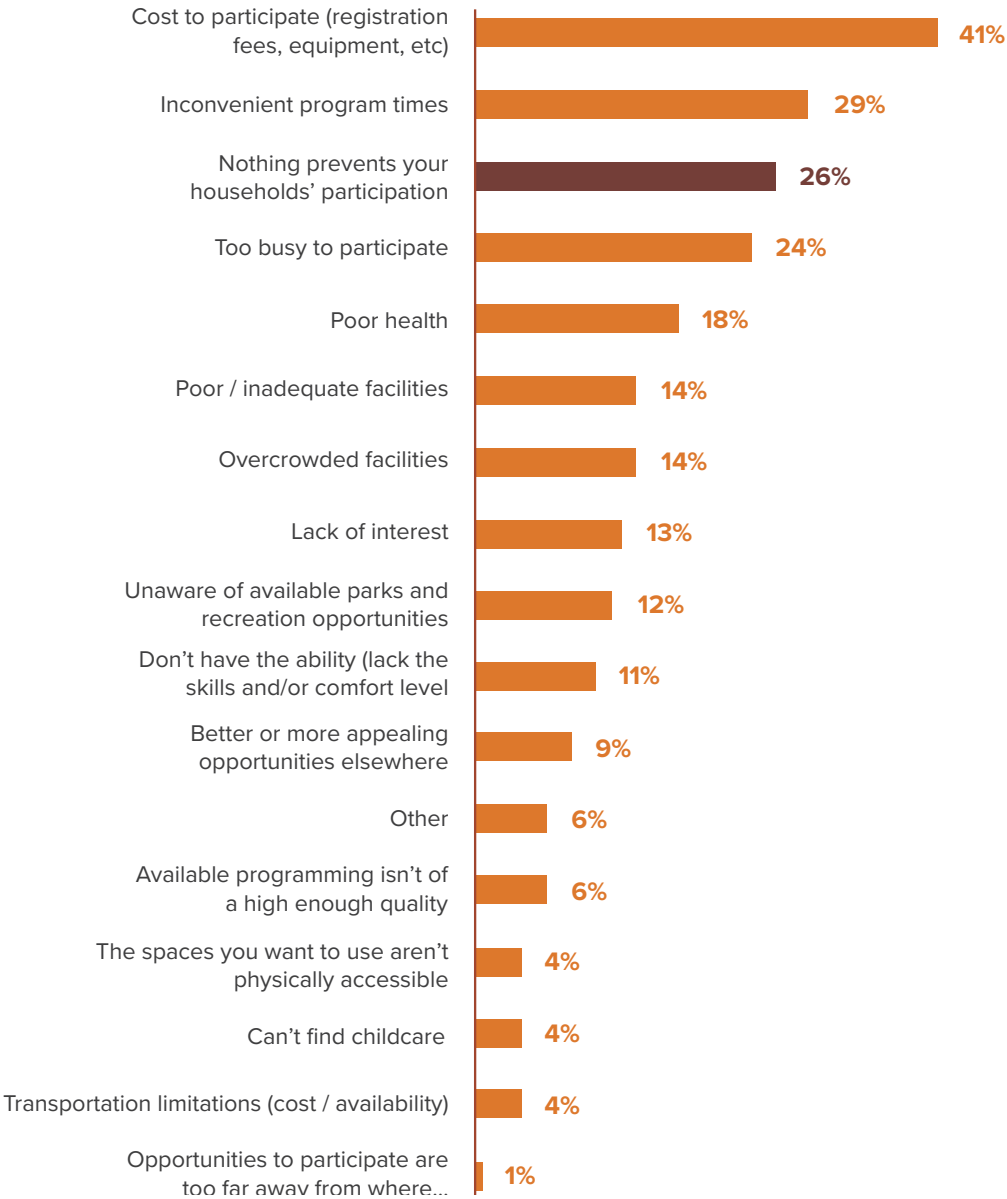
BARRIERS TO PARTICIPATION

Exploring factors that limit or prevent participation is also important. The top three barriers identified by respondents were the cost to participate (41%), inconvenient program times (29%), and being too busy to participate (24%). Notably, 29% of respondents identified that nothing prevents their participation.

NON-CODED (OPEN SURVEY) FINDINGS:

A higher proportion of respondents to the non-coded survey (24%) identified poor / inadequate facilities as a barrier.

Barriers to Parks and Recreation Participation



ACTIVITY PARTICIPATION

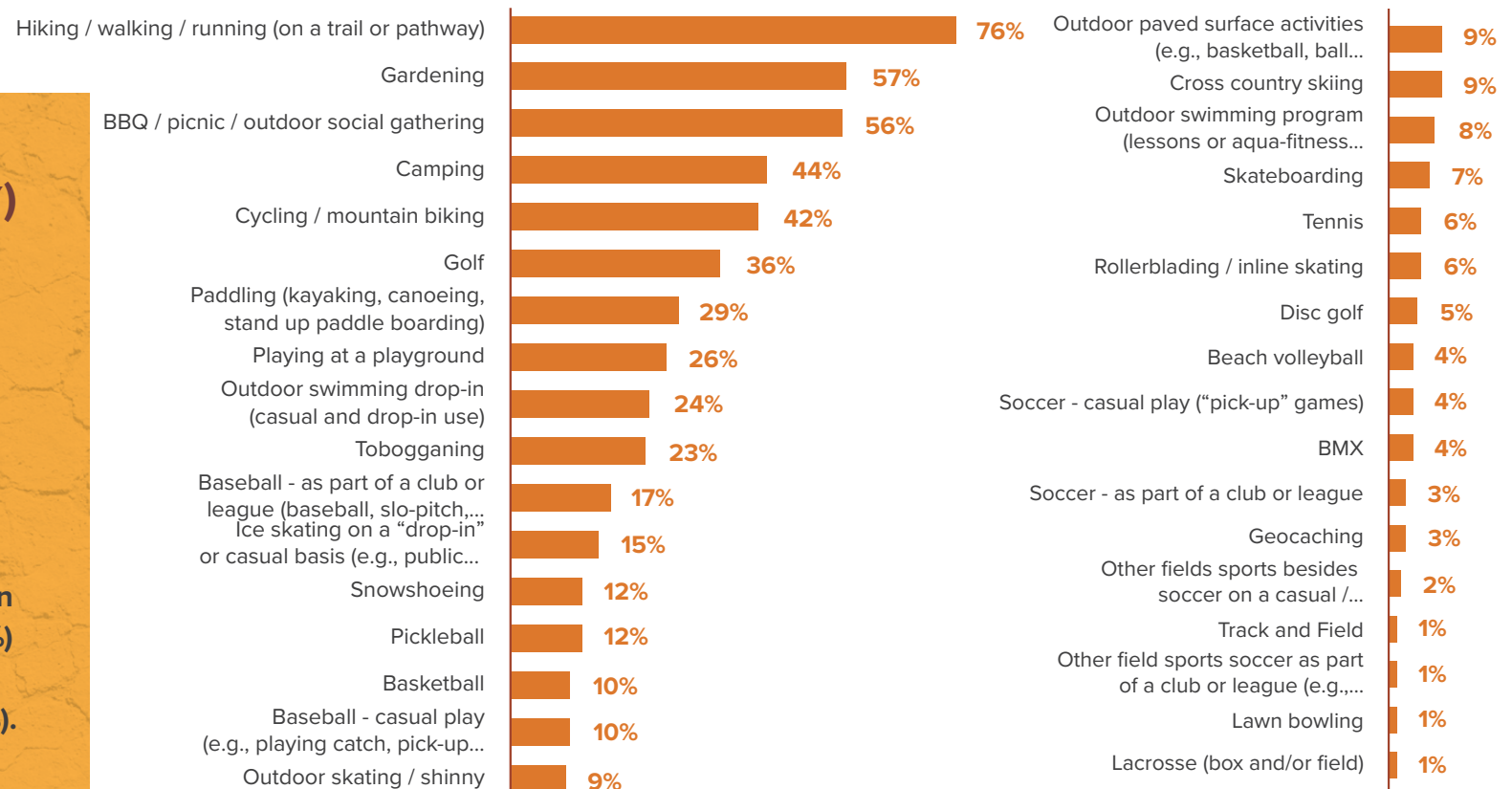
Next, to get a sense of activity participation in Drumheller respondents were provided with a list of indoor and outdoor activity types and asked to identify those activities that household members participate in on a regular basis (approximately 2 or more times per month during their normal seasons of availability). The following graphs reflect the responses provided. Notably, these findings reflect the importance of both structured (program-based) and unstructured (casual, drop-in, and spontaneous) pursuits and preferences as well as the diverse locations of participation.

Walking/running/hiking (76%), gardening (57%) and outdoor social gatherings (56%) were the top three responses for outdoor activities.

Outdoor Activity Participation Trends in Drumheller

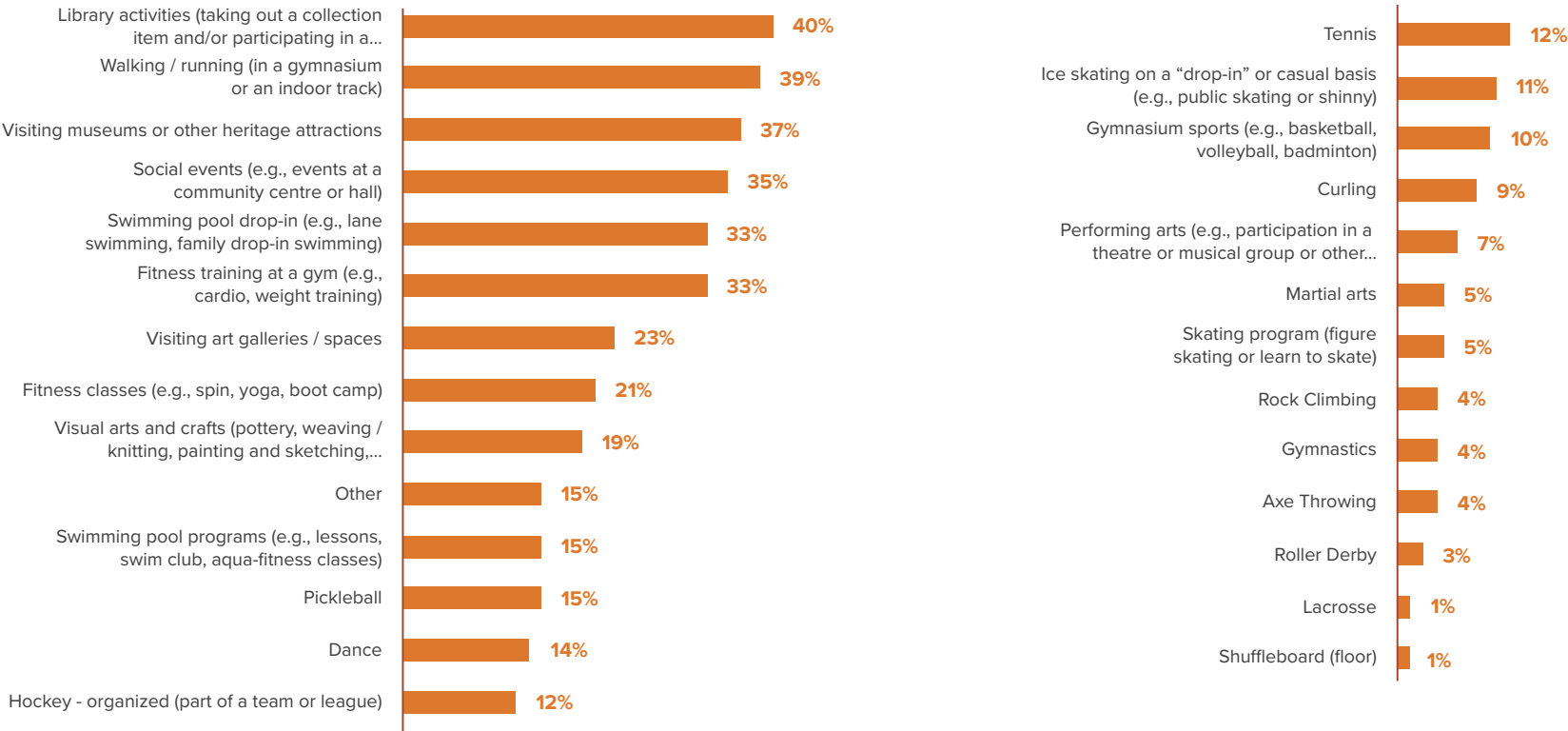
NON-CODED (OPEN SURVEY) FINDINGS:

Similar results with the non-coded survey were found to the coded version apart from there being a higher proportion of respondents who indicated participation in outdoor swimming (33%) compared to the coded survey respondents (8%).



The top three indoor activities were library activities (40%), walking/ running (39%) and visiting museums or heritage attractions (37%).

Indoor Activity Participation Trends in Drumheller



NON-CODED (OPEN SURVEY) FINDINGS:

Fitness training at a gym 55%, walking running 52%, and swimming 47% were among the top three indoor activities from the non-coded survey.

PROGRAM PRIORITIES AND AWARENESS

Respondents were provided a list of programming types and asked to indicate whether the program type should be enhanced or provided in greater supply for several different age ranges. Almost a quarter or more of respondents indicated that they are not aware of what is currently available or needed for each programming type. Respondents indicated that nature/outdoor education programming should be enhancement or provided in greater supply for children and youth (20%) and for teens (29%). Dry-floor fitness and wellness programming were also identified by 20% of respondents as a program area that should be enhanced or provided in greater supply for adults (ages 19 -59) and older adults (ages 60+).

Table 11 - Programming Types that Should be Enhanced or Offered in Greater Supply

	Children and Youth (12 and under)	Teens (ages 13-18 Years)	Adults (ages 19-59 years)	Older Adults (ages 60+)	Current Programming is Sufficient	Not Aware of What is Currently Available or Needed
Nature / outdoor education programming	20%	29%	17%	12%	4%	30%
Dry-floor fitness and wellness programming (e.g., exercise classes)	9%	10%	20%	20%	14%	26%
Aquatics fitness and wellness programming	12%	10%	16%	16%	17%	29%
Casual recreation programming (“drop-in” and unstructured types of programs)	16%	15%	18%	17%	12%	23%
Organized sports teams, leagues, and clubs	13%	15%	20%	9%	17%	27%
Visual arts and culture programming	13%	16%	16%	11%	11%	34%
Performing arts and culture programming	14%	13%	16%	10%	17%	30%
Programs for individuals facing social, physical, or cognitive barriers to participation	12%	12%	15%	13%	6%	43%
Programs that encourage socialization	15%	17%	18%	17%	9%	24%
Water education and safety programming	20%	17%	13%	9%	15%	25%

SATISFACTION WITH FACILITIES & PROGRAM

In terms of satisfaction levels as it relates to facilities and programs, respondents generally indicated strong levels of satisfaction with most aspects of parks and recreation services. Trails (14%) and aquatics programs and facilities (14%) had the highest levels of dissatisfaction.

Table 12 - Program and Facility Satisfaction

	Very Satisfied	Somewhat Satisfied	Dissatisfied	Not Sure / No Opinion
Programs and spaces at the Badlands Community Facility	30%	44%	10%	16%
Trails in the community	27%	55%	14%	5%
The quality and appeal of parks	25%	60%	12%	3%
The overall ability for all residents to live a healthy and active lifestyle	24%	65%	4%	7%
Quality and appeal of playgrounds	24%	50%	7%	20%
Community events	20%	59%	4%	18%
Arts and cultural programming	15%	40%	11%	34%
Aquatics programs and facilities	15%	39%	14%	32%
Recreation programming	13%	46%	11%	31%
Quality of sport fields and ball diamonds	13%	44%	9%	34%
Sport programming	13%	33%	10%	44%
Arena programs and facilities	12%	39%	7%	42%

NON-CODED (OPEN SURVEY) FINDINGS:

Higher levels of dissatisfaction with ball diamonds (24%) and aquatics facilities and programs (23%) were expressed in the non-coded survey.

FACILITY USAGE

Drumheller residents utilize a variety of facilities with varying frequencies of utilization. As illustrated in the tables below, facilities utilized at least a few times a year by 50% or more of respondents include the spray pad, parks & playgrounds, Newcastle Beach, the Red Deer River, trails, the Badlands Amphitheatre, and the golf course. Notably, these findings re-iterate the high level of participation in spontaneous and unstructured recreation and related pursuits.

OUTDOOR

Table 13 - Outdoor Facility Usage

	Daily	Weekly	Monthly	Few times a year
Trails	18%	23%	16%	27%
Red Deer River	10%	16%	16%	32%
Parks & Playgrounds	10%	13%	21%	28%
Golf	8%	12%	8%	22%
Drumheller Aquaplex - Outdoor Pool	4%	5%	8%	28%
Rotary Spray Pad	3%	6%	12%	29%
Dog Parks	3%	3%	4%	9%
Pickleball	3%	3%	1%	7%
Ball Diamonds	1%	12%	4%	22%
Rectangular Sport Fields	1%	2%	10%	17%
Skate Park	1%	5%	3%	13%
Newcastle Beach	0%	10%	12%	27%
Tennis Courts	0%	2%	1%	12%
Badlands Amphitheater	0%	1%	5%	53%
Disc Golf Course	0%	0%	1%	8%

NON-CODED (OPEN) SURVEY FINDINGS:

25% of non-coded survey respondents indicated use of the the disc golf course compared to 9% of coded survey respondents.

INDOOR

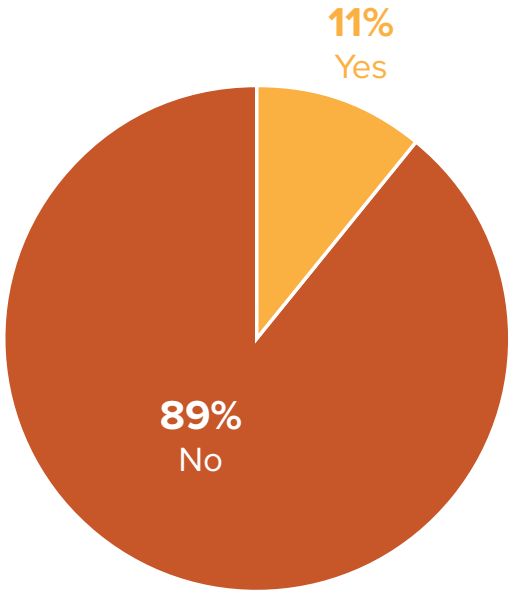
Indoor facilities utilized at least a few times a year by 50% or more of respondents included the Badlands Community Fitness Facility & Fieldhouse, Aquaplex, Memorial Arena and the Royal Tyrrell Museum. Notably, 35% of fitness facility users indicated daily or weekly use.

Table 14- Indoor Facility Usage

Indoor Facilities	Daily	Weekly	Monthly	A few times a year
Badlands Community Facility – Fitness Facility	14%	21%	10%	23%
Badlands Community Facility – Walking / Running Track	8%	17%	5%	14%
Badlands Community Facility – Fieldhouse	7%	7%	12%	25%
The Drumheller Aquaplex - Indoor Pool	4%	9%	12%	24%
The Drumheller Memorial Arena	3%	12%	9%	35%
Private fitness centres / studios in Drumheller	3%	5%	3%	11%
Other spaces at the Badlands Community Facility (e.g. program rooms, lobby, library, banquet halls etc.)	2%	12%	20%	43%
Royal Tyrrell Museum	2%	3%	5%	61%
School gymnasiums in Drumheller (for uses outside of normal school activities)	1%	4%	3%	12%
Curling Club	0%	8%	3%	8%
Little Church	0%	0%	1%	34%

Do the Majority of Your Parks and Recreation Activities Take Place in Drumheller?

A relatively large proportion of Drumheller households surveyed participate in parks and recreation activities in Drumheller (89%).



NON-CODED (OPEN) SURVEY FINDINGS:

Similarly in the non-coded survey, only 17% of respondents regularly participate in recreation activities outside of Drumheller.

Respondents were asked how the COVID-19 pandemic altered their household's participation in sports and recreation. Over half of the respondents indicated that they did more activities at home (51%) to compensate for facilities not being available. A large proportion of respondents also identified that their recreation activities shifted to outdoor spaces such trails, pathways (44%), and parks (38%).

Changes to Parks, Recreation and Leisure Behaviour Due to the COVID-19 Pandemic

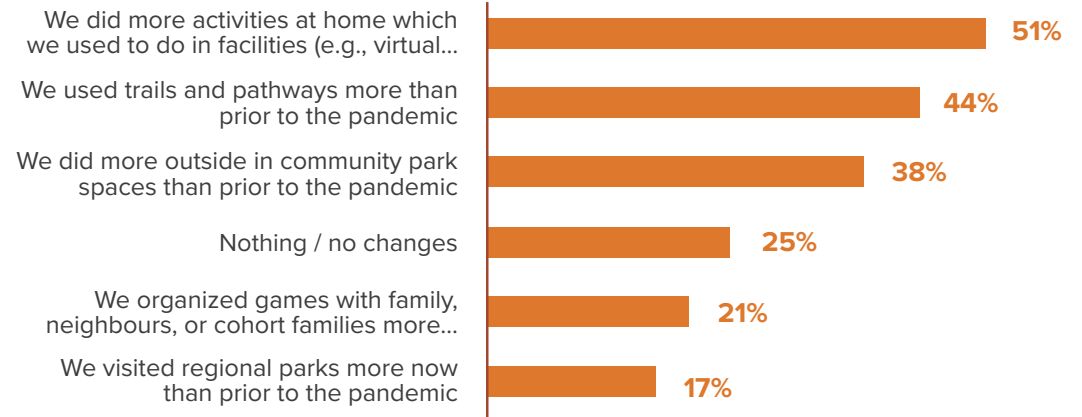


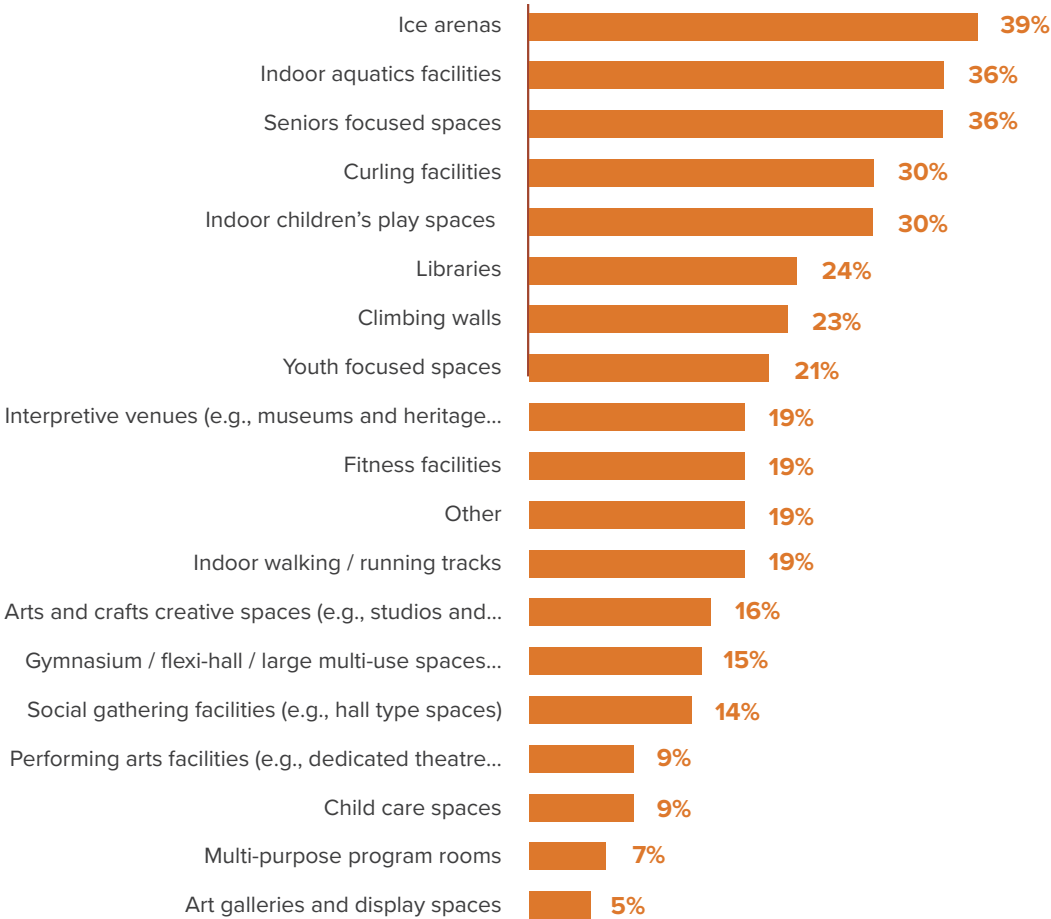
Photo from: <https://www.facebook.com/TravelDrumheller/photos>

INVESTMENT PRIORITIES

The next section of the survey shifted to asking residents about future priorities for facility investment. Respondents were provided with indoor and outdoor lists and asked to identify up to five indoor and five outdoor facilities that should be priorities for capital investment (new or enhanced facilities).

The top three indoor facility priorities identified by respondents were ice arenas (39%), indoor aquatics facilities (36%), and seniors focused spaces (36%).

Top Indoor Priorities for Investment

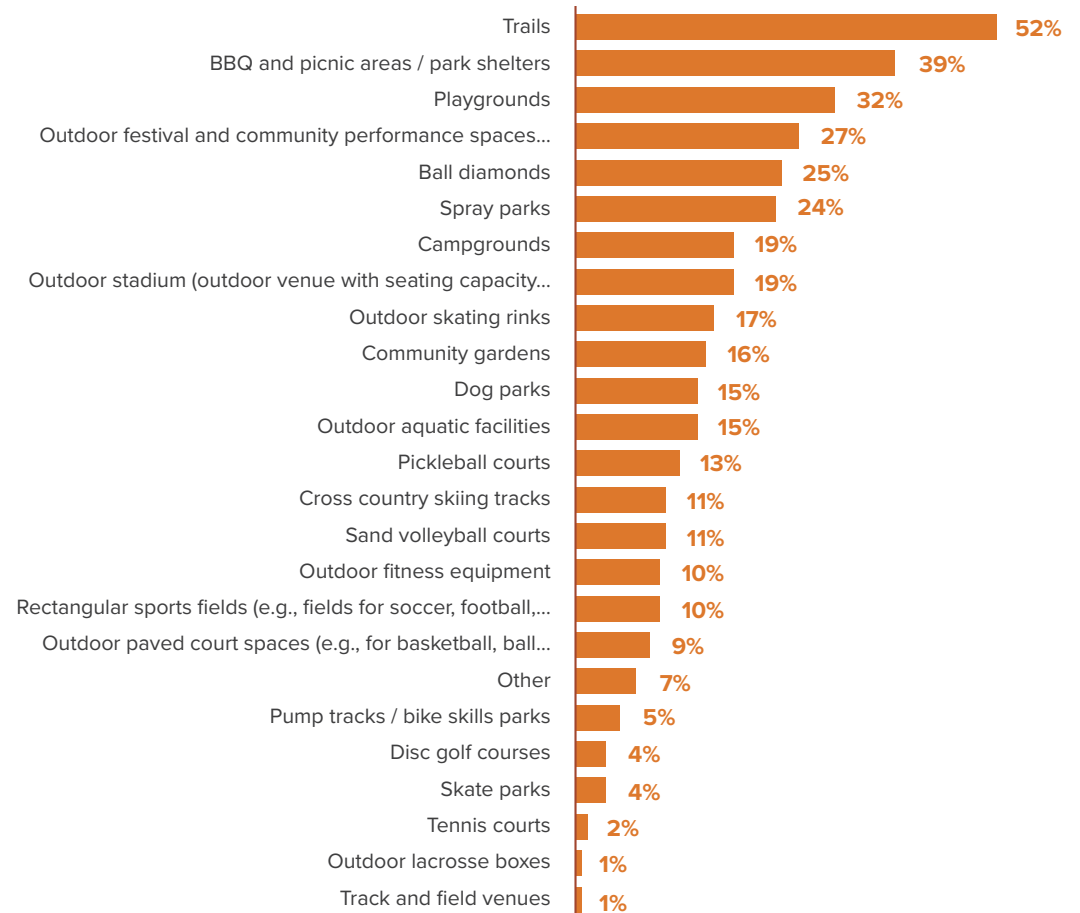


The top outdoor facility priorities identified by respondents reflect a strong desire for trail and park amenity investment. Approximately one-quarter of respondents also identified ball diamonds and spray parks as priorities.

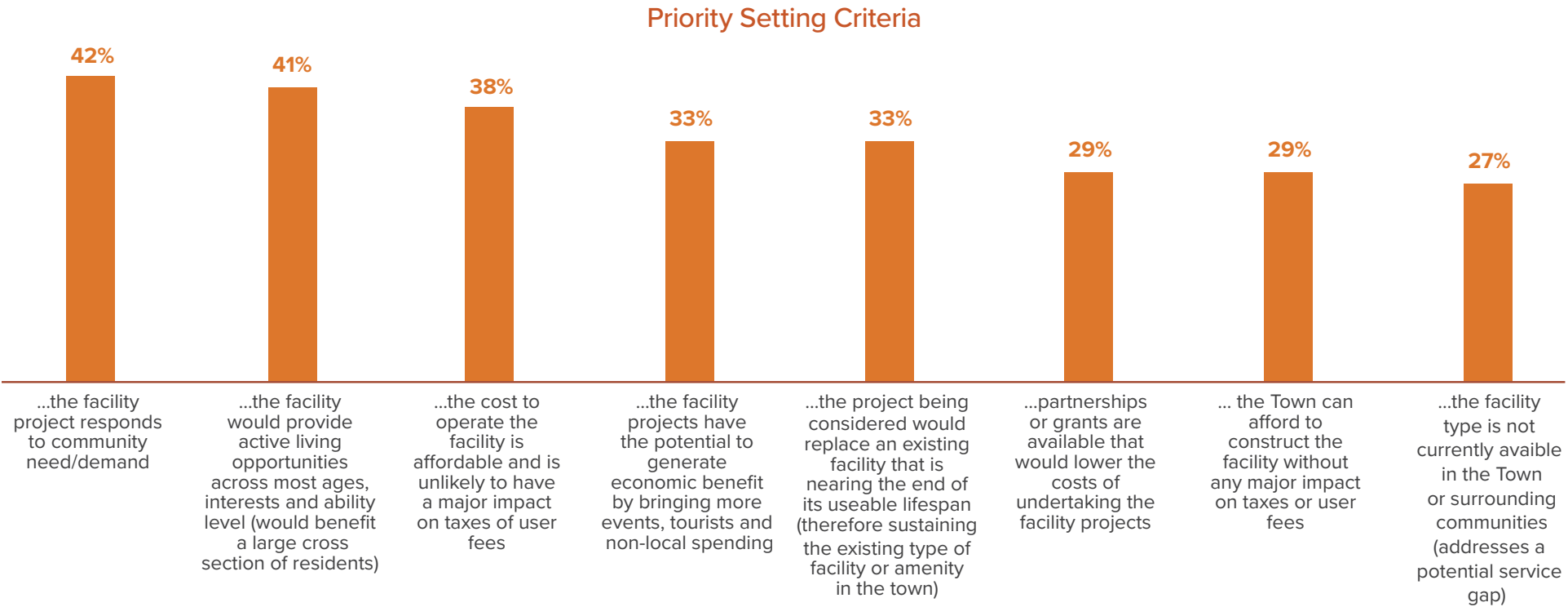
NON-CODED (OPEN SURVEY) FINDINGS:

In general, responses provided in the non-coded survey were relatively similar. A notable difference included a higher proportion of respondents identifying large span spaces (gymnasium and flexi hall type spaces) as a priority.

Top Outdoor Priorities for Investment



Next, respondents were asked to select their top three criteria that they believe should be most important when prioritizing potential projects. Respondents indicated that the top priorities are to ensure potential new projects reflect the needs of the community (42%), provide active living opportunities for all ages and abilities (41%), and operational cost efficiency (38%).



COMMUNICATION

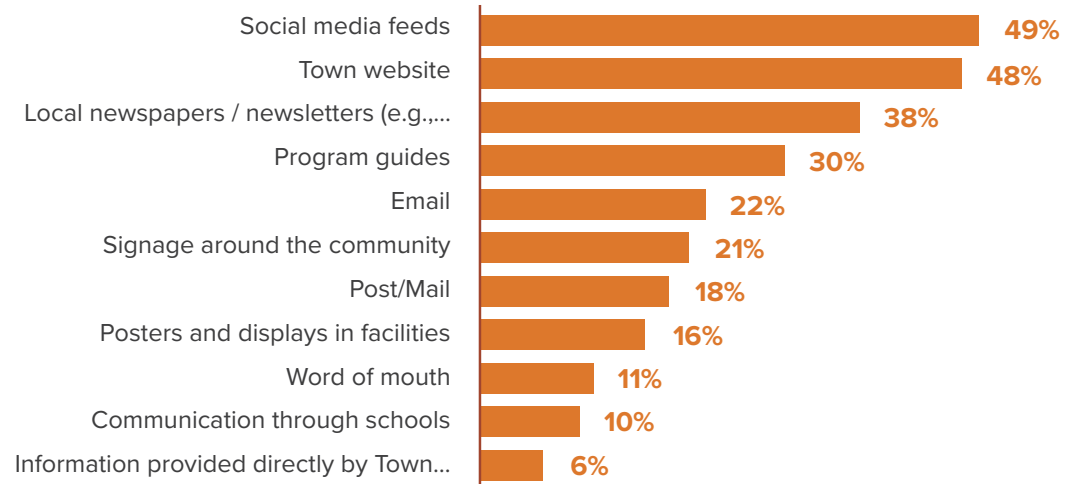
When asked about preferred platforms for receiving information about parks recreation opportunities, respondents identified a mix of traditional, digital, and social media platforms. Social media feeds (49%), the Town website (48%) and local newspapers (38%) were top responses.

Respondents were also asked to express how informed they currently feel about parks and recreation in the community. As reflected in the second graph, over half of respondents indicated that they feel fairly well informed (“very” or “adequately” informed). However, over one-third of respondents also indicated that they feel inadequately informed.

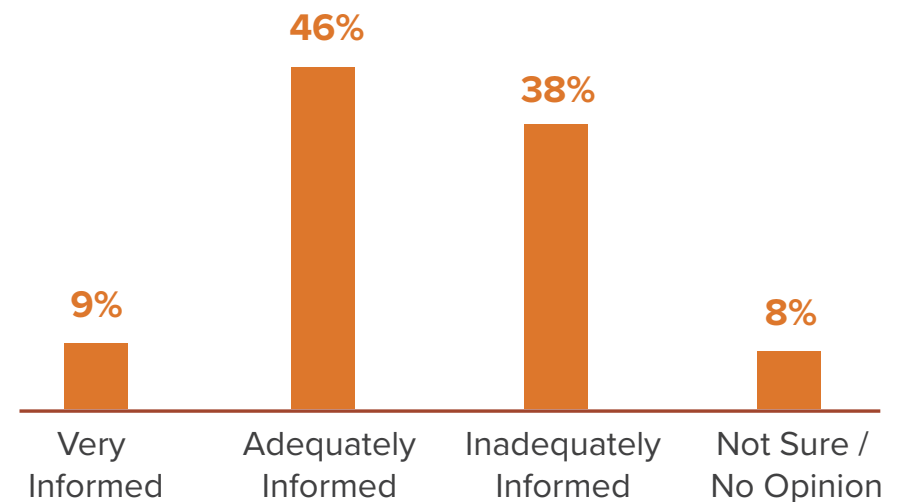
NON-CODED (OPEN SURVEY) FINDINGS:

60% of non-coded respondents indicated that they feel adequately or very informed about parks and recreation opportunities.

How do residents prefer to learn about parks and recreation opportunities?



How informed do you feel about parks and recreation opportunities in Drumheller?



RESPONDENT PROFILE

The following graphs and tables reflect key characteristics of survey respondents.

Do You Live in the Town of Drumheller?

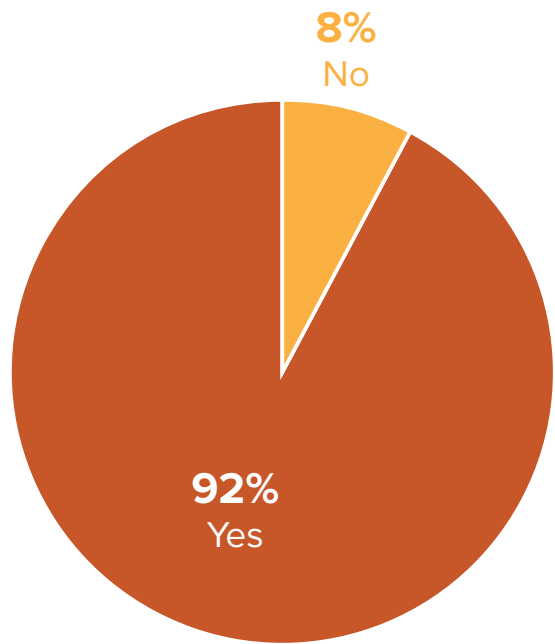


Table 15- Age Distribution of Survey Respondents and Comparison to Actual (Statistics Canada Census Data)

Age Range	Percentage of Respondents (Coded)	Percentage of Respondents (Non-Coded)	Statistics Canada Census (2021)
0-4	5%	4%	4%
5-9	7%	6%	5%
10-19	9%	20%	10%
20-29	7%	9%	11%
30-39	14%	13%	14%
40-49	11%	13%	13%
50-59	10%	14%	13%
60-69	25%	12%	14%
70-79	11%	8%	9%
80+	2%	1%	6%

Table 16- Distribution of Respondents by Neighbourhood

Neighbourhood	Percentage of Respondents (Coded)	Percentage of Respondents (Open)
Bankview	15%	11%
Downtown	10%	17%
East Coulee	1%	6%
Greentree	n/a	3%
Huntington	6%	5%
Midland	14%	9%
Nacmine	9%	6%
Newcastle	20%	11%
North Drumheller	7%	3%
Riverside	14%	20%
Rosedale	2%	5%
Wayne	N/A	2%

4.3. COMMUNITY GROUP QUESTIONNAIRE

OVERVIEW AND METHODOLOGY

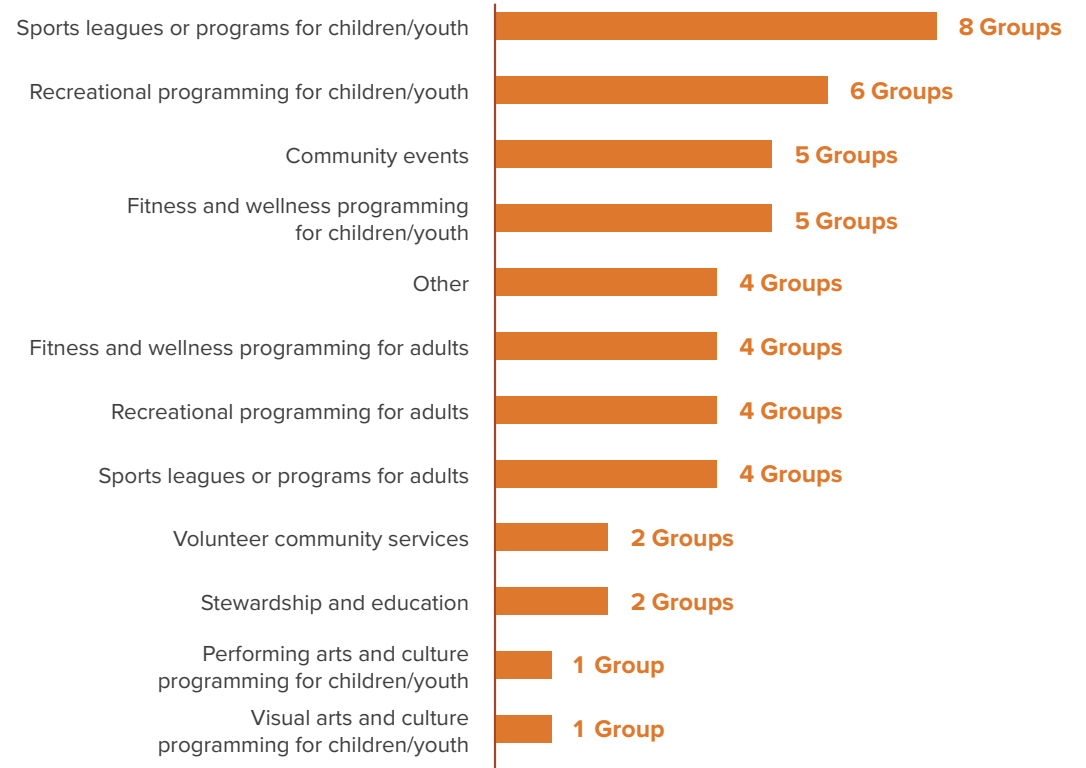
Representatives from community organizations in the Drumheller area were sent a link to an online Community Group Questionnaire. The purpose of the Questionnaire was to learn more about the various programming and other activities that groups provide, as well as better understand their current and anticipated future needs.

In total, 17 organizations provided a response, representing a wide range of sport and recreation activity types. Please refer to Appendix B for a list of participating organizations. *Note: Not every organization answered every question in the questionnaire.*

KEY CHARACTERISTICS OF RESPONDING GROUPS

Community organizations and groups in Drumheller offer a variety of opportunities to local residents. The adjacent graph illustrates the types of activities offered by groups that responded to the survey.

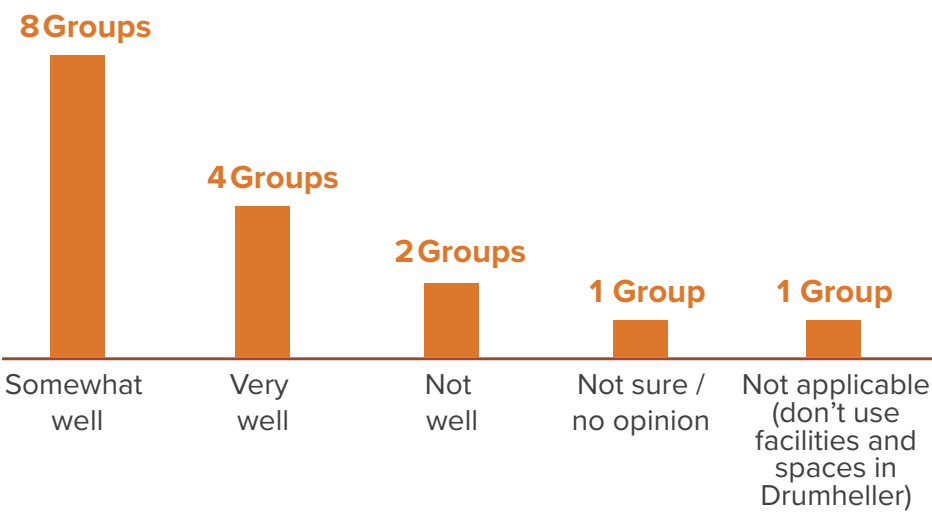
Types (Activity Focus) of Responding Groups



PERSPECTIVE ON CURRENT FACILITIES

Groups were asked if current facilities meet their organization’s needs. As reflected in the graph, three quarters of responding groups provided a positive response with only two organizations indicating that current facilities do not meet their needs.

How well do the facilities and spaces that your organization currently uses in Drumheller meet your needs?



Space was provided for respondents to further express how well spaces meet the needs of their organization as well as other factors that impact their group’s facility experience and use. The following statements summarize the themes of the responses provided.

- Access to trails and outdoor spaces owned/operated by the province is limited during the winter.
- There is a desire for support amenities such as bathrooms, recycling and garbage receptacles and additional signage on the trails and at trail heads.
- During peak times there are not enough ball diamonds to serve the needs of growing organizations. Additionally, diamonds dimensions do not serve all types of diamond uses and age groups.

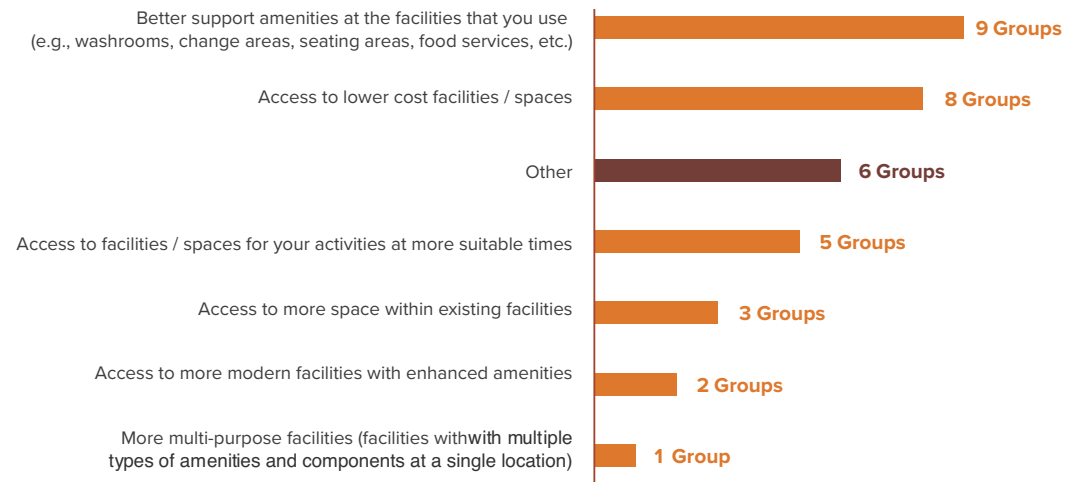
USER GROUPS SPEND ON AVERAGE 52% OF THEIR BUDGET ON FACILITY COSTS.

43% of user groups indicated that they spend 50% or more of their budget on renting spaces.

Group representatives were next asked to identify indoor and outdoor facilities and amenities that should be more readily available or enhanced. The adjacent graph reflects the priorities identified by the organization's representatives. Improved amenities and access to lower cost facilities were identified by approximately half of responding groups.

Groups that indicated 'Other' were provided space to describe their desired improvements or enhancement not listed. The comments included a request for courts suitable for pickleball at DVSS and the improvements to the courts at the BCF, more programming spaces that are universally accessible, and improvements to the doors of the fieldhouse at the BCF to allow larger items for hosting tradeshow.

Most Desired Facility Improvements or Enhancements for Groups

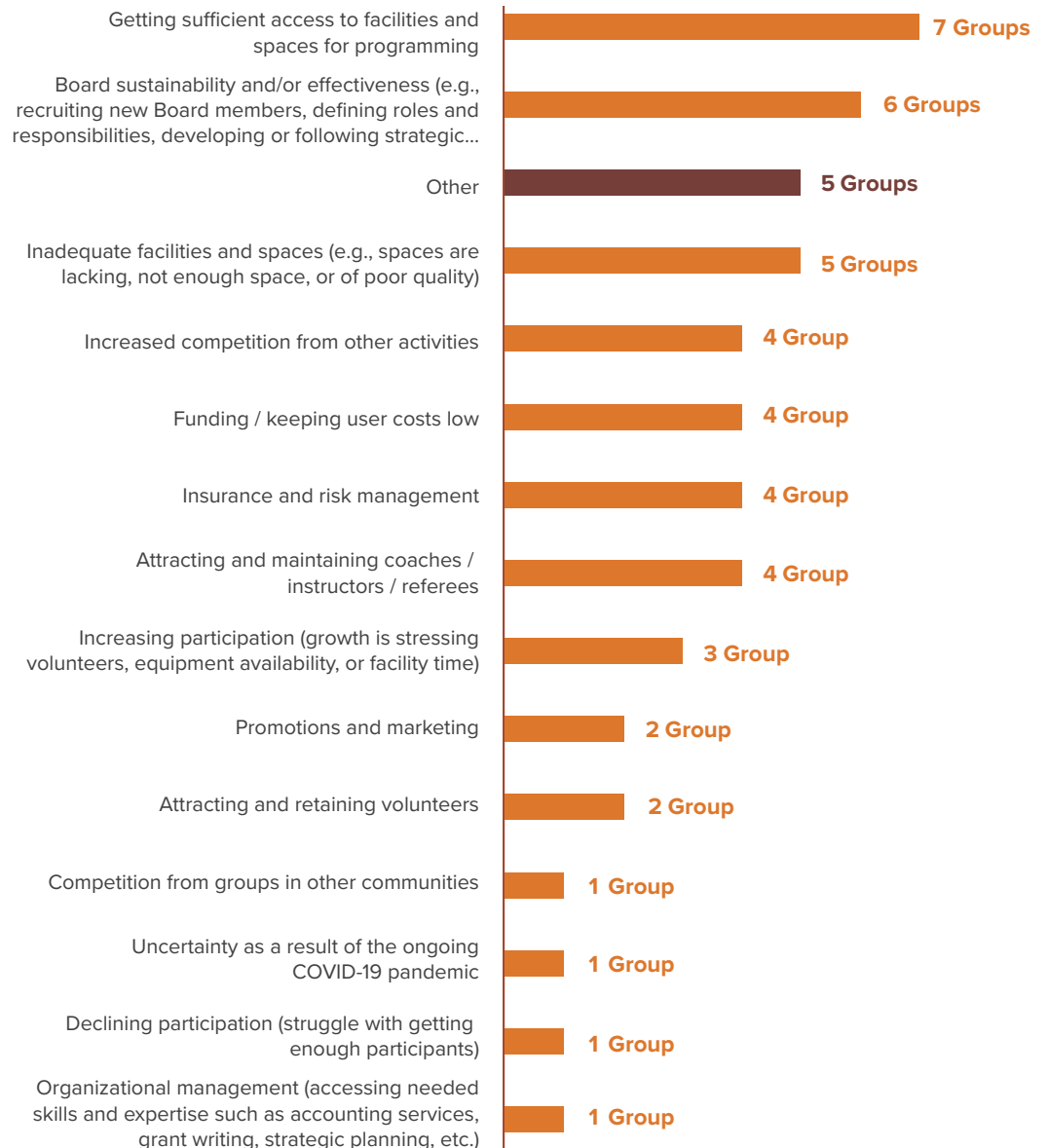


CHALLENGES AND SUCCESSES

Organization representatives were next asked to identify any challenges they are currently facing. As reflected in the graph, access to spaces and board sustainability and/or effectiveness are the top two challenges facing Drumheller community groups. The majority of “Other” responses reiterated or further expanded upon the other challenges noted.

Groups were provided with an open question to highlight some of their greatest strengths or recent successes. Many organizations highlighted their staff and increased enrollment. Partnerships and collaboration were also mentioned as a strength within organizations.

Challenges Faced by Organizations



Groups were asked what (if any) supports or resources the Town of Drumheller could provide to help with any challenges that they have identified. The points below summarize the key themes from the comments provided.

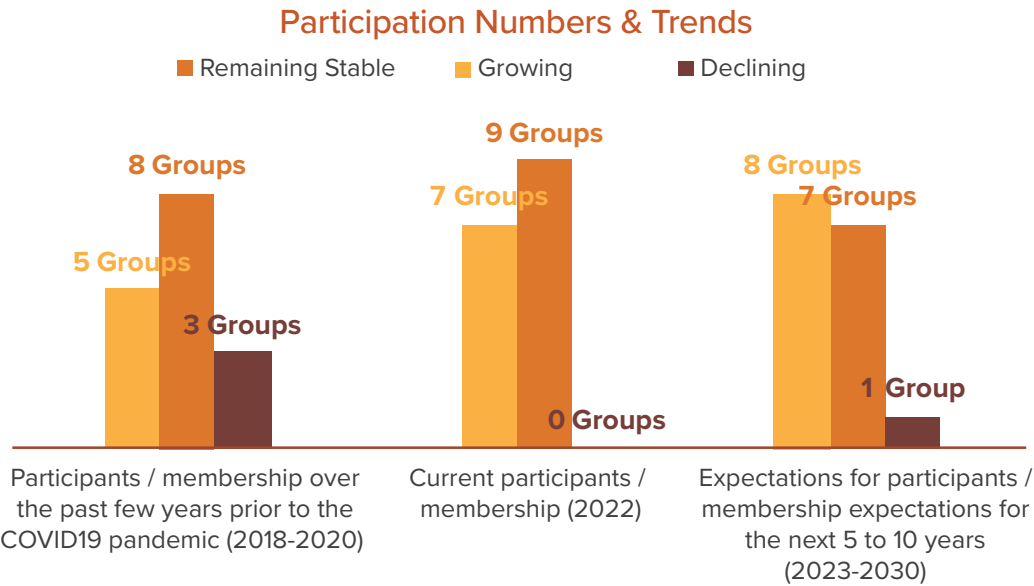
- There is a desire for increased access to the arena for groups that offer low-cost programming.
- Some groups believe that the Town should consider updating or changing current facilities to be more adaptable to meet the needs of more varied activities and programs.
- There is a desire for guidance and support when applying for funding.
- The Town could better promote and advertise it's own facilities and businesses that operate within them. More connected promotion and collaboration to ensure success is desired.
- The Town should provide more programs and services for teens in the community. A few respondents indicated that a drop-in space for teens in particular is desired.
- The sport of pickleball is growing in Drumheller and there is a desire for stand-alone dedicated courts. The current configuration at the BCF is insufficient as there is both an inadequate amount of courts and the lining is incorrect.
- There is a desire for more support from the Town in maintaining field and park spaces that are operated by community groups.
- Some groups expressed the desire for an increase in sports fields/spaces related to their activity (i.e. another sheet of ice, more ball diamonds).



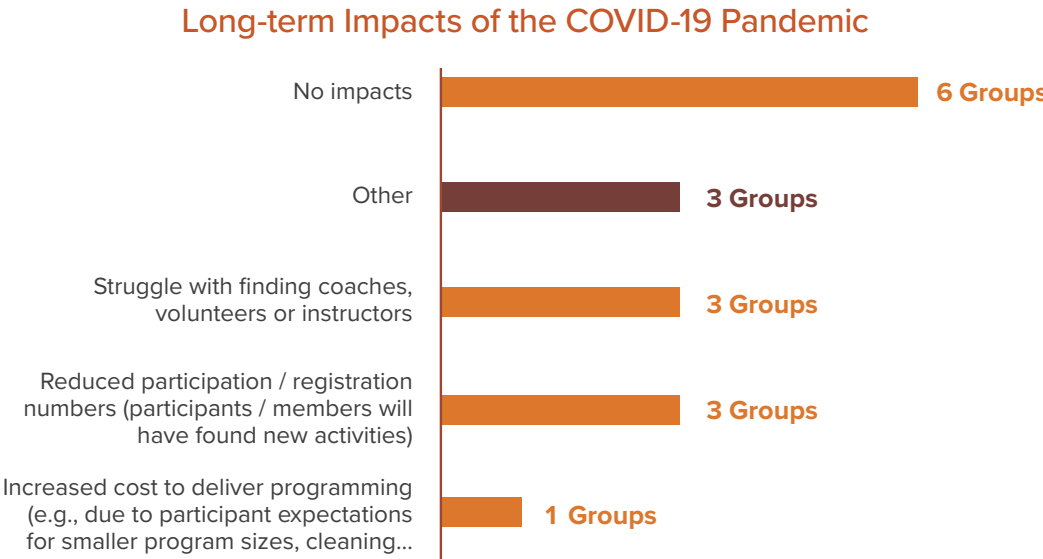
Photo from: <https://traveldrumheller.com/attractions/>

PARTICIPATION NUMBERS & TRENDS

Groups were asked a number of questions in the survey about their participation numbers and related topics. Most groups indicated that they have remained about the same or experienced some growth and are optimistic about future participation numbers.



When asked about the potential long-term impacts of the pandemic, groups were mixed in their perspectives. Some groups indicated that they expect minimal impacts while others identified potential struggles with volunteers and personnel to support program delivery, impacts on participation numbers, and cost escalation.



To conclude the survey, groups were given the opportunity to provide any final comments or expand on previous answers. The following points summarize key themes from the comments provided.

- Programs are growing in Drumheller post-covid, but groups have noted that it is still hard to determine how far that will go.
- There is some excitement about the Master Plan and groups feel that it is important that the Town continues to explore ways to create more accessible and cohesive parks and recreation opportunities.
- Community associations in Drumheller desire a greater connection to the Town and want to ensure their facilities and programming are considered in planning going forward.
- The gender-neutral change room is a success and there is a desire to make it a permanent changeroom.



Photo from: <https://traveldrumheller.com/attractions/>

4.4. STAKEHOLDER DISCUSSIONS

OVERVIEW

Stakeholder discussions were conducted with individuals representing approximately 38 interests in the community. Please refer to Appendix B for a list of organizations and community interests represented in these discussion sessions.

The discussion sessions were conducted in person and virtually, and provided an opportunity for the project team to learn more about the specific organizations that deliver programming, events and community services in the area and explore their perspectives on current facilities/amenities, trends, and future needs. While the discussions were wide-ranging and unique to every type of group, some common themes emerged. These themes and other notable points of interest are summarized as follows. These bullets are not intended to reflect the entirety of the conversations, but rather capture viewpoints expressed by multiple stakeholders and other notable points of interest from the wide-ranging discussions.

OVERALL PERSPECTIVES

- User groups and stakeholders agree that Drumheller (the Town and community as a whole), do a great job leveraging the “Dino” theme. Communities outside of the downtown area are interested in adopting the theme in future facility and amenity development.
- Several groups expressed excitement for the future, as the Master Plan timing aligned with changes within their organization and upcoming opportunities such as the Rails to Trails project.
- There is a desire to incorporate more of a visible Indigenous presence in the community through art or other means.
- Some groups believe that the Town should consider spatially distributing recreation asset investment more.
- Many sports organizations want to see Drumheller as a hub for tournaments and other sporting events.
- Most organizations noted that their relationship with Town staff is positive but question how some decisions are made and desire greater transparency.



Photo from: <https://www.drumheller.ca/>

FACILITY PERSPECTIVES

- Most groups advocated for facility and amenity projects related to their activity or interest. However, many stakeholders had a vested interest in more than one activity or interest through their own passions and that of their children. Ball diamonds, the arena and aquatics were top of mind for several stakeholders.
- Last minute requests for space are being fulfilled at nearby community facilities because of more flexible booking policies and staffing models.
- Community Associations desire more support from the Town for the maintenance of their halls and outdoor amenities / spaces. There is a desire for partnerships to improve and provide more programming in the community halls.
- Most stakeholders and groups agreed that investing in what already exists is a priority.
- Signage for trail and park amenities is seen as an easy way to improve the experiences of visitors and residents on the trails and walking paths in and around town.
- Washroom and access to shade was noted as important features that would improve resident and group experiences at parks in Drumheller.

PROGRAMMING PERSPECTIVES

- Many believe that providing year-round programming and embracing winter is important.
- There is a need for more low-cost/low-barrier programs for children and youth that focus on introductory skills (e.g., learn to skate, and field house programming at the BCF).
- There is a desire for more outdoor recreation programming, specifically utilizing the river and surrounding parks. There is a belief that the gap should be filled by the Town if other providers do not present themselves.
- Investment in the youth coordinator position is viewed as positive.
- Most sports organizations indicated that their sports participation has either grown or remained stable through the last few years but noted that growth is limited by the facilities that they have access to. In particular, pickleball does not have indoor courts that are lined for the sport and baseball does not have diamonds suitable for youth ages 15 – 17 (midget).
- Slo-pitch has been an important sport for adults in the community for many years and is seen as an opportunity for activity and socialization.



Photo from: <https://www.drumhellerlibrary.ca/>

4.5. POP-UPS AND OTHER IN-FACILITY OPPORTUNITIES

A number of opportunities were made available for individuals to provide on the spot feedback at recreation facilities in Drumheller and learn more about the Master Plan project. Provided as follows is a synopsis of these opportunities and the feedback provided.

“SOUNDING BOARDS”

Sounding Boards were placed in the Badlands Community Centre , the Arena, and the Aquaplex and were available from October 2022 – January 2023. The panels asked individuals to reflect on what they like best about parks and recreation in the community as well as opportunities for improvement. In total, 206 comments were provided over the approximately three months that the boards were available for.

Prevalent themes from the comments provided are summarized as follows:

- There is a desire to increase the hours of operation at the Aquaplex to increase lane swim and public swim availability.
- There was mention of increasing the fitness centre hours and adding powerlifting stations.
- Updates to the trail system such as more shaded areas, potable water access and increased signage were mentioned.
- There is a desire to use the beaches in Drumheller however maintenance and cleanup of these areas is needed.

OPEN HOUSE

There were two open houses held at the Badlands Community Facility on November 22, 2022 (early afternoon and evening options) and included booths on a number of Town projects and initiatives. The Parks and Recreation Master Plan area of the event was intended to inform the community about the project, promote the resident survey and gather some top-of-mind thoughts from attendees. The project team, along with Town staff was present to answer any questions.

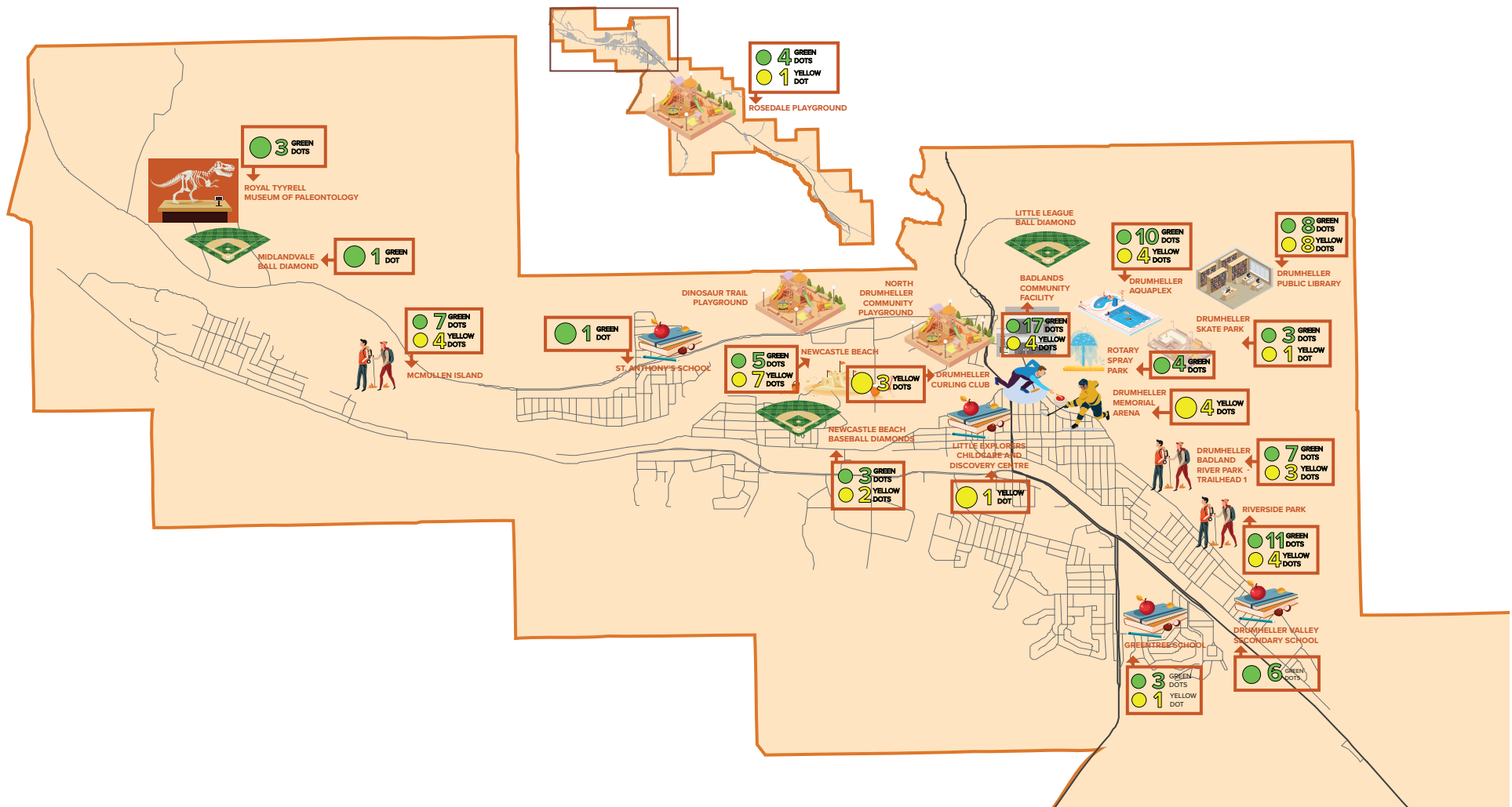
As part of the open house, information was provided on the project and attendees were asked to provide feedback on a number of parks and recreation-related topics. Summarizes as follows are themes from the various topics residents were engaged on.

FACILITIES AND AMENITIES MAP ACTIVITY



A map was presented with a variety of parks and recreation facilities and amenities in Drumheller. Those in attendance were asked to put a green sticker on three places where they participate in recreation activities the most often and a yellow sticker to indicate where they would like to participate more often.

Participants visited the Badlands Community Facility, Drumheller Aqua Plex, Riverside Park, the Drumheller Public Library, and the Drumheller Badlands River Park Trailhead 1 the most to participate in recreation activities. Regarding places that respondents would like to visit more to participate in recreation activities, the Drumheller Public Library and Newcastle Beach were frequently identified.



PROGRAMS AND ACTIVITIES

Open House attendees were asked to list their favourite indoor and outdoor parks and recreation activities in Drumheller. A multitude of responses was provided ranging from visiting art galleries to water activities such as canoeing, kayaking and paddleboarding. Playing sports such as baseball, volleyball, basketball, and pickleball were popular responses as were biking, walking, and bird watching.

FUTURE ACTIVITIES

Attendees were asked about the types of programs and activities that they would like to see more of in Drumheller. Responses were similar to that of the current programs and activities board with a few additions; better trails for walking, biking, and cross-country skiing, more outdoor programming opportunities in general, more access to current facilities for spontaneous use and more arts and music programming.

AMENITIES AND FACILITIES

The final panel asked attendees what aspects of parks and recreation in Drumheller are most in need of improvement. Responses were varied, however, the following themes emerged.

- Better trail and pathways access year-round and increased amenities such as signage, garbage cans, and washrooms.
- More/ improved sports infrastructure in community parks.
- Increase aquatic program availability.

The insights gathered from the Children's Sounding Board panels that debuted at the Open House events are summarized as part of the following section (Children and Youth Engagement).



Photo from: <https://www.facebook.com/drumdragons>

4.6. CHILDREN AND YOUTH ENGAGEMENT

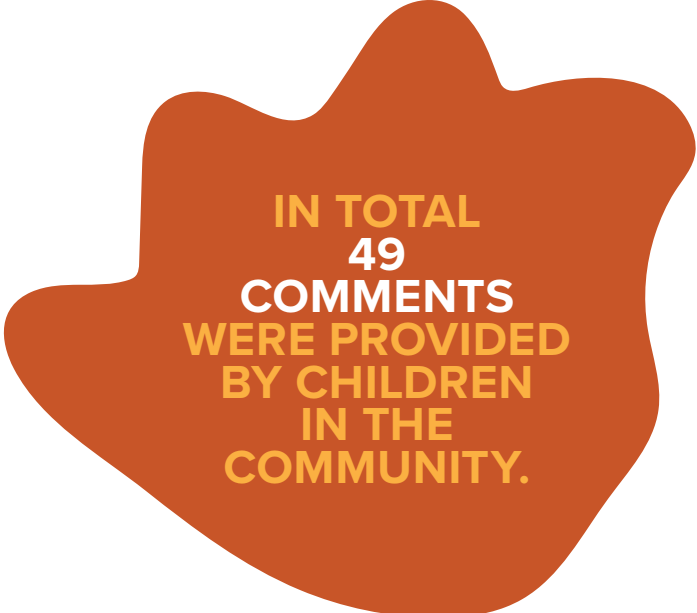
Perspectives and opinions of children and youth in the community can be challenging to gather. A couple of specific approaches were used to engage children and youth in Drumheller; a youth survey was fielded to seek the input of youth ages 11 -18 and Children's Sounding Boards were created to seek the input of children ages 4+.

CHILDREN'S SOUNDING BOARDS

The Children's Sounding Boards activity debuted during the November open house events.

Children in attendance at the Open House were encouraged to participate in the Open House along with their parents and provide their perspectives on sounding boards created specifically for them. These boards were then placed in the BCF and Aquaplex for an additional month for children to have the opportunity to provide their input as they are ushered in and out of activities.

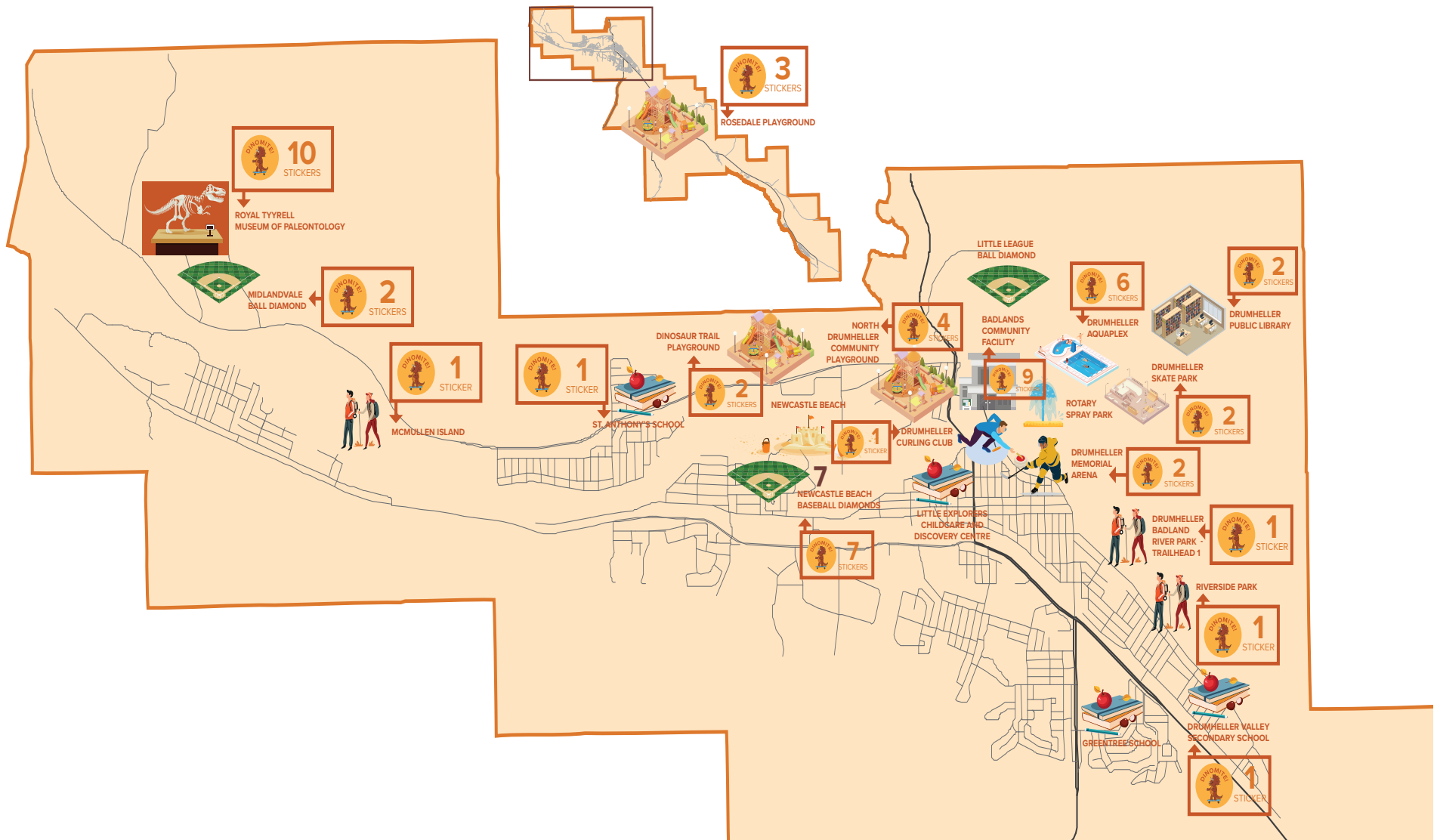
Three boards were presented; the first with a map of facilities and amenities in Drumheller where children were able to place a dinosaur sticker on their favourite park or community recreation facility, the second panel gave them the opportunity to tell us what they liked most about their favourite park and or recreation facility, and the third panel encouraged them to share what activities they would like to do more of.














**IN TOTAL
49
COMMENTS
WERE PROVIDED
BY CHILDREN
IN THE
COMMUNITY.**

Below are the questions posed and a summary of the responses received:

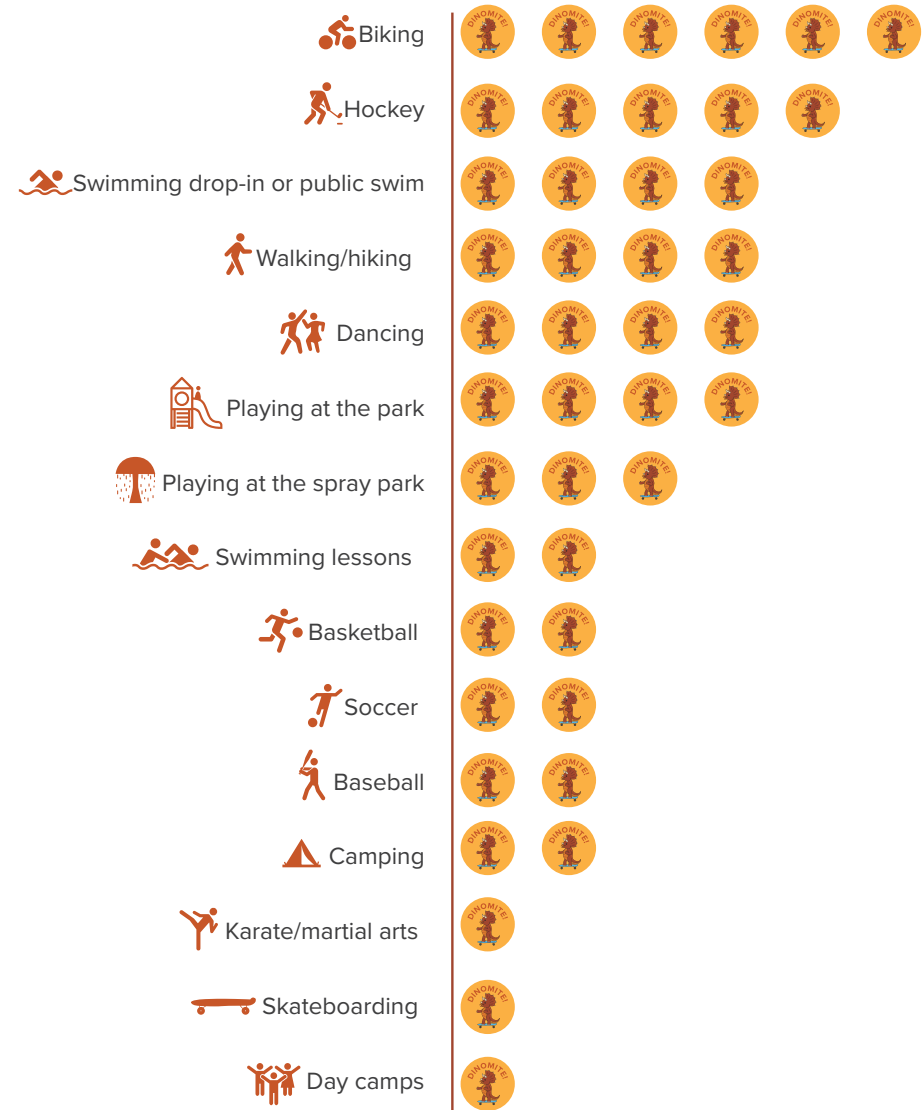
1. Use your “Dino-mite” sticker to indicate your favourite park, or community recreation facility in Drumheller. When you have found your favourite park or community recreation facility on the map stick your sticker on it directly next to it. Refer to map on page 65.



2. In five words or less describe what you like most about your favourite park or community recreation facility (for example: a great place to meet friends!).

-  Seeing bones
-  Hockey
-  Skating
-  Slides
-  Big bowl for skateboarding
-  Going to the Badlands Community Facility for activities
-  Skate Park is super fun
-  Swimming
-  Water slide and diving
-  Going to the riverside park
-  Swings

3. Lastly, children were asked what else they would like to do more of. Most responses indicated that they would like to do more of the activities that they already enjoy such as playing sports like soccer and participating in gymnastics. A few responses indicated the desire for more interesting amenities at the Aquaplex such as bouncier diving boards and a bigger slide.



YOUTH SURVEY FINDINGS

OVERVIEW AND METHODOLOGY

The Youth Survey was fielded to better understand youth perspectives on current parks and recreation opportunities as well as potential activity and facility gaps for their demographic. The survey was fielded from November 2022 to January 2023 with help from the Town’s youth programming staff. In total, 24 responses were provided.

The survey began by asking about the types of activities that youth are interested in. The findings reflect that youth participate in a variety of physical activities, with outdoor water activities & indoor sports (38% for each) and leisure-based activities like gaming, reading, and social media (29%) being the most frequent pursuits.

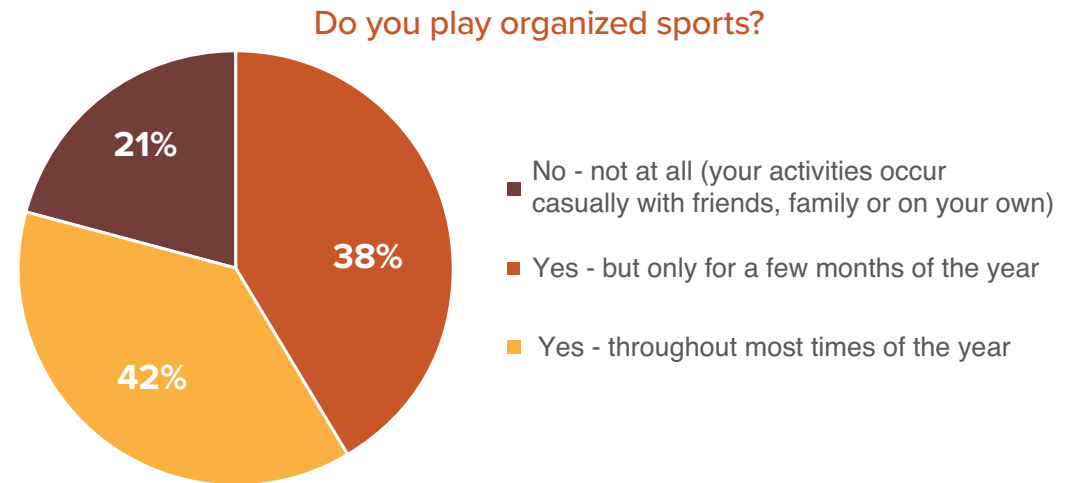
OVERVIEW OF YOUTH SURVEY RESPONDENTS

- Grade 6 (4%)
- Grade 7 (8%)
- Grade 10 (33%)
- Grade 11 (21%)
- Grade 12 (21%)
- Other / preferred not to say (13%)

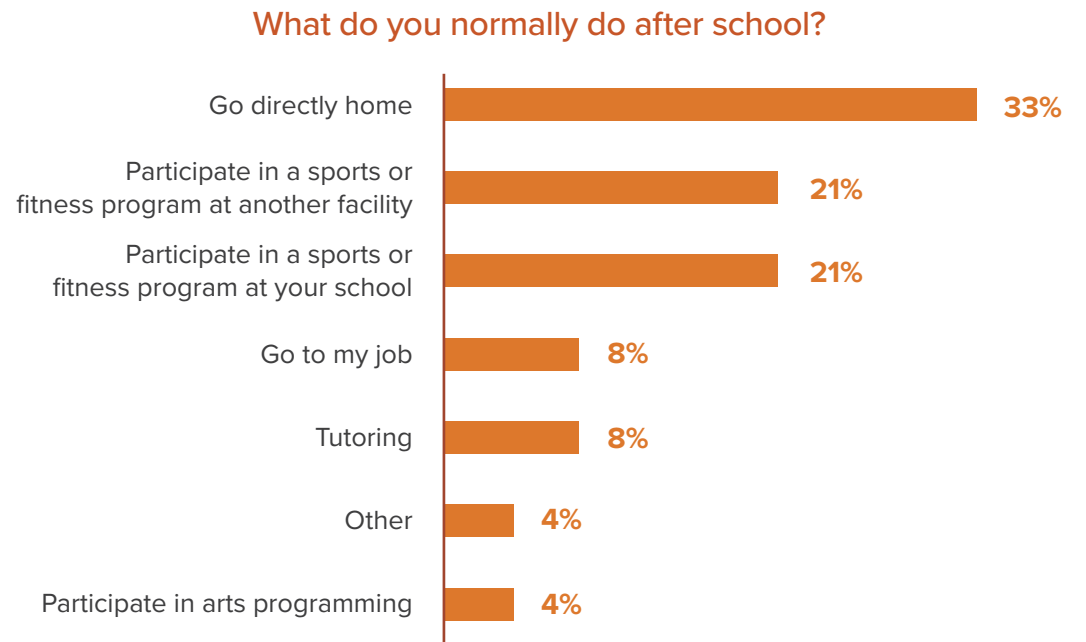
Favourite Types of Sports and Recreation Activities



Next, the youth were asked to identify the types of activities they are participating in. 80% of the youth respondents indicated that they participate in organized sports activities during the year.

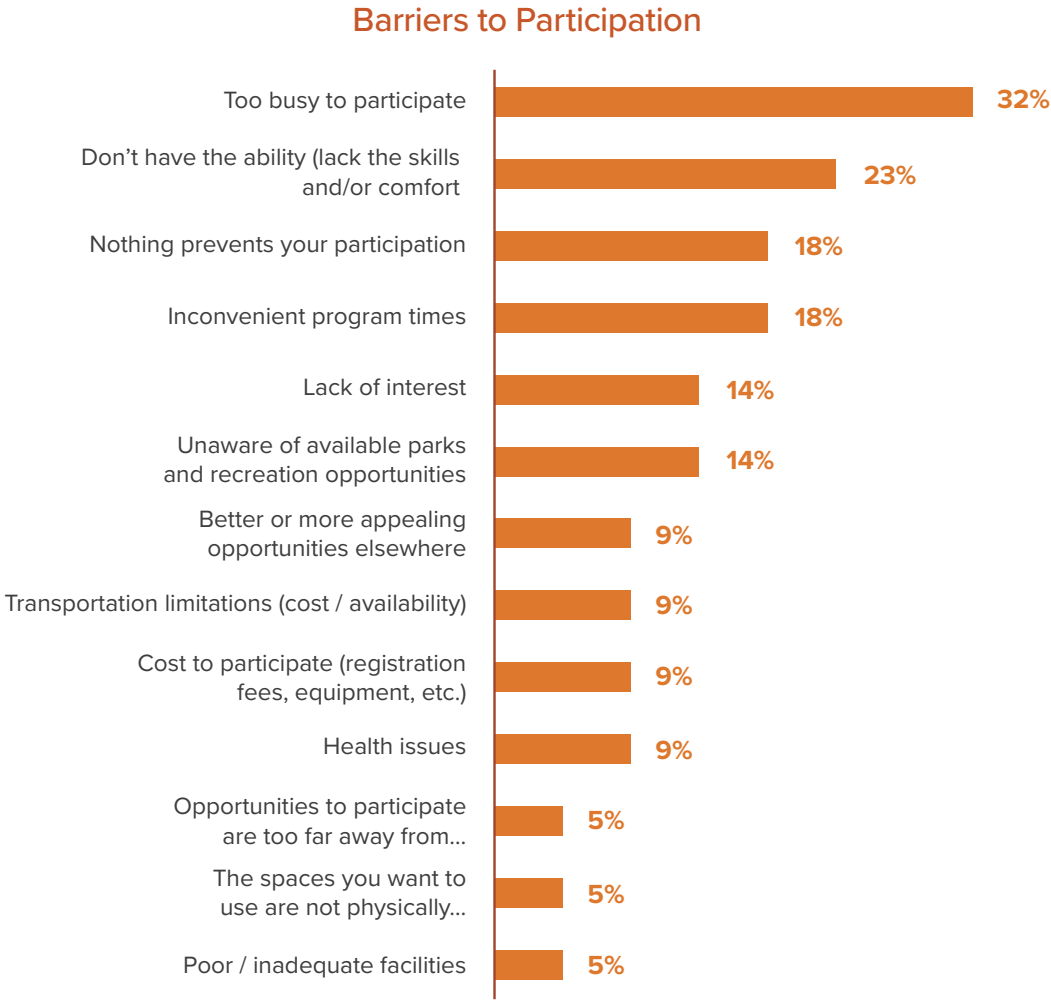


Youth were asked about after-school activities with one-third of the youth surveyed going directly home after school. In total, 42% of youth indicated that they participate in a sports or fitness activity either at school or another recreational facility.

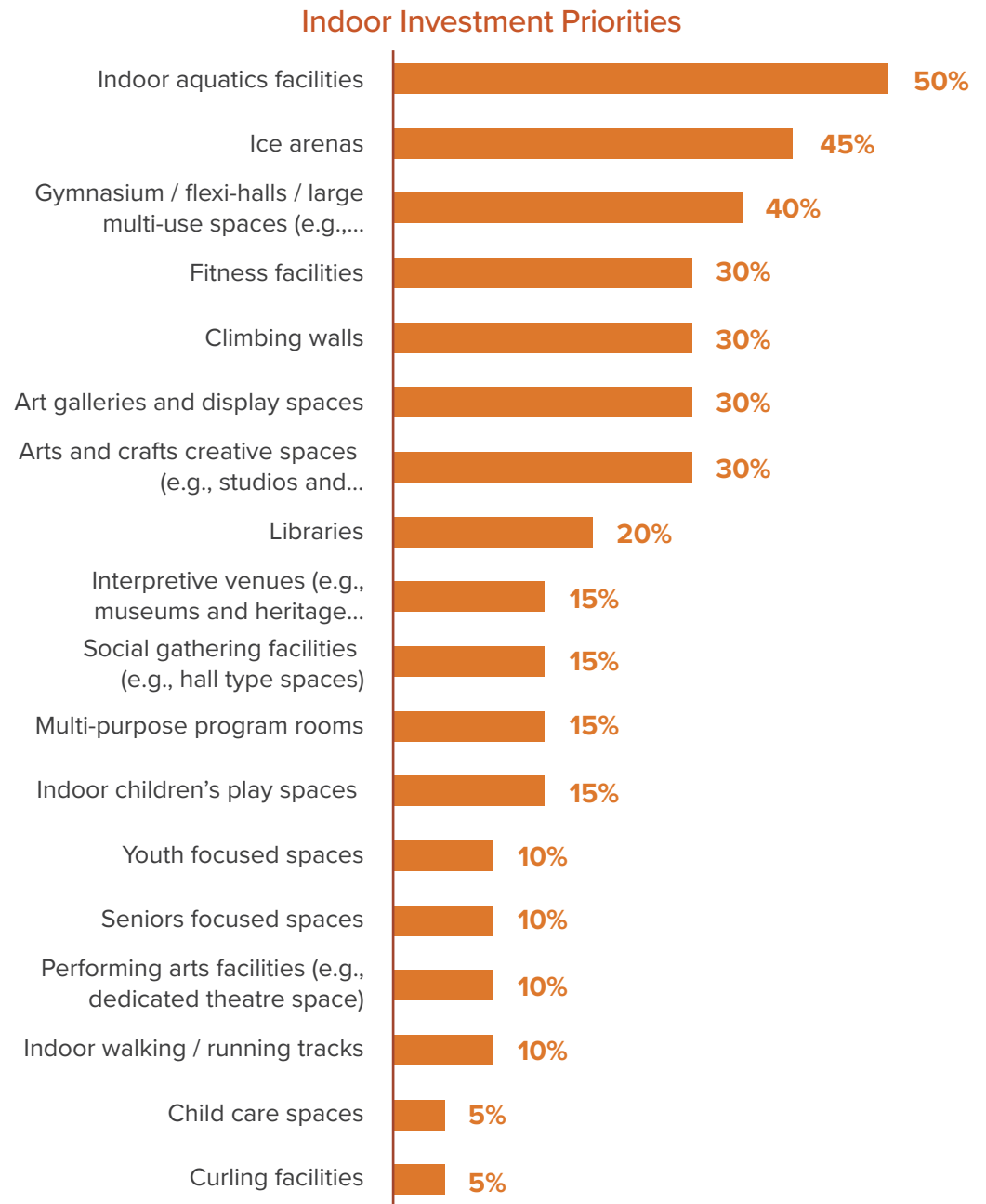


Youth were also asked about barriers to participation. Nearly one-third (32%) of responding youth identified that they are too busy to participate. Notably, about one-quarter of the responding youth (23%) also indicated that they don't feel they have the necessary ability or skills.

Through cross-examination, youth who answered going home after school also highlighted barriers to participation with responses such as having stated lack of interests, barriers (financial, transportation) and lack of skill level as preventions of participating in activities. While generally youth expressed being too busy, 18% stated nothing prevents them from participating.



The survey then transitioned to asking youth about future priorities. Interestingly, youth-focused spaces were only identified by 2 youth respondents. More frequently identified priority areas are noted below for both indoor and outdoor facilities, including aquatic facilities (50%), ice arenas (45%) and gymnasiums/ multi-use spaces (40%).



Outdoor priorities for the Youth surveyed included sand volleyball courts (45%), outdoor pools (45%) and playgrounds (35%).

Some additional requests from youth included facilities and programs such as:

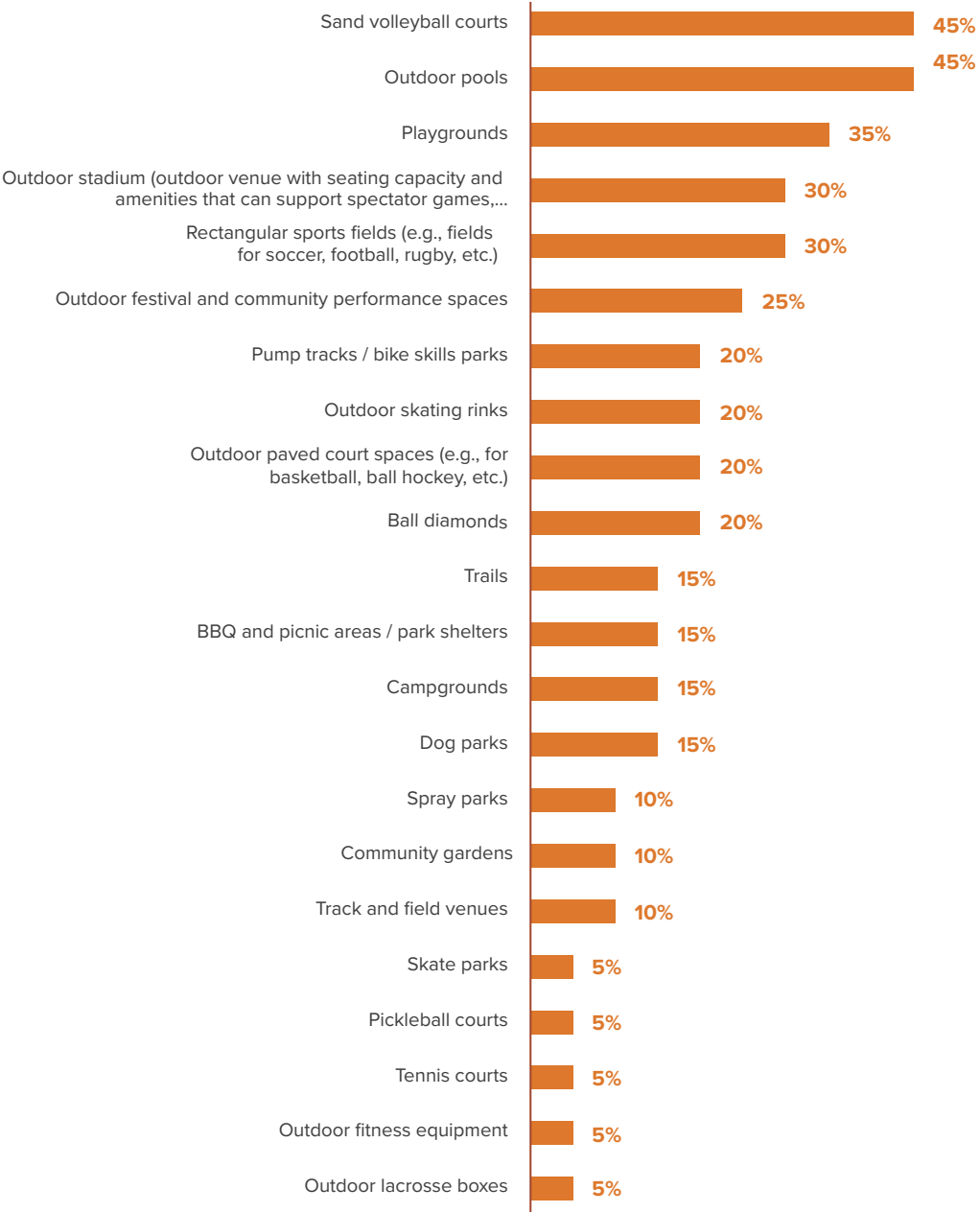
- Rugby team
- Improvement of current facilities
- Football
- Roller Skating opportunities
- Pickleball courts
- Lacrosse
- Larger dog park

YOUTH ENGAGEMENT INSIGHTS COLLECTED BY TOWN STAFF

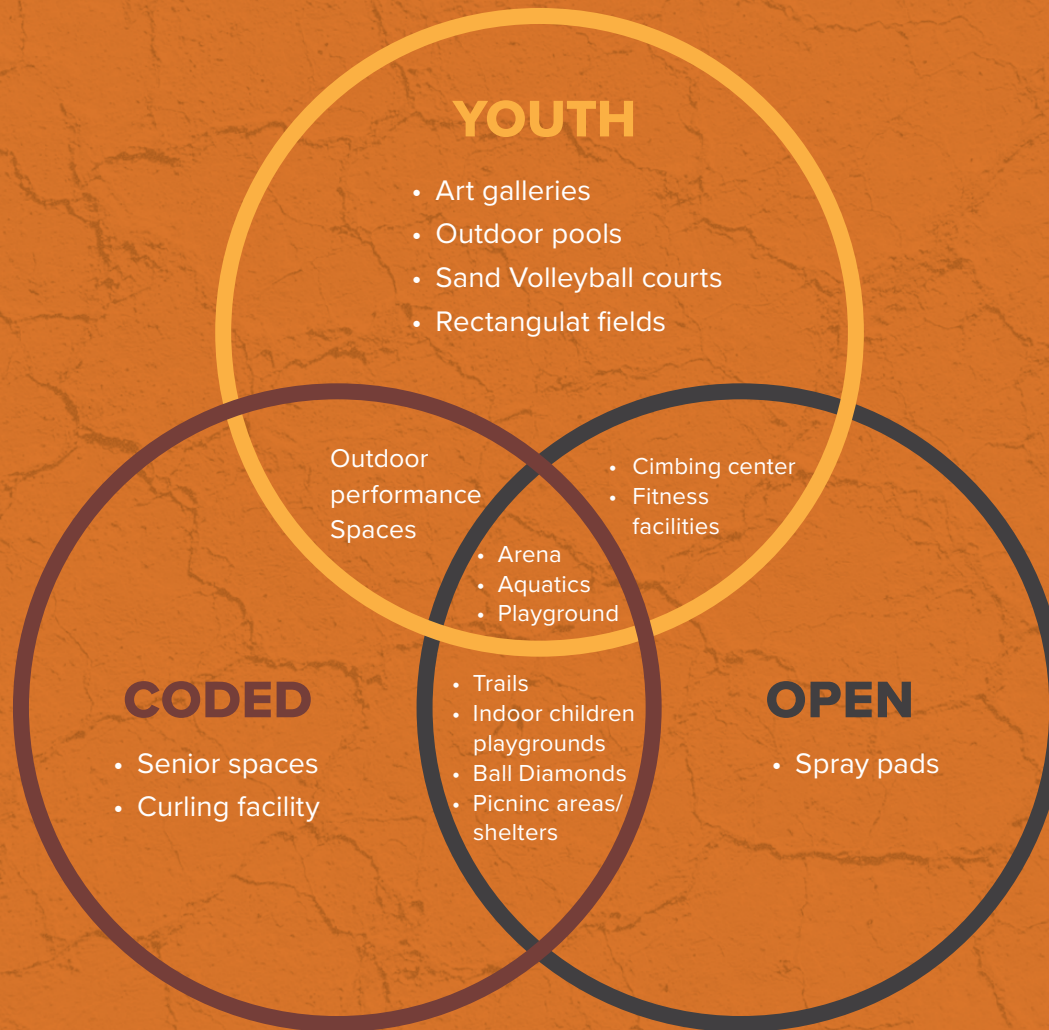
As part of their ongoing youth program evaluation and planning, the Town’s Youth Coordinator collects post-program feedback. This data provides valuable insights into youth program preferences and other factor that influence participation. Identified below are key themes from the survey feedback collected over the past year.

- Over 80% of attendants at local youth events that completed the survey hear about recreation opportunities either through friends/family or online.
- When asked about future ideas for programming, frequently identified ideas included bowling, karaoke/ social events, laser tag, skating & swimming, and STEM (science, technology, engineering, and math) programs.

Outdoor Investment Priorities



OVERLAPPING PRIORITIES IDENTIFIED THROUGH THE RESIDENT AND YOUTH SURVEYS



5. TRENDS AND LEADING PRACTICES

This section provides an overview of some important trends and leading practices identified for consideration as they relate to the future of parks and recreation. Trends in parks and recreation services (facilities and programming) are continuously evolving and require public sector providers to remain current on activity preferences, societal shifts, and other factors that impact demand. These trends and leading practices insights have been sourced from available parks and recreation sector research, publications, databases, and also reflect the consultants observations and experiences.

5.1. INFRASTRUCTURE TRENDS AND LEADING PRACTICES

AGING INFRASTRUCTURE

Managing aging infrastructure is of key concern for Canadian municipalities, including recreation amenities that are vital to the delivery of important community programming. Many municipalities are facing difficult realities related to sustaining current service levels for their residents. The Canadian Infrastructure Report Card (CIRC) assesses the condition of municipally owned infrastructure; the Report Card (a nationally conducted study) was first released in 2016. A follow-up report was completed in 2019. The Report Card assessed several infrastructure categories, including an analysis of the state of culture, recreation, and sports facilities in Canada.

Both reports reveal several concerns and issues that will impact the delivery of recreation over the next number of years. Approximately 30-35% of facilities are in fair condition or worse and a large proportion is more than 50 years old.

While the condition of individual facilities varies, it can be assumed that a collection of facilities many decades old will require significant capital investment (or replacement) compared with much newer facilities. The categories in the worst condition (i.e., more than 30% are in fair, poor or very poor condition) include single-pad ice arenas, outdoor pools and wading pools, indoor 25-metre pools, indoor curling rinks and tennis courts.

CANADIAN INFRASTRUCTURE REPORT CARD KEY FINDINGS

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

LEED / SUSTAINABLE BUILDINGS

Leadership in Energy and Environmental Design or LEED® is an international symbol of sustainability excellence and green building leadership. LEED's proven and holistic approach helps virtually all building types to lower carbon emissions, conserve resources, and reduce operating costs by prioritizing sustainable practices. Canada is one of the top Countries in the world for LEED certification. Additional practices for sustainable buildings include building with repurposed materials, utilization of LED lighting, and renewable energy resources such as solar panels, and reducing water use through waterless urinals or rainwater basins.

CASE STUDY: SUSTAINABLE SWIMMING POOL UPGRADES – CARBONEAR, NEWFOUNDLAND

- The Town of Carbonear operates a swimming pool that attracts over 35,000 visitors annually. It's one of only a few pools on the Avalon Peninsula that operates for the whole year. The pool underwent a major upgrade in 2011 to reduce heating costs, which was completed in 2012. When constructed in 1974, ventilation was provided by a 100% outside air supply and exhaust, with no heat recovery in the process. Humid air from the pool was removed from the building to the outside and cold outside air was returned to the building. This created a large demand for the building's heating system, which was an oil-fired boiler.
- The Town improved the energy efficiency of the pool by replacing the oil-fired boiler with a new electric boiler and implementing a pool dehumidification system that takes advantage of heat recovery. With this system, air from around the water and pool area is used to supply heat to other areas of the building.
- The Town of Carbonear anticipates that these upgrades will reduce their annual heating costs by about \$55,000 per year, while also reducing their greenhouse gas emissions by about 70 tonnes annually.

ACTIVE TRANSPORTATION

Active transportation is the term for the many kinds of human-powered transportation like walking, biking, and scootering. The COVID-19 pandemic has significantly altered mobility trends across Canada. Municipalities quickly reacted by realigning policy with a much stronger focus on active transportation. Examining pandemic-related street reallocations, their evolutions, and impacts over time is a critical research challenge, which presents an opportunity to learn from both short-term responses and long-term permanent changes and creates a new baseline for active transportation planning in the future. Through generating methods for active transportation, specifically in downtown centers, communities also saw increased spending habits and an increased sense of community.

MULTI USE FACILITIES

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

Creating spaces within a facility that are easily adaptable and re-configurable is another growing trend observed in many newer and retrofitted facilities. Most facilities are now being designed and constructed in such a manner that staging, seating, and wall configurations can be easily changed or removed as required to host various community and cultural events.

INTEGRATING INDOOR AND OUTDOOR ENVIRONMENTS

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



Photo from: <https://www.drumheller.ca/>

5.2. ACTIVITY TRENDS AND PREFERENCES

OLDER ADULT PARTICIPATION IN RECREATION ACTIVITIES

There is an increase in the aging population who are retiring and thus, we are seeing longer periods of retirement. The many “traditional” activities such as swimming, fitness classes and low-impact activities are still very popular amongst the older adult population. However, there has been an increase in demand for moderately vigorous forms of physical activity and multi-generational programs. The emergence of pickleball and aqua fitness classes are examples of activities whose popularity is driven by older adult populations.

SPONTANEOUS AND “UNSTRUCTURED” RECREATION

There is growing demand for flexibility in activities and timing for leisure activities amongst the population. People are seeking individual activities that can be done alone or in small group settings, at flexible times and usually near home. This trend does not eliminate the need for structured activities but may suggest that planning for the general population is as important as planning structured programs. Spontaneous recreation is described as physical activities in which the activities, nature of participation and timing of participation are freely chosen and do not require registration for structured programs and or leagues.

Spontaneous recreation leads into another upcoming trend as it relates to a Wholistic approach to recreation. Currently recreation opportunities offered today are run with a western lens; competition based with little connection beyond physical activity and health. The world health organization defines the principles for health promotions as: empowering, participative, holistic, equitable, intersection and sustainable (Hernes & Wagemakers, 2017).

The WHO principle aligns closely with the priorities outlined by Indigenous people for recreation participation including community, culture, empowerment, emotional/mental health, environmental awareness, spiritual and physical health (McHugh, T.-L. F. et Al., 2019). Taking time during recreation programming to allow the participants to build meaningful relationships with one another will increase long term participation and foster the idea of a team and community among participants.

PICKLEBALL

Pickleball is quickly becoming one of the most popular outdoor recreation activities in North America. Membership in Pickleball Canada has grown from 5,000 to 22,000 players in just five years, and a pre-pandemic Ipsos poll put the number of Canadians playing pickleball at 350,000. The sport seems to be growing so much that many people are migrating from tennis to pickleball. While pickleball still provides a way for people to stay active and enjoy the competitive nature of racket sports, it's not as intense as tennis. Pickleball is also relatively easy to pick up, the underhand serve is less technical than tennis and the smaller court makes it less strenuous.

Many players also comment on the very open and inclusive community that is known for being very welcoming to new players. While people do play at a very competitive level with national tournaments, brand sponsors and prize money- you can easily join a local league or club and pick up the game in a very casual atmosphere. Pickleball is also a great way to stay active with several health benefits and fewer injuries than some other sports.

MAKER SPACES

The 2017 Survey of Albertans on Culture found that 86% of Albertans either attended arts events or participated in artistic activities over the past year.

These activities included:

- Performing arts events - 62%
- Community arts festivals, fairs or cultural performances and events - 46%
- Visual arts events at galleries and studios or art exhibitions of things - 35%
- Artist talks or lectures about their work - 12%
- Literary events - 10%
- Attendance at other arts and culture events - 14%

The survey also found that attitudes towards the arts are positive in Alberta:

- About 86% of adult Albertans think arts and culture make their community a better place to live
- 81% of adult Albertans think arts activities are an important contributor to their quality of life.
- And nearly 88% of adult Albertans think the government should continue to fund and support the arts in Alberta.

PADDLE SPORTS

Paddle Sports include canoeing, kayaking, stand-up paddle boarding, rafting, and tubing, and it is one of the fastest-growing segments of outdoor recreation with 22.9 million participants nationwide according to the Outdoor Industry Association's 2019 Special Report on paddle sports and safety. Chief operating officer of the outdoor gear retailer MEC, saw a 25% - 30 % jump in the sales of kayaks, canoes, and stand-up paddleboards during the pandemic, along with a 45%- 50% increase in accessories like personal flotation devices. Inflatable equipment can also make watersports more accessible for casual paddlers. The popularity of inflatable stand-up paddleboards and inflatable kayaks was increasing even prior to the pandemic.

CASE STUDY- RIVER ACCESS USE AND AMENITIES IN KANANASKIS COUNTRY

The research on the Kananaskis River found that the users reported a high level of satisfaction with their experience and the river itself. However, it is anticipated that continued increases in use will begin to create problems with users' overall satisfaction with their experiences. Users recognize the need for better infrastructure both on and off the river. Changes were needed in the parking areas to accommodate all the vehicles and users, work was needed at the put-ins and take-outs to accommodate the increase in users, and changes were necessary on the river features and at the day-use sites. The River is a great recreation amenity for residents and visitors, they host several competitions during the year. The River offers increased opportunities for recreational programming in the region.

5.3. SERVICE DELIVERY

FACILITY ALLOCATIONS

Allocation policies and practices help provide clarity on which types of uses should get priority access to facility space. Historically in Canada, these policies and practices have favoured ‘tenured’ groups that provide more traditional types of programs (e.g. hockey, ball, soccer, etc.). While it is important to recognize the longstanding contributions of these groups and continue providing them with sufficient facility time, it is also important to ensure that new and emerging activities are provided with appropriate time to enable their success. In recent years, there has been an increasing focus on equity and inclusion considerations in facility allocations.

Sport for Life (S4L) has also developed a series of best practices and recommended principles for 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.

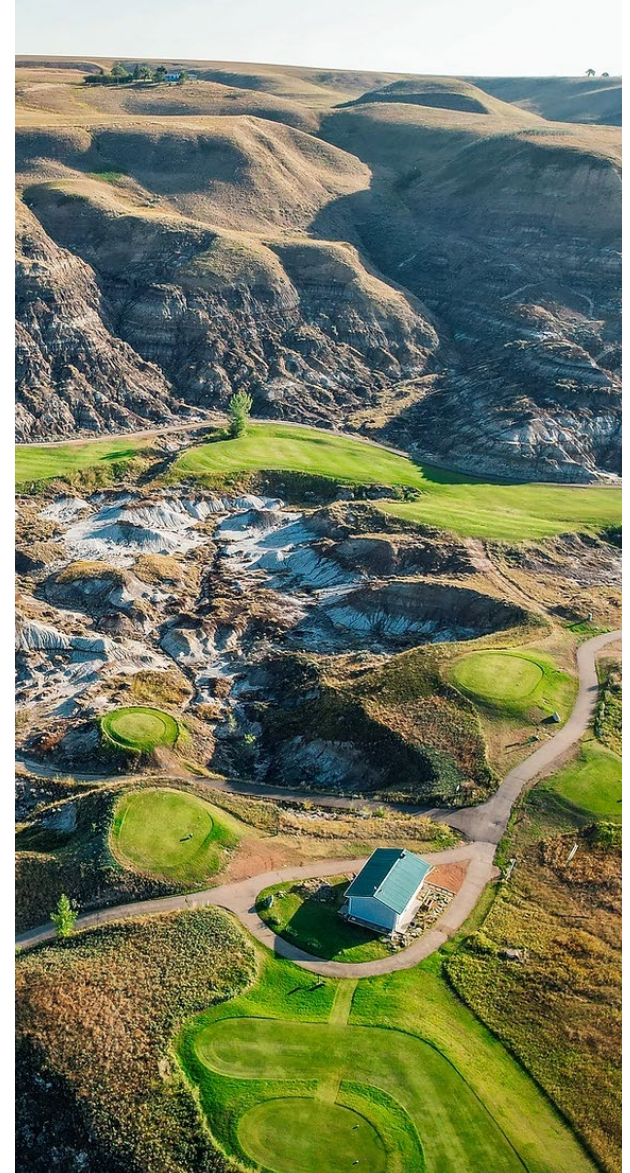


Photo from: <https://www.dinosaurtrailgolf.com/>

COST BENEFIT SHARING / PARTNERSHIPS

Many communities are partnering with neighbouring rural municipalities to offer accessible recreation services and infrastructure to everyone in the region. This can include benefit-based cost-sharing that takes many forms in the context of local government in this province but the essential ingredients stay the same: those who benefit from a service pay for that service. The sophistication and complexity of cost-sharing arrangements range from the simplest sharing agreement that can be detailed on a single page, to the formation of for-profit corporations that require the approval of the Minister of Municipal Affairs. Cost sharing is, by far, the most common means of cooperative financing in use by Alberta's municipalities. Benefit-based cost sharing has served Alberta municipalities well in the past and continues to offer the best solution for sharing the burden of financing both the cost of municipal infrastructure and the operating cost of providing regional services (AAMDC, 2010).

This type of inter-municipal collaboration can also result in improved perceptions of rural residents using urban facilities and create fee equity. Along with this inter-municipal collaboration, it is important to set clear expectations for the service-providing municipality, it is important to ask how this collaboration will affect decision-making on capital projects, levels of services, etc. Joint Recreation committees are a helpful resource to ensure all partnering communities are benefiting from their contributions. An important early step is to gather the information and data that demonstrates how all ratepayers, and all municipal partners benefit from a cooperative initiative.

SUMMARY OF COST SHARING BENEFITS:

- It would provide the ability to **leverage more support and resources from each other and other sources** and therefore better meet the needs of residents and community members. **More recreation opportunities contribute to a happier, healthier society.**
- It would enable the **sharing of costs, risks, and rewards.** Having impactful community spaces and/or world-class recreation facilities can be better achieved by working together but infrastructure and development can be expensive and risky by working in collaboration with regional partners, member municipalities can achieve greater success with lower risk to each independent partner.
- It would lead to **less duplication, competition, and heightened coordination** of recreation services.
- It would provide a **forum for regional recreation planning that will allow all municipalities to work towards a shared vision** that would be defined collectively.

DATA COLLECTION

Parks and recreation departments are increasingly utilizing data to understand user behaviors, needs, preferences, and desires. According to the National Parks and Recreation Associations Survey NRPA survey of parks and recreation professionals, more than 90% of respondents (in leadership roles) identified data collection and analysis as important or very important for activities such as master planning, capital investments, programming, and support staff. However, not every municipality is collecting data and rarely do two municipalities collect data using the same methods. Respondents identified facility usage data, program utilization data, demographic trends, crime data, and school enrolment as important data sources for decision-making.

In terms of methods for collecting data, surveying residents and users is the most common approach. For facility usage, some municipalities have staff manually count visitors and others use automated methods such as scanning user cards. Other departments that may be collecting useful data include public works or utilities, police and fire departments, and transportation departments. Geographic Information Systems (GIS) are also becoming frequently used within the sector to understand where users live, what amenities are available to whom and to identify gaps and opportunities geospatially.

EQUALITY AND INCLUSION

There is increasing cultural awareness regarding the systemic nature of racism and the structural inequalities that exist within society. In Canada, the work of the Truth and Reconciliation Commission was fundamental in highlighting and exposing historical and ongoing structural flaws within society that perpetuate racism and harm towards Indigenous populations.

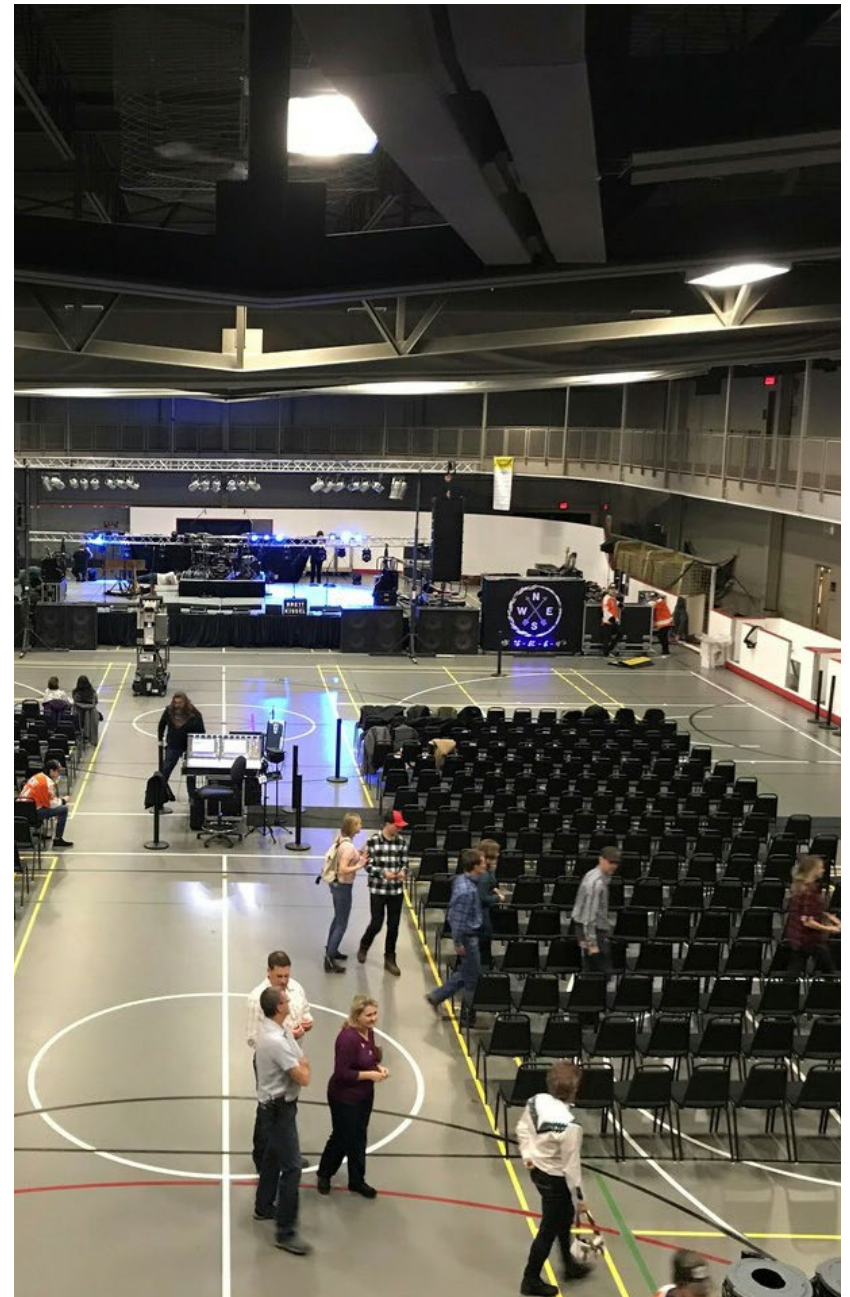
Like most sectors, municipalities and other public entities that provide recreation services are in the midst of evaluating their history in perpetuating historical inequalities and future-forward solutions that can address these issues. The recreation sector is uniquely positioned to foster inclusiveness and provide a platform to help blunt racism, prejudice, and inequality. Identified below are initiatives that are being undertaken by leading organizations in the sector:

- **viaSport** has identified inclusion as a key focus area and has developed a number of free or low-cost resources focused on fostering increased diversity and opportunity for women and girls, persons with disabilities, the LGBTQI2S Community, marginalized youth, Indigenous people, socio-economically disadvantaged individuals, newcomers to Canada, individuals from rural/remote/isolated regions, and older adults.

- **Sparc BC (The Social Planning and Research Council of B.C.)** has published or co-developed a wealth of resources on inclusion and access. One of these documents, *Everybody's Welcome: A Social Inclusion Approach to Program Planning and Development for Recreation and Parks Services* was developed in conjunction with the British Columbia Recreation and Parks Association and provided the sector with a formative resource that helped generate a greater understanding of what inclusion means and how to undertake actions that can foster it within public facilities and spaces.
- **Alberta Parks - everyone belongs outside**
The Alberta Human Rights Act recognizes the “inherent dignity and the equal and inalienable rights of all persons [...] without regard to race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation.” This inclusion plan builds on the Alberta Human Rights Act through a commitment in Alberta’s Plan for Parks to “increase opportunities for, and invite the full participation of, all Albertans.” This inclusion plan is about more than human rights. It is about building public support for the landscapes and experiences that make up Alberta’s network of parks.

LEADERSHIP AND VOLUNTEER CAPACITY

Many programs and services offered in rural communities are heavily dependent on volunteers and seasonal staff. Research shows that these roles, especially those in fitness, health, and active living, are temporarily filled by youth and young adults who move away from rural communities to more urban areas, significantly impacting the potential pool of available staff and volunteers. Contrary to popular belief, overall volunteer participation rates are not rapidly declining – but the nature of volunteerism is changing. The “modern volunteer” is more selective of the organizations they commit their time to, desires clarity on roles and tenure/term for their involvement, and often prefers shorter duration commitments (e.g. event focused volunteerism) over ongoing and indefinite volunteer positions. Younger volunteers are also often motivated by the opportunity to gain new skills, make connections, and align themselves with organizations that are working to address key societal issues. Changes in volunteerism are also impacting the service delivery of public sector recreation, sports and culture facilities and programming. Volunteer fatigue is becoming a serious issue for many organizations that are being increasingly challenged to fulfill important volunteer roles, often resulting in the need to pay individuals or alter program offerings.



6. BENCHMARKING

6.1. BENCHMARKING CONTEXT AND PURPOSE

Benchmarking research can provide interesting insights into comparative service levels and relative of investment in to facility infrastructure. However, benchmarking research also has limitations and needs to be understood in the correct context. Important factors to consider when reviewing the benchmarking research presented in this section include:

- No two communities are truly comparable. Every community has a historical context, regional adjacencies (e.g. proximity to other service centres), and local trends/resident demands that impact how services are provided and overall facility provision.
- Benchmarking research relies on secondary sources such as data available from municipal websites, previous study documents, and the provincial government. Different municipalities also report on finances and count facilities differently. While all efforts are made to reflect accurate data, some margin of error should be considered.
- Benchmarking is not able to capture the quality-of-service provision (e.g. quality of programming, the functionality of facilities in each community, etc.).

Summarized as follows in this section are key findings from the cost recovery and infrastructure benchmarking research.

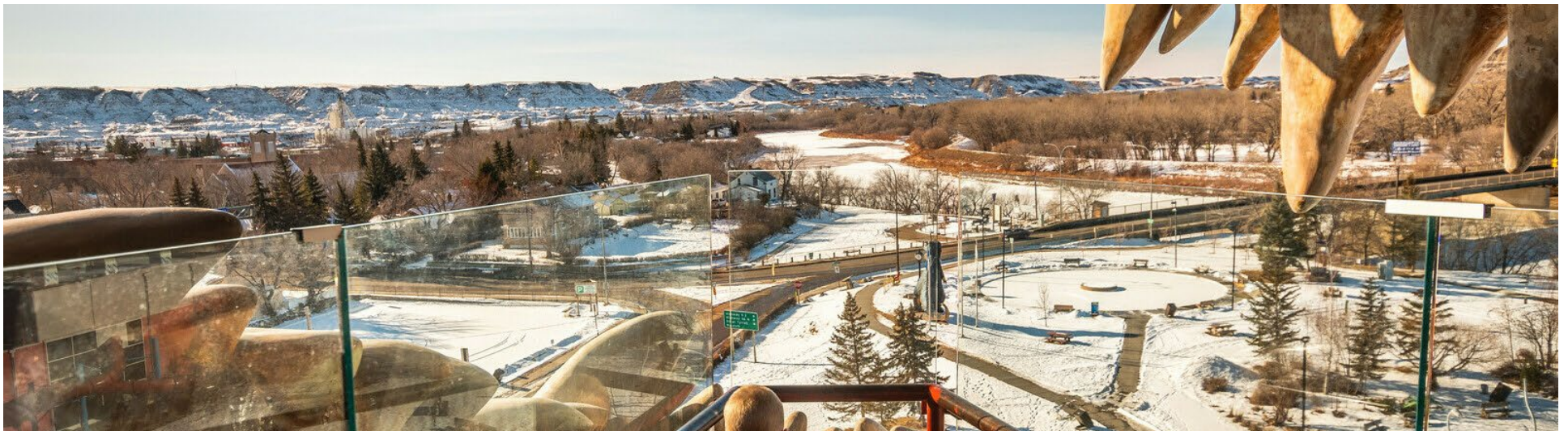


Photo from: <https://www.drumheller.ca/>

6.2. BENCHMARKING FINDINGS SUMMARY

COST RECOVERY REPORT SUMMARY

An in-depth cost recovery report was completed in October 2019 and presented to Council. This initial component of the Master Plan project scope helped set the context for the project and met a Council request for a better understanding of comparative costs to deliver parks and recreation services.

Identified as follows are key findings from the Cost Recovery Report. *The complete report can be found in Appendix C.*

- Expenditures across all areas of parks and recreation service delivery are generally in-line with comparators (all towns in Alberta and a sub-set of towns with a similar population and/or geographic context).
- Revenues generated (recovered) by the Town from parks and recreation are lower than the comparator municipalities. Notably, Drumheller has similar user fees and rental rates to comparators. As such, two plausible reasons for this lower level of revenues exist: lack of regional funding from surrounding rural municipalities and/or lower levels of participation in key cost recovery plus types of programming.
- Specifically, as it relates to major facilities (arena, pool, multi-amenity recreation complexes), Drumheller's expenditures on staffing appear consistent with available comparators.
- Drumheller has a unique facility context with essentially three stand-alone facilities (BCF, Aquaplex, and Memorial Arena). Despite being on the same site, the lack of physical connection limits revenue synergies and operational efficiency opportunities.



Photo from: <https://www.drumheller.ca/>

PARKS AND RECREATION INFRASTRUCTURE

Infrastructure benchmarking research was also conducted to contrast how Drumheller compares to similarly sized municipalities in the provision of key indoor and outdoor facility types. The benchmarking research reviewed provision levels in 13 municipalities for 19 different types of parks and recreation facility types. The findings were analyzed based on the number of residents per facility type.

Drumheller is **above average (better)** in the provision of the following facility types:

- Fieldhouse
- Fitness centres
- Walking / running track
- Outdoor

Drumheller is generally **similar** in the provision of the following facility types.

- Aquatic facilities
- Curling sheets
- Libraries
- Youth centres
- Sport fields
- Ball diamonds
- Playgrounds
- Splash pads
- Km of trails
- Tennis courts
- Skate parks

Drumheller is **below average (lesser)** in the provision of the following facility types

- Dog parks
- Pickleball courts
- Senior centres (Dedicated purpose built facility)
- Ice sheets

7. INFRASTRUCTURE ASSESSMENTS

7.1. INDOOR FACILITY ASSESSMENTS SUMMARY

As part of the Master Plan process, high-level functional facility assessments were conducted on the Memorial Arena and Aquaplex to provide clarity on their current condition and potential remaining lifespan. The condition assessments were conducted by ACI Architects in February 2023.

AQUAPLEX

FACILITY CONTEXT

The Aquaplex was constructed in 1975 and has undergone two significant renovations in 2013 (mechanical room) and 2016 (pool basin, sauna, and deck). The building area is approximately 16,092 square feet.

KEY FINDINGS

The following table summarizes the rating given to each component. **It is important to reiterate that the assessments conducted for the Master Plan were high level and functional in nature. The assessed condition identified in the table is based on visible observations and experience of the project team architects as well as available background information provided. Comprehensive mechanical and structural assessments may be prudent in the future to further explore key issues and validate the findings.*

Table 17: Aquaplex Component Summary

Component	Condition Rating	Estimated Remaining Lifespan
Floor Construction	Good	10 – 15 Years
Roof Construction	Excellent	>15 Years
Exterior Walls	Poor	1 – 3 Years
Exterior Windows	Poor	1 – 3 Years
Exterior Doors	Poor	1 – 3 Years
Partitions	Acceptable	5 – 10 Years
Interior Doors	Acceptable	5 – 10 Years
Stairs	Marginal	3 – 5 Years
Interior Finishes	Marginal	3 – 5 Years
Floor Finishes	Poor	1 – 3 Years
Ceiling Finishes	Poor	1 – 3 Years
Equipment	Poor	1 – 3 Years
Building Siteworks	Acceptable	5 – 10 Years
Parking Lots	Acceptable	5 – 10 Years
Pedestrian Paving / Access	Marginal	3 – 5 Years
Landscaping	Excellent	>15 Years

The overall condition of the facility is rates as poor based on the humidity and the ongoing regression of the building envelope. The cost of undertaking the upgrades identified as being needed in the next 5 years is estimated at approximately \$6.3 million dollars (2023 dollars). **Given the age of the facility, overall rating, and probable risk of uncovering additional significant issues, replacement is suggested as a better move forward approach.**

MEMORIAL ARENA

FACILITY CONTEXT

The Memorial Arena was originally constructed in 1967 as a replacement for a previously burnt-down arena. The facility has been the home of the Drumheller Dragons AHL since the 2003-2004 and has undergone some smaller amenity and aesthetic upgrades to align with AJHL standards and enhance spectator and team experience. In 2022, a partial renovation and addition was also completed.

KEY FINDINGS

The following table summarizes the rating given to each component. *It is important to reiterate that the assessments conducted for the Master Plan were high level and functional in nature. The assessed condition identified in the table is based on visible observations and experience of the project team architects as well as available background information provided. Comprehensive mechanical and structural assessments may be prudent in the future to further explore key issues and validate the findings.

Table 18: Memorial Arena Component Summary

Component	Condition Rating	Estimated Remaining Lifespan
Floor Construction	Acceptable	5 – 10 Years
Bleacher Raker Construction	Acceptable	5 – 10 Years
Roofing Membrane	Excellent	>15 Years
Exterior Wall	Acceptable	5 – 10 Years
Exterior Windows	Marginal	3 – 5 Years
Exterior Doors	Marginal	3 – 5 Years
Interior Partitions	Good	10 – 15 Years
Interior Doors	Acceptable	5 – 10 Years
Interior Windows	Acceptable	5 – 10 Years
Stair Construction	Acceptable	5 – 10 Years
Stair Finishes	Marginal	3 – 5 Years
Wall Finishes	Marginal	3 – 5 Years
Floor Finishes	Poor	1 – 3 Years
Ceiling Finishes	Marginal	3 – 5 Years
Elevator and Lifts	Excellent	>15 Years
Equipment	Acceptable	5 – 10 Years
Building Siteworks	Marginal	3 – 5 Years
Parking Lots	Acceptable	5 – 10 Years
Pedestrian Paving	Poor	1 – 3 Years
Landscaping	Excellent	>15 Years

The facility’s overall condition can be described as acceptable to marginal. The cost of undertaking the upgrades identified as being needed in the next 5 years is estimated at approximately \$2.3 million dollars (2023 dollars). **While capital maintenance and repairs will be needed over the next decade (including the short term), reinvestment in the existing facility is an appropriate course of action.**

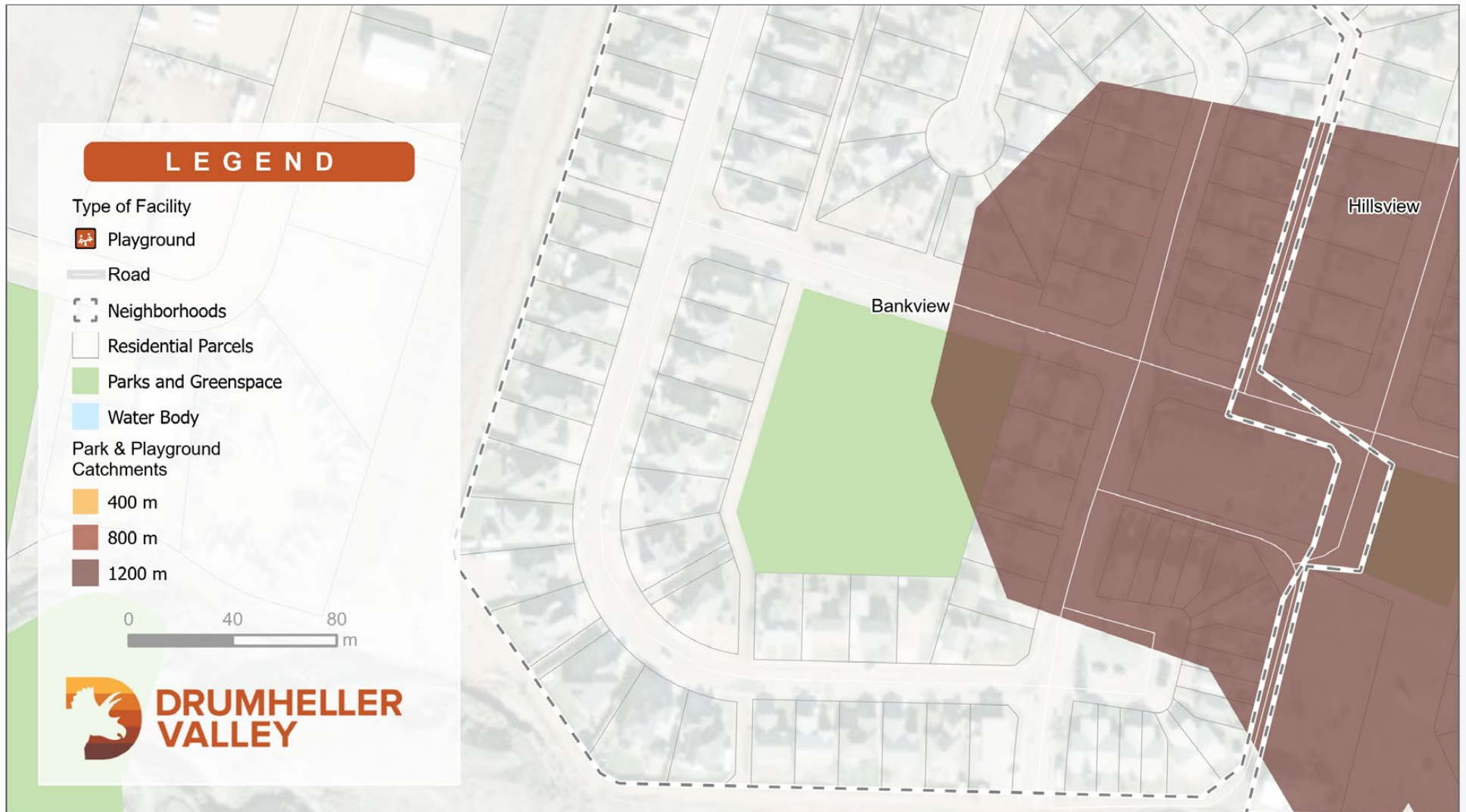
7.2. OUTDOOR FACILITY ASSESSMENTS SUMMARY

<<<To be completed in the Spring 2023 >>>

8. APPENDICES

APPENDIX A: NEIGHBOURHOOD PLAYGROUND MAPPING

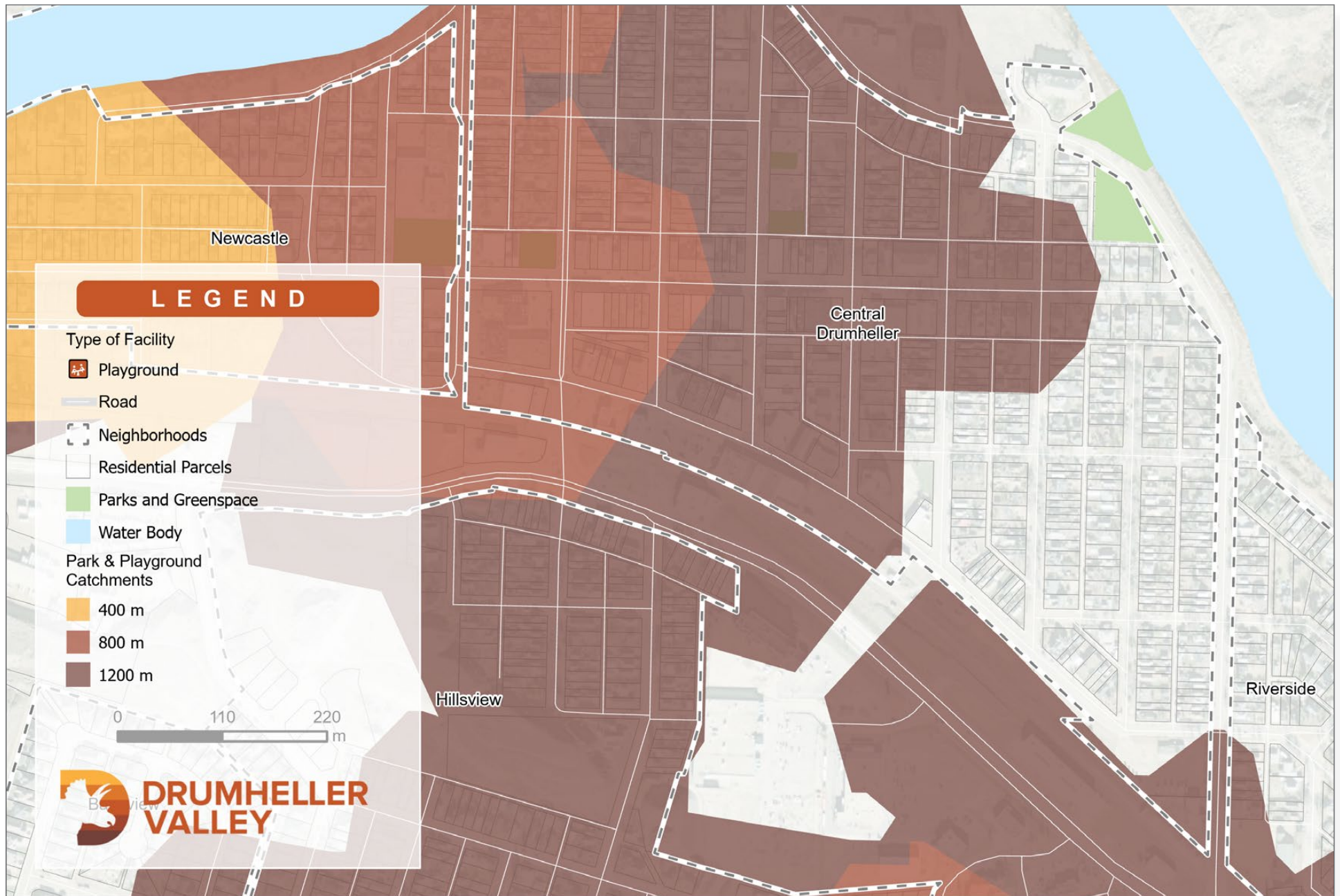
BANKVIEW



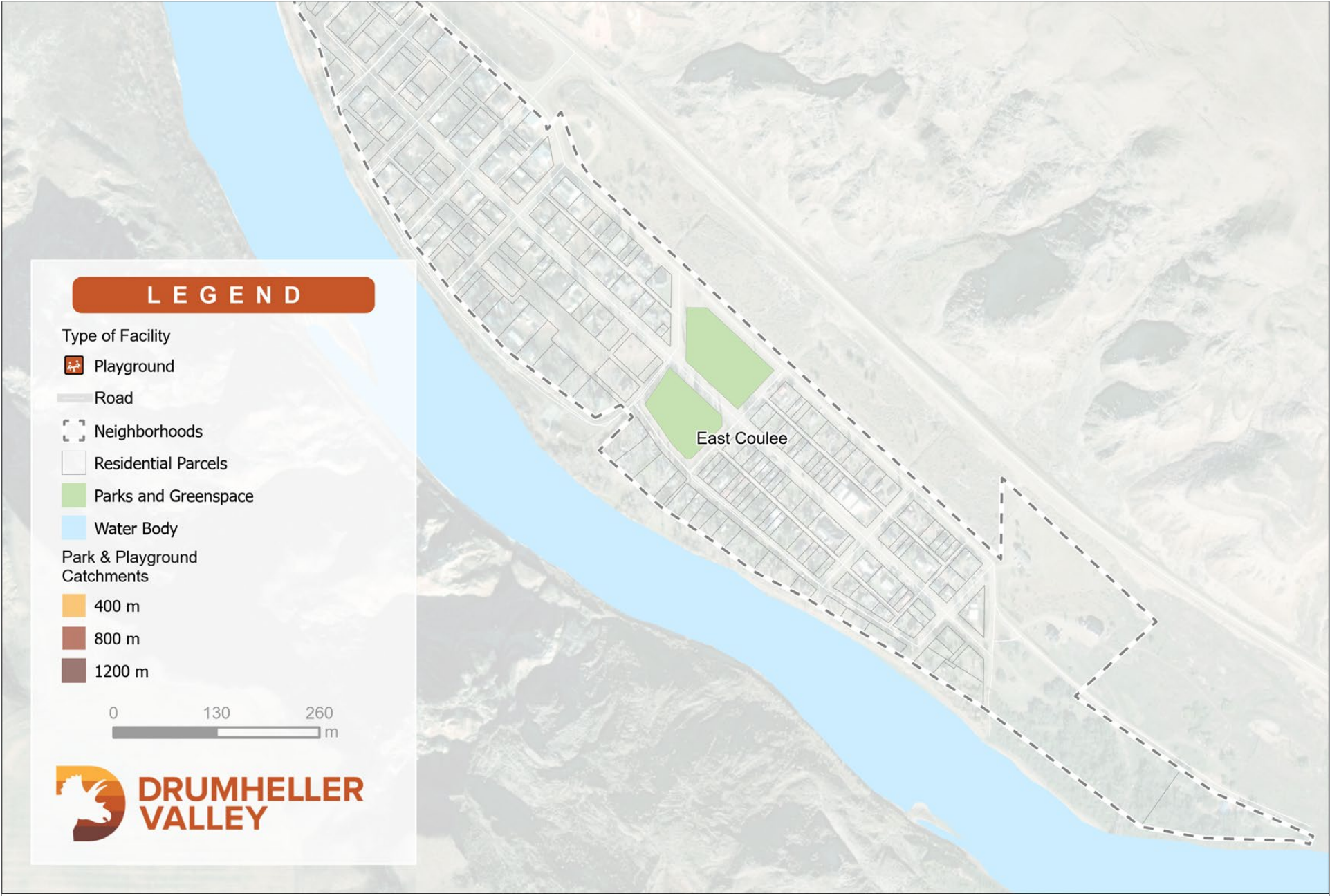
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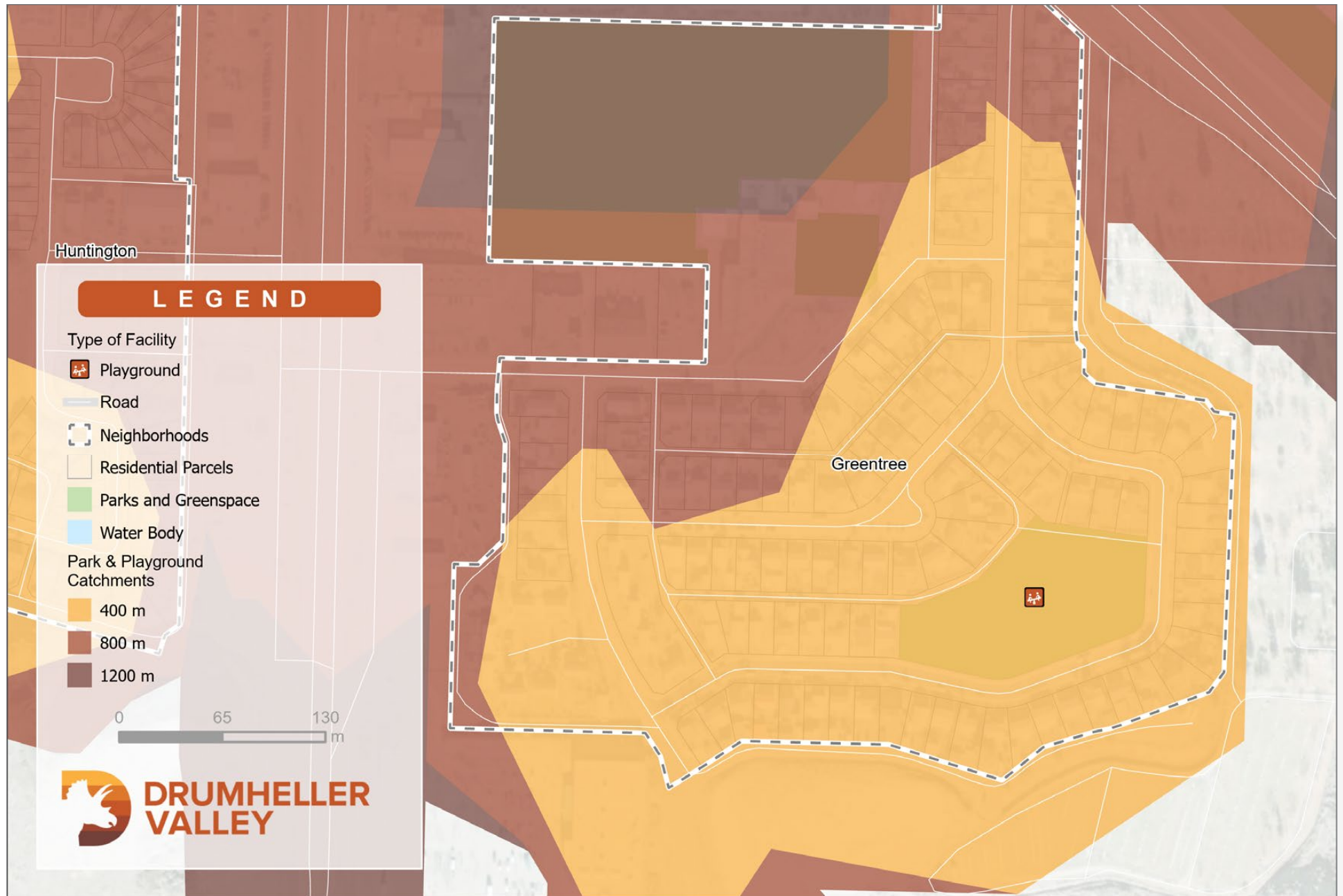
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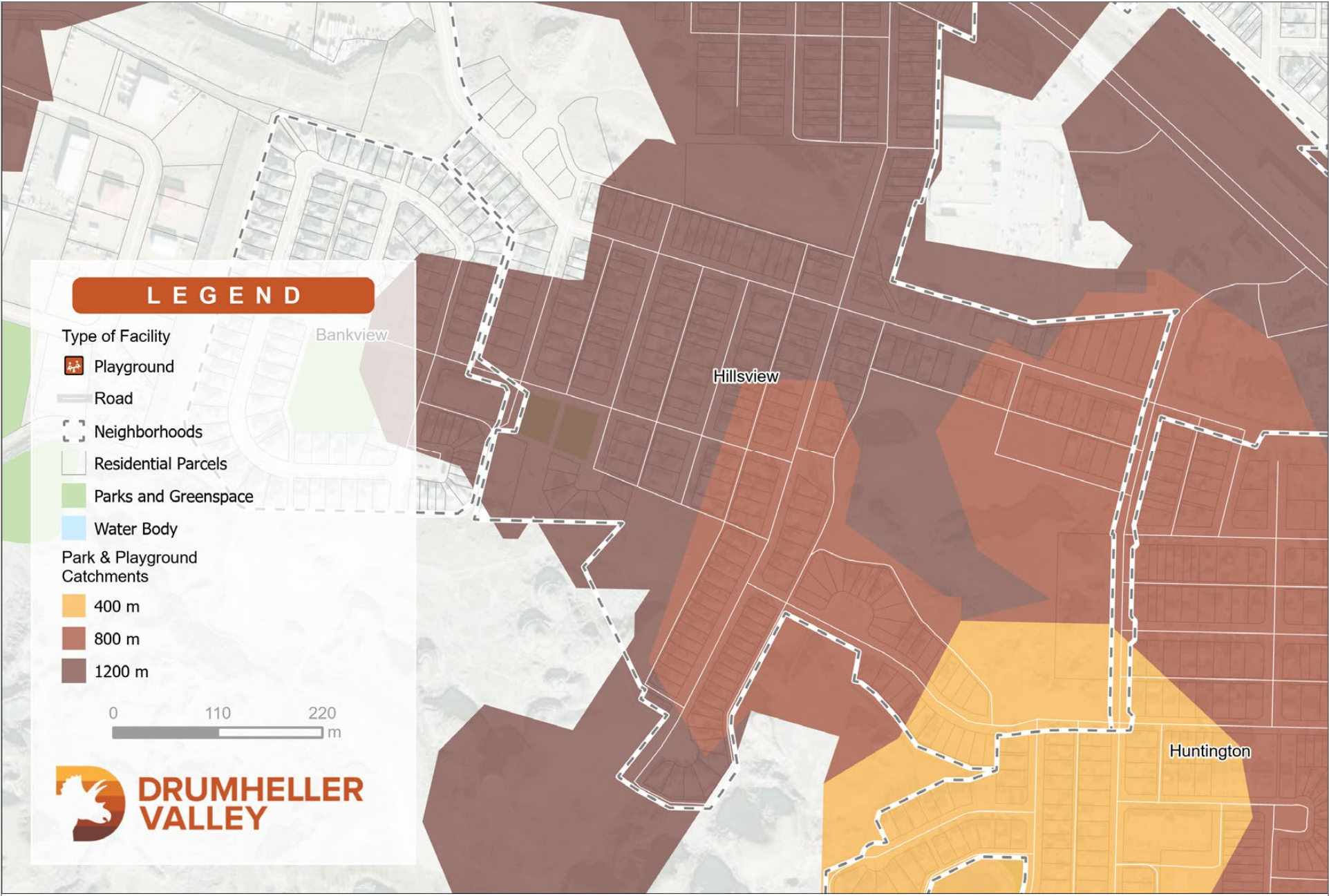
EAST COULEE



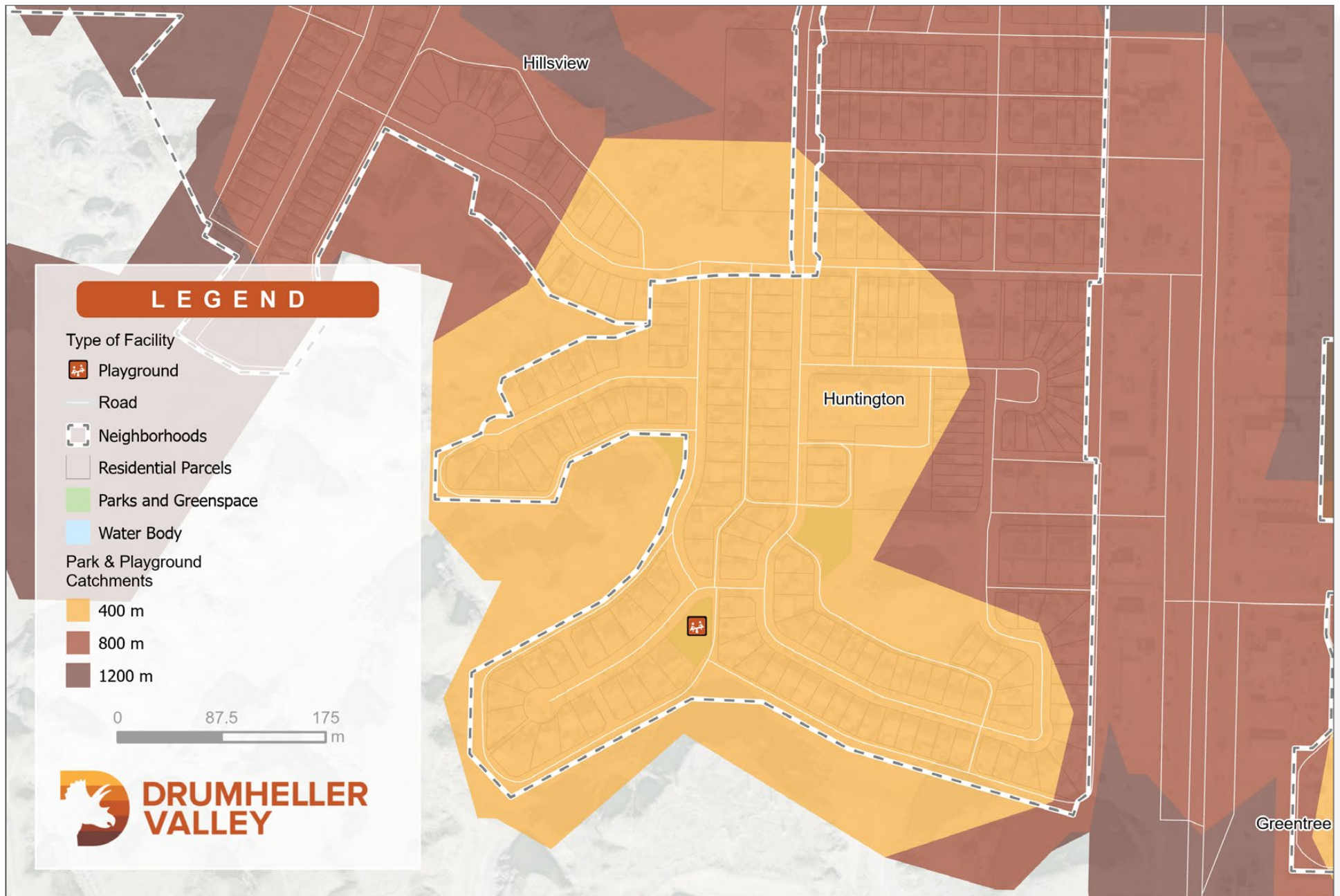
GREENTREE



HILLSVIEW



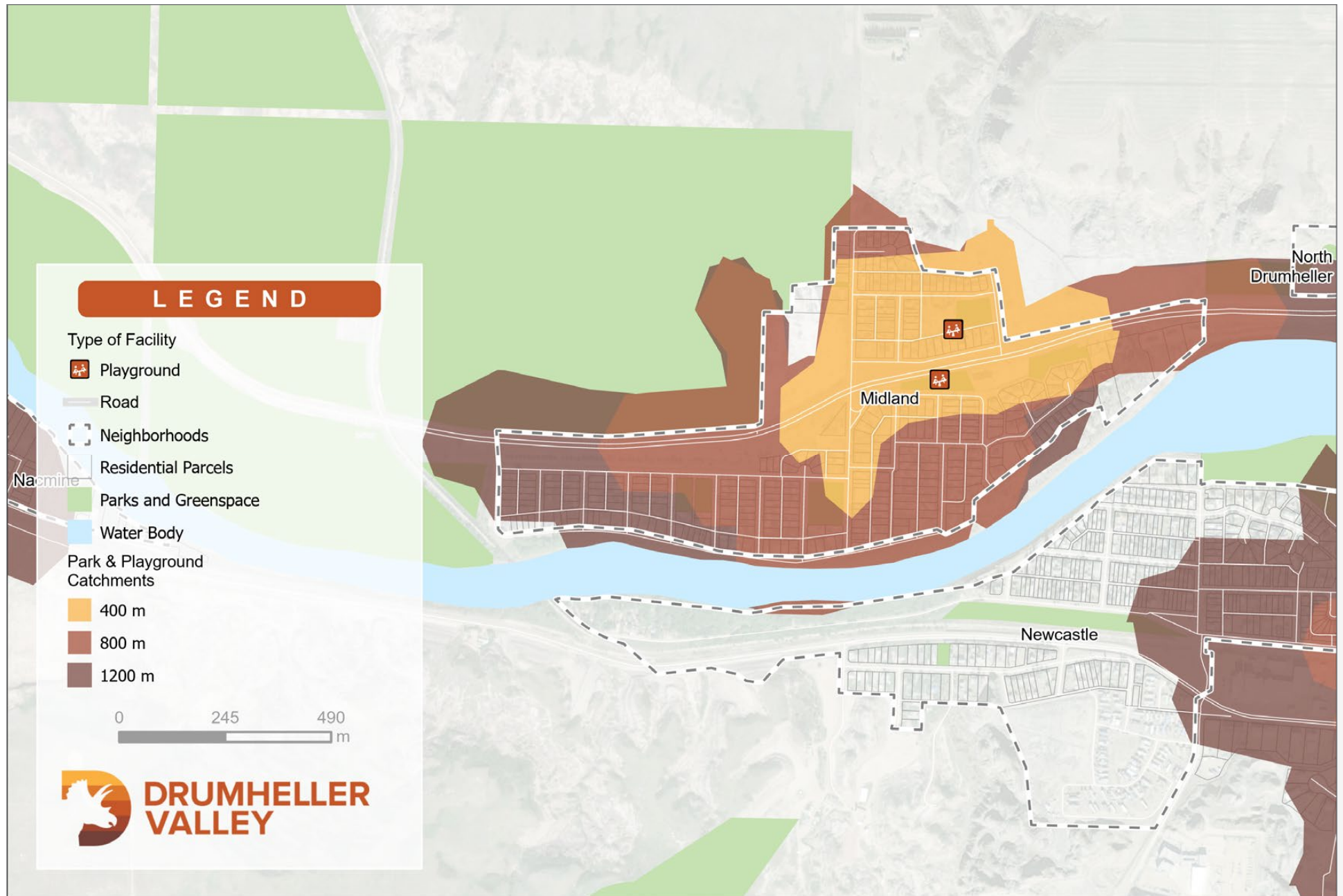
HUNTINGTON



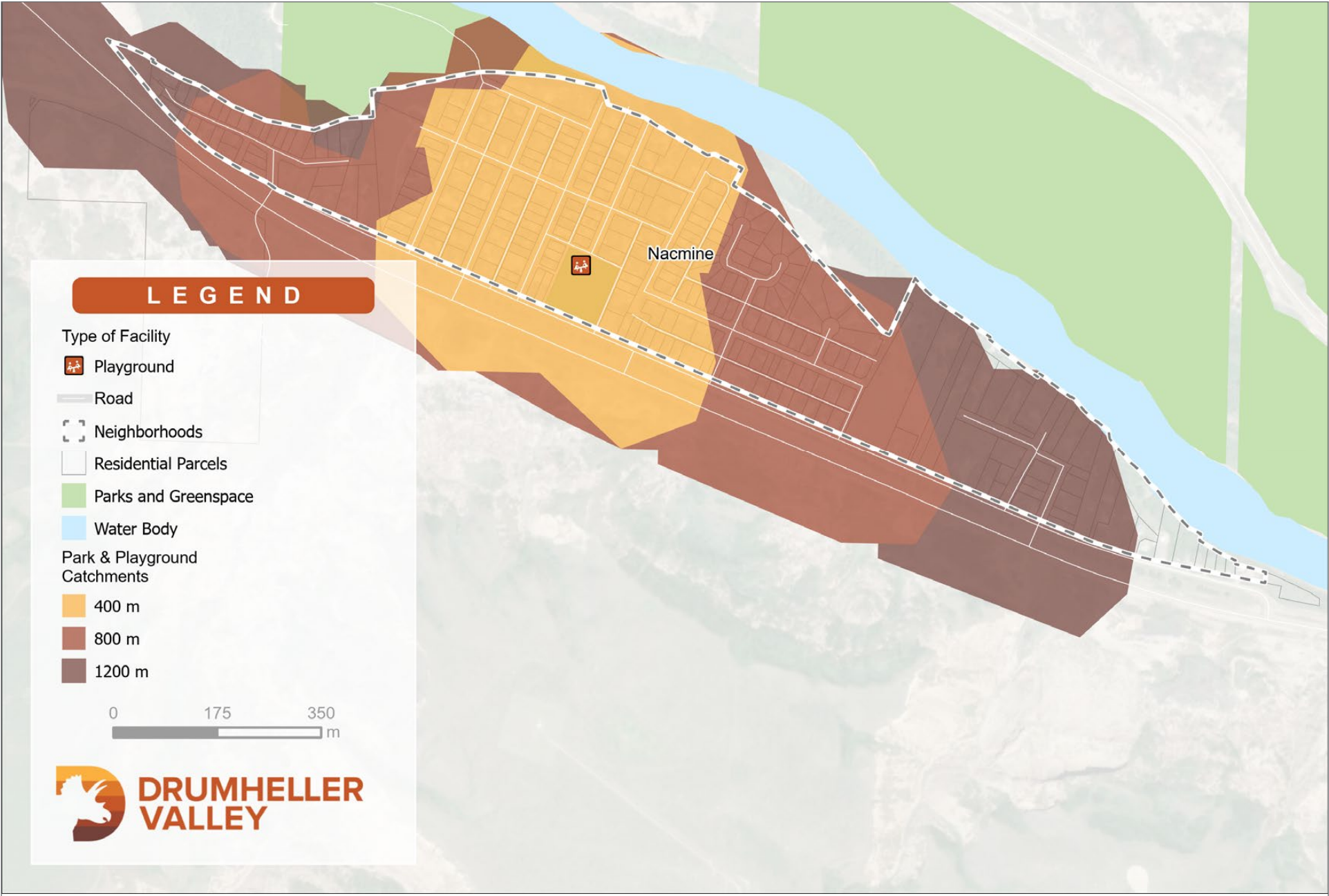
LEHIGH



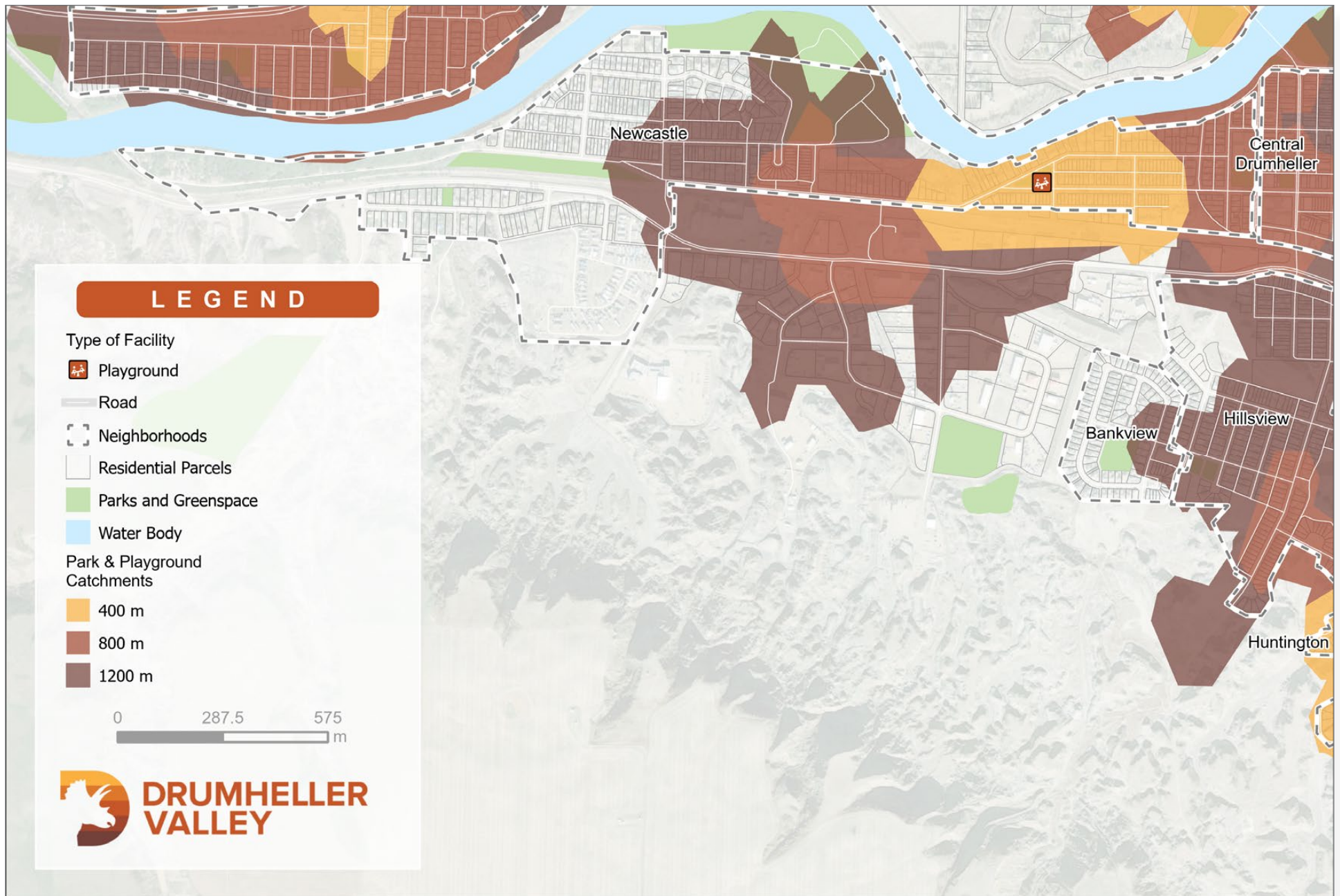
MIDLAND



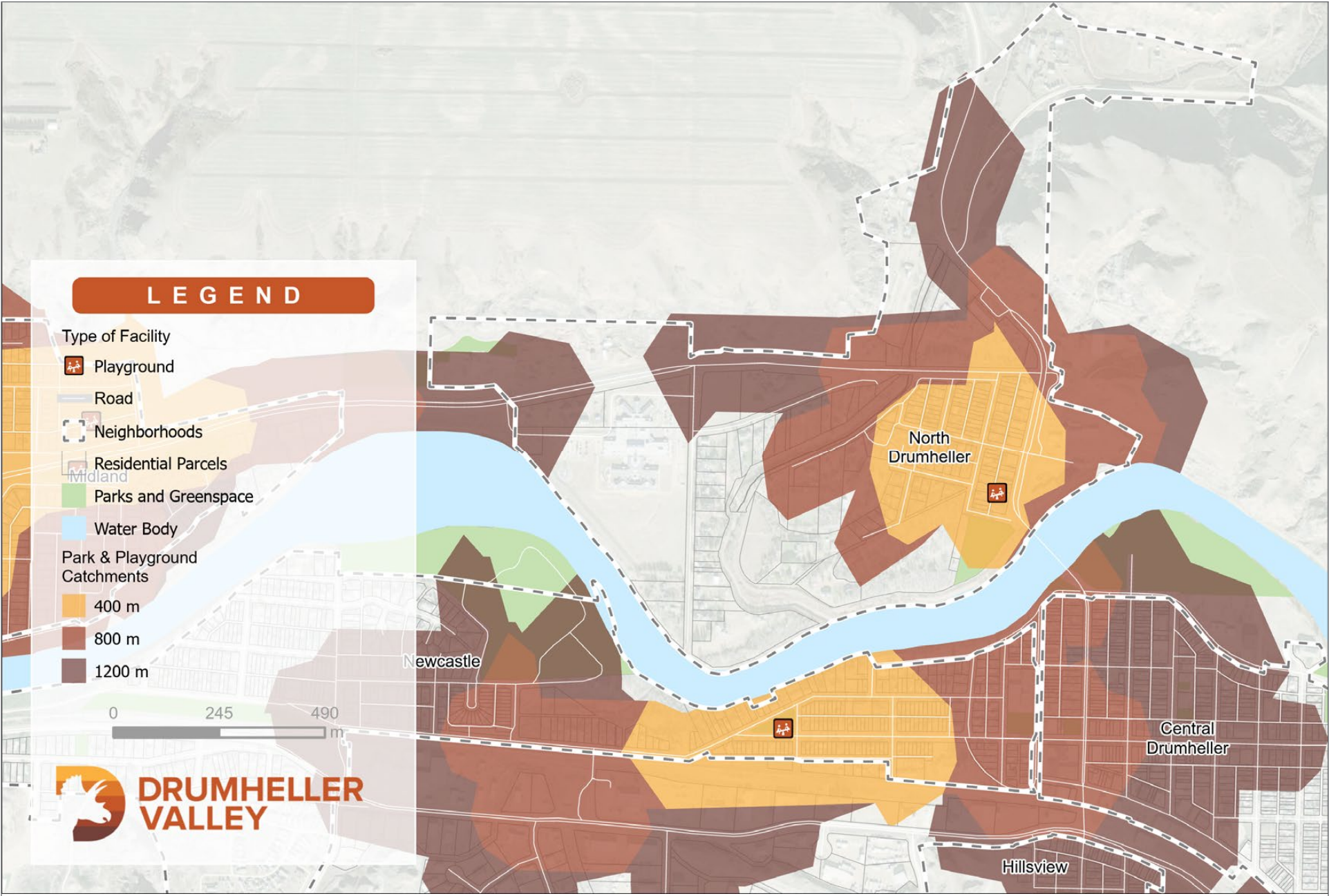
NACMINE



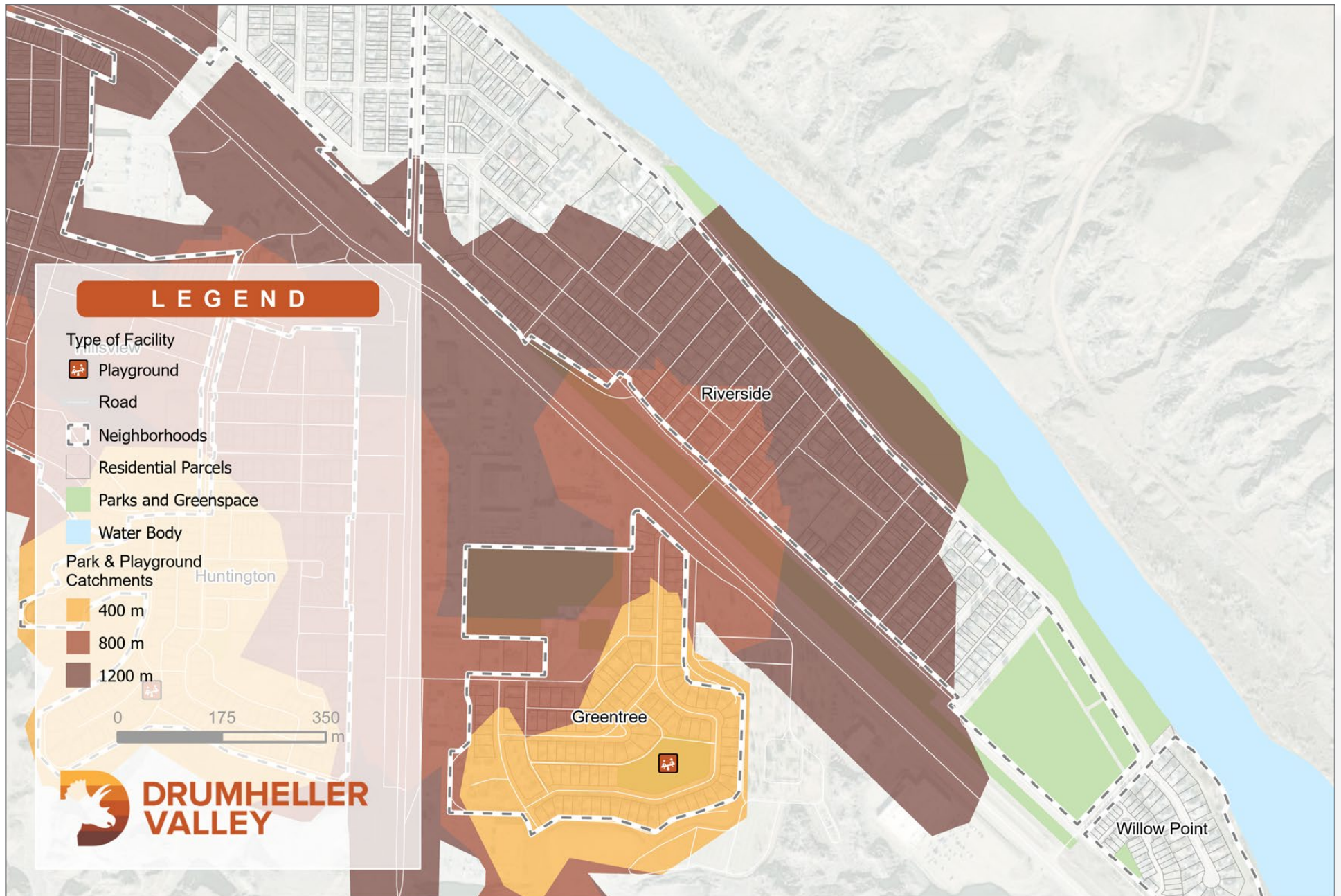
NEWCASTLE



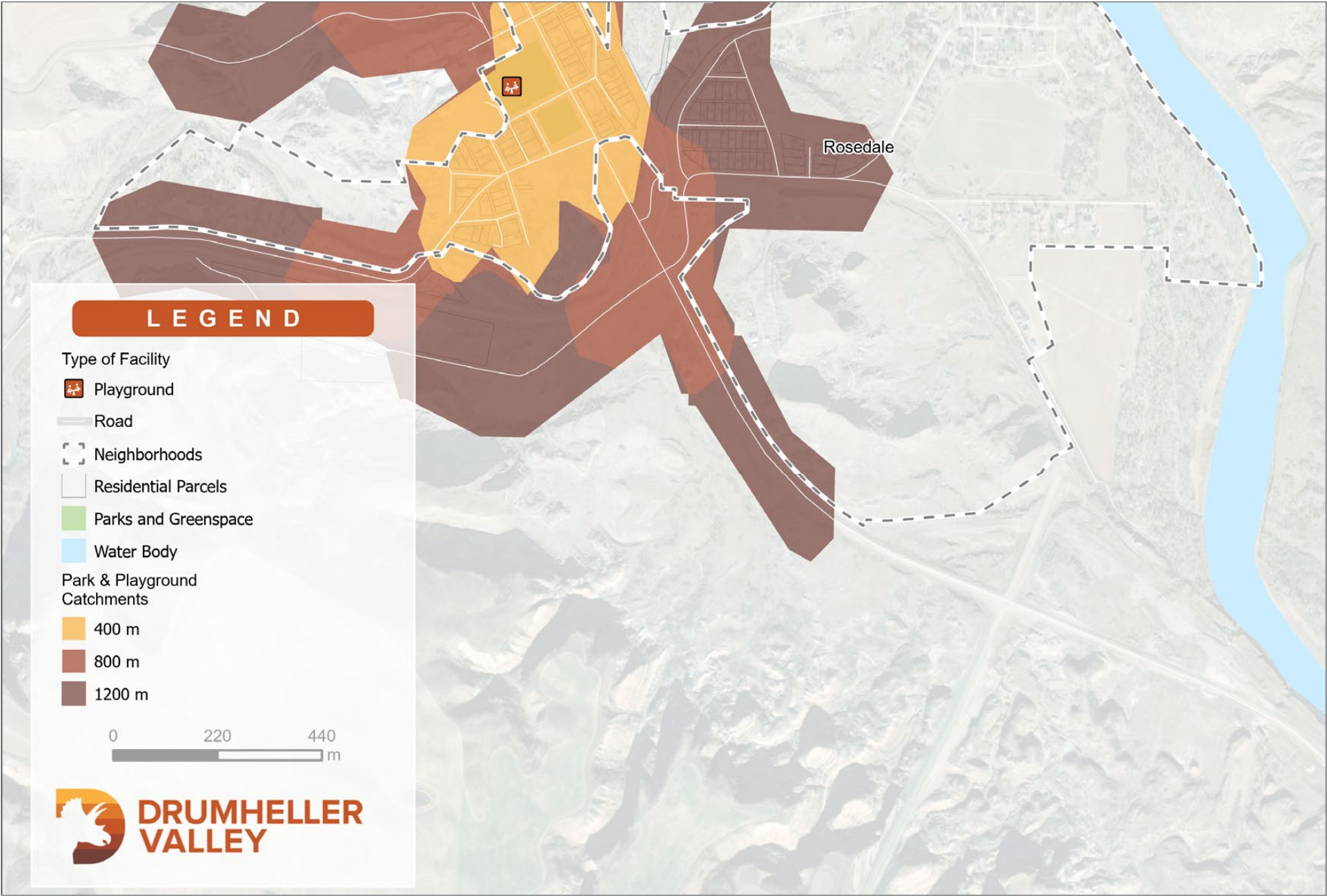
NORTH DRUMHELLER



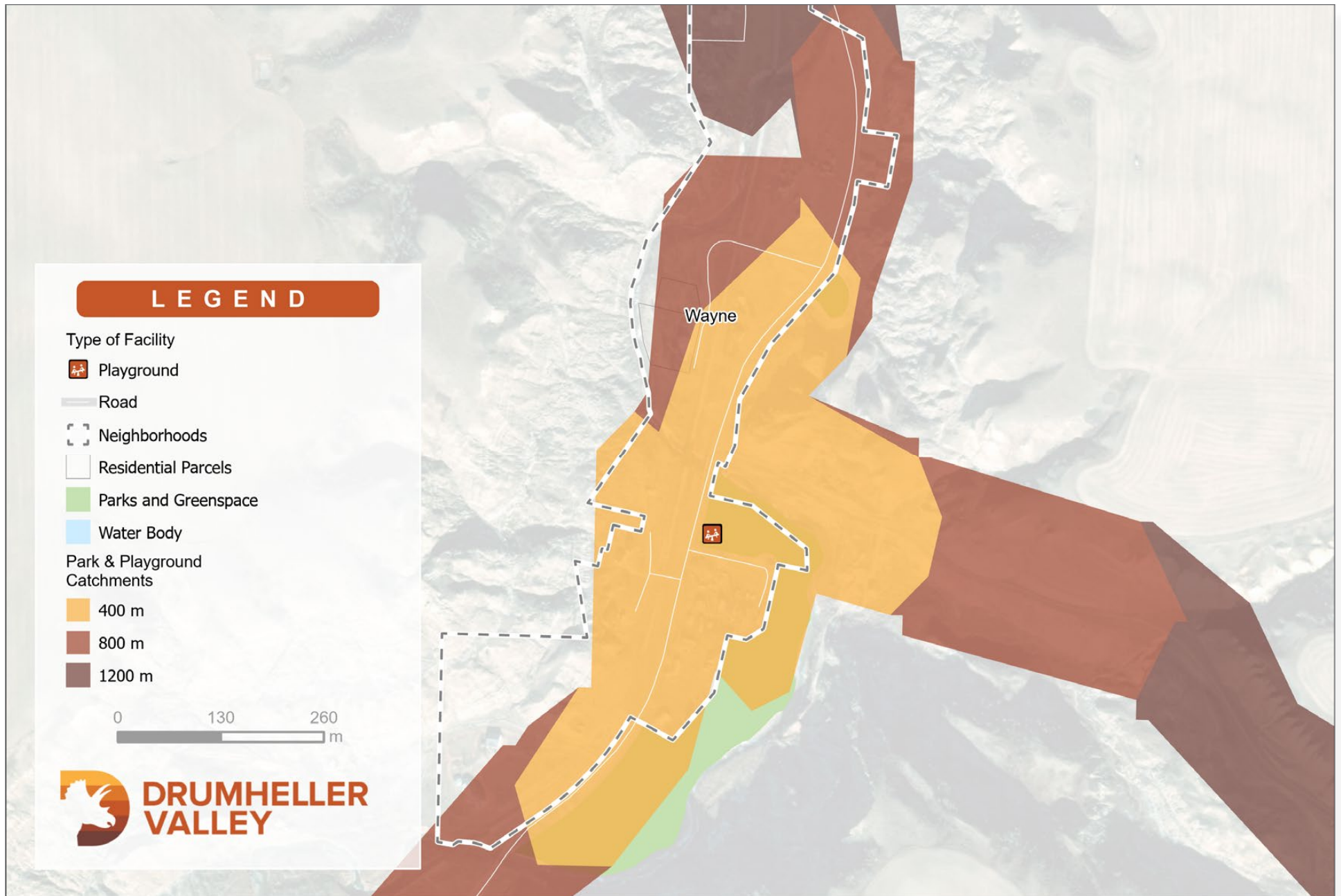
RIVERSIDE



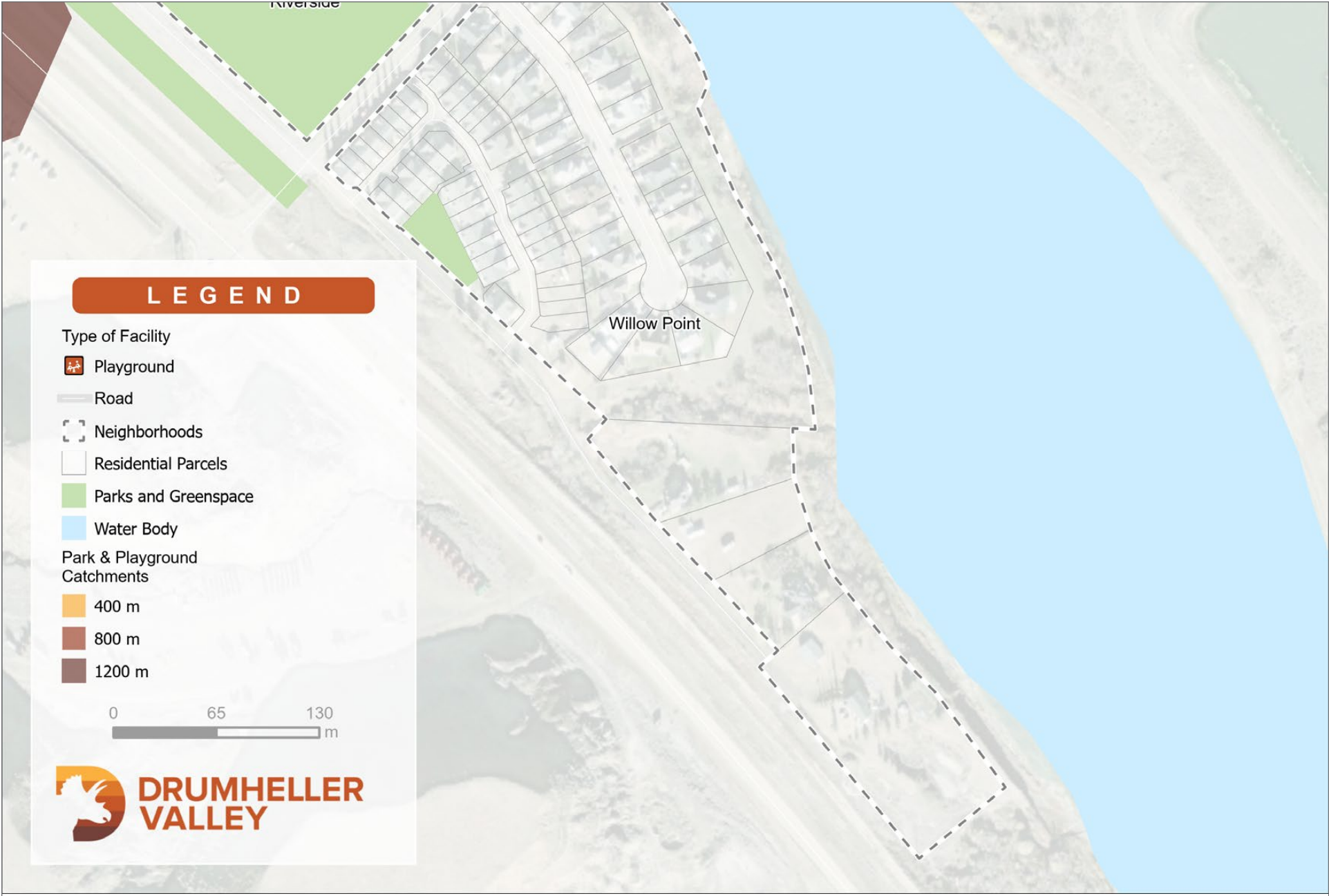
ROSEDALE



WAYNE



WILLOWPOINT



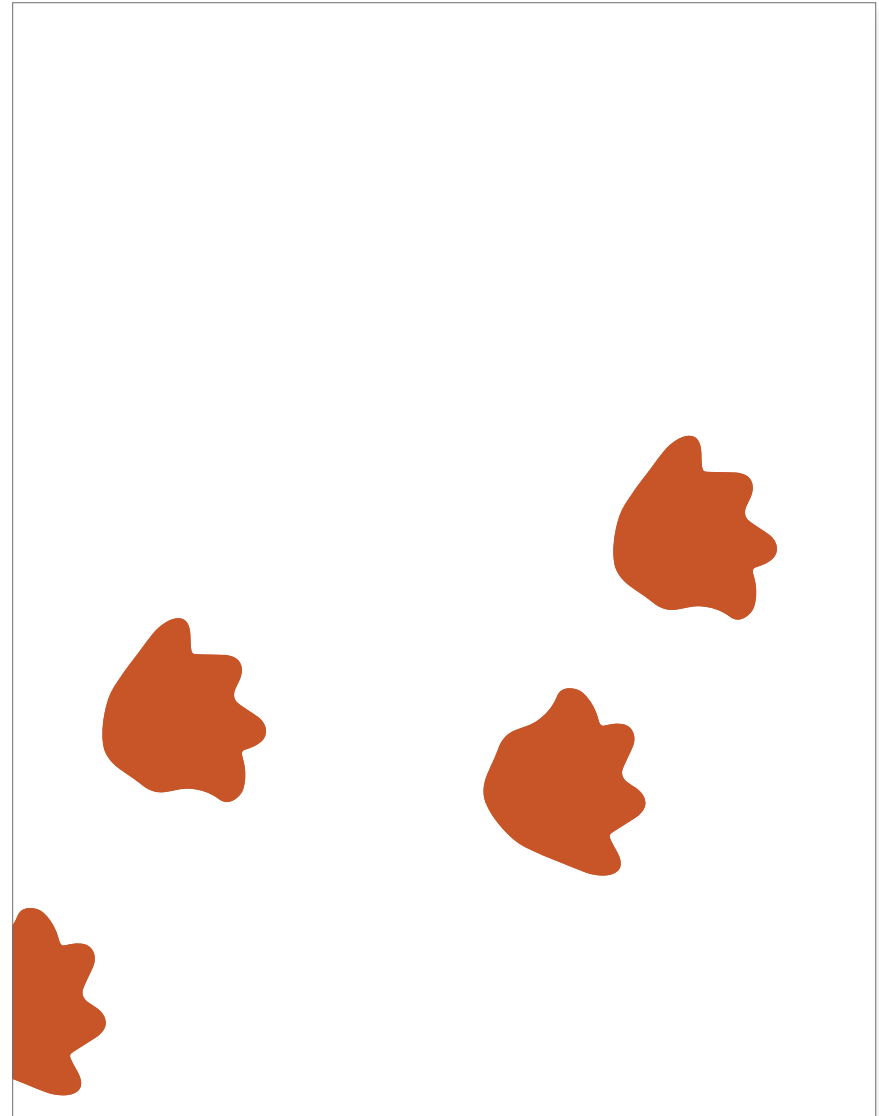
APPENDIX B: ENGAGEMENT PARTICIPATION

Stakeholder Group	Community Group Survey	Stakeholder Discussions
Alberta Environment and Parks		✓
Badlands Trail Society		✓
Bikes and Bites	✓	✓
Canadian Badlands Aquatic Club		✓
Dinosaur Trail Golf and Country Club		✓
Dinosaur Valley Half Marathon		✓
Drumheller & District Chamber of Commerce	✓	✓
Drumheller and Area Disc Golf/Fire Coulee Disc Golf		✓
Drumheller Club Volleyball	✓	
Drumheller Cricket Association		✓
Drumheller Curling Club		✓
Drumheller Dragons		✓
Drumheller Family & Community Support Services		✓
Drumheller FunTeam	✓	✓
Drumheller Girls Softball	✓	✓
Drumheller Minor Baseball Association	✓	✓
Drumheller Minor Hockey Association		✓
Drumheller Minor Soccer Club	✓	✓
Drumheller Mixed Slo-Pitch		✓
Drumheller Nordic Walking and Wellness	✓	
Drumheller Off Road Vehicle Association (DORVA)	✓	✓
Drumheller Pickleball Club	✓	✓
Drumheller Public Library		✓
Drumheller Skate Club		✓

Stakeholder Group	Community Group Survey	Stakeholder Discussions
Drumheller Stampede and Agricultural Society		✓
Drumheller Titans Football Club		✓
Drumheller Valley Secondary School	✓	
East Coulee Community Association		✓
Golden Hills School Division (DVSS Principal)	✓	✓
Green Tree School		✓
Huntington Community Group	✓	
McMan Youth, Family and Community Services	✓	
Mens Hockey	✓	
Midlandvale (Midland) Community Association		✓
Nacmine Community Association		✓
Newcastle Community Association		✓
Pickleball Enthusiasts		✓
Rails to Trails		✓
Rosedale Community Association	✓	
Royal Tyrrell Museum - Edutours		✓
Royal Tyrrell Museum - Science Camp		✓
Travel Drumheller		✓
Wayne Community Association	✓	

APPENDIX C: COST RECOVERY REPORT

INSERT FINAL REPORT



1. INTRODUCTION

The Town of Drumheller invests in parks, recreation and related services (e.g. arts, culture and leisure) to achieve wide ranging benefits, including:

- Resident health and wellness;
- The ability to attract and retain residents;
- Community spirit and connectedness; and
- Economic benefits (e.g. attracting non-local spending).

The above noted benefits positively impact all residents, regardless of whether they directly participate in programs or use facilities, by making Drumheller a more vibrant, safe and prosperous community. As further outlined in Section 2 of this document, the Town (like practically all local governments) heavily subsidizes parks and recreation. While residents highly value parks and recreation and recognize the aforementioned value and benefits these services provide, they also want the Town to be as efficient as possible and make optimal use of scarce public resources.

This report was developed to review the current cost recovery levels (and the factors that impact them) to ensure that the Town is striking the appropriate balance between service quality and cost efficiency. It is also important to note that the Town has recently initiated a comprehensive Parks and Recreation Master Plan process that will present the opportunity to more thoroughly investigate resident satisfaction levels, activity participation characteristics and preferences, trends, and future needs and priorities for programming and infrastructure. As such, this report should be considered preliminary and may require updating once the Master Plan process has been completed.

SOME KEY TERMS

Cost Recovery: In the parks and recreation context, cost recovery refers to the percentage of expenditures (operating costs) recovered through revenues (e.g. user fees, facility rentals, etc.).

Expenditures: Refers to measurable costs such as staffing, utilities, insurance, supplies, etc.

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).

Recreation Facility vs Amenity: For this purposes of this report, a “facility” refers to the primary activity space while and “amenity” refers to spaces that support the facility. Example: an arena is a facility and dressing rooms, lobby spaces, and concessions are amenities.

Revenues: For parks and recreation services, the majority of revenues are accrued through user fees such as memberships, facility bookings / rentals, and drop-in fees. Other sources of revenues include sponsorships, grants, and donations.

Service Delivery: Refers to a publicly provided resource that fills an identified need in a community. Parks and recreation services includes all facilities, programs and related activities supported directly or indirectly by the Town.

1

2. THE CURRENT SITUATION

SERVICE DELIVERY CONTEXT

The Town provides parks and recreation services through two overarching delivery approaches:

Direct Delivery: Programming and drop-in opportunities at facilities that the Town operates and maintain. *Example: swimming lessons at the Aquaplex.*

Indirect Delivery: The Town supports community organizations that deliver programs and activities by providing subsidized space at Town facilities. *Example: minor hockey booking ice time for its programs at the Drumheller Memorial Arena.*

A mix of the above two delivery approaches are used by most municipal providers of parks and recreation to provide services. The decision on which approach to employ is often based on the following rationale:

- A municipality will typically use **direct delivery** when there is not a community organization available with the capacity, skill sets, or resourcing to offer the program or activity at a safe and quality level.
- Conversely, a municipality will usually support an opportunity through **indirect delivery** when there exists a community organization that can sustainably provide a program or activity at a safe and quality level at a cheaper cost than the municipality could.

2

CURRENT FACILITY REVENUES AND EXPENSES OVERVIEW

Tables 1, 2 and 3 provide an overview of the revenues, expenses and overall operating position for the Aquaplex, Memorial Arena and Badland Community Facility. As reflected by the tables, the COVID-19 pandemic had a significant impact on operations with year to date (YTD) figures for 2022 suggesting a bounce back to pre-pandemic operating revenues and cost recovery.

TABLE 1: AQUAPLEX OPERATIONS

Aquaplex			
	Pre-Pandemic Average Annual (2017 - 2019)	Pandemic Impacted Years Average Annual (2020 - 2021)	2022 YTD
Revenues	\$235,019	\$107,433	\$198,049
Expenses	\$976,195	\$662,401	\$696,828
Net	(\$741,176)	(\$554,968)	(\$498,779)
Cost Recovery	24%	16%	28%

TABLE 2: MEMORIAL ARENA OPERATIONS

Memorial Arena			
	Pre-Pandemic Average Annual (2017 - 2019)	Pandemic Impacted Years Average Annual (2020 - 2021)	2022 YTD
Revenues	\$159,960	\$118,899	\$107,175
Expenses	\$662,755	\$644,506	\$506,793
Net	(\$502,795)	(\$525,608)	(\$399,618)
Cost Recovery	24%	19%	21%

TABLE 3: BCF OPERATIONS

Badlands Community Facility			
	Pre-Pandemic Average Annual (2017 - 2019)	Pandemic Impacted Years Average Annual (2020 - 2021)	2022 YTD
Revenues	\$434,271	\$179,186	\$203,452
Expenses*	\$1,327,585	\$988,774	\$826,386
Net*	(\$893,314)	(\$809,588)	(\$622,934)
Cost Recovery	33%	19%	25%

*Debt amortization, interest and related costs have been subtracted from the total expenses.

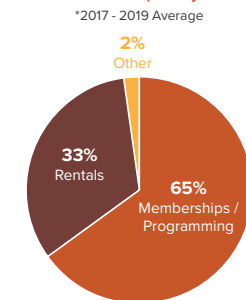
3

Fees directly from facility users (individuals and groups) comprise the majority of facility revenues, however the nature of these user fees differs significantly between the three facilities. Most revenues at the Aquaplex and Badlands Community Centre are generated through memberships and programming while the majority of Memorial Arena revenues are derived through ice rentals.

TABLE 4: REVENUE SOURCES BREAKDOWN (2017 – 2019 AVERAGE)

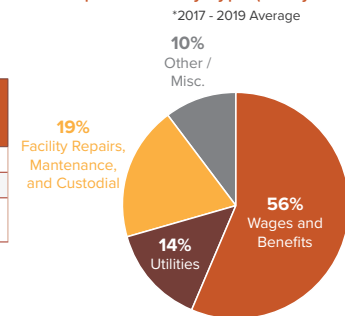
Facility	% Memberships / Programming	% Rentals	% Other
Aquaplex	85%	10%	5%
Memorial Arena	4%	94%	2%
Badlands Community Facility	75%	25%	0.3%

Revenues Sources (3 Major Facilities)



Looking at expenditures, staffing costs (wages and benefits) comprise just over half of the total combined operating costs to provide these facilities. As per table 5 (on the following page), these expenditures have some variance between the three facilities but are generally consistent.

Expenditures by Type (3 Major Facilities)



4

TABLE 5: OPERATING EXPENDITURES BY FACILITY

Facility	Wages and Benefits	Utilities	Facility Repairs, Maintenance, and Custodial	Other / Misc.
Aquaplex	63%	14%	19%	5%
Memorial Arena	46%	20%	27%	6%
Badlands Community Facility	57%	11%	16%	15%

Identified as follows are additional points of interest and findings from the review of current operating revenues and expenditures.

- Facility repairs have the most significant variance amongst all expenditures. Included within the operating costs are \$213,830 in expenditures coded as “capital reinvestment” (the majority of which were incurred at the Memorial Arena) and it is reasonable to assume that other repairs included within the operating actuals address capital replacement needs.
- The operating figures presented do not include a regular or consistent contribution to a capital reserve lifecycle fund specific to each venue (best practices suggest allocating at least 2% of facility replacement value annually to a capital reserve).
- As previously noted, the operating analysis of the BCF does not include debt amortization, interest and related costs. These costs total approximately \$350,000 annually, which if included in the analysis would reduce cost recovery to 26%.
- Concessions and the sale of goods at both the Aquaplex and BCF generate a small annual revenue (approximately \$2,000 - \$8,000 annually between both facilities).
- Utility costs experience some moderate levels of fluctuation that appears generally aligned with facility use and operations intensity (e.g. Aquaplex and BCF utility costs decreased when facilities were closed or had limited use during 2020-2021).

3. BENCHMARKING AND SECTOR SCAN

BENCHMARKING PURPOSE AND LIMITATIONS

Benchmarking research and analysis was undertaken to contrast how Drumheller compares financially to other municipalities in the provision of parks and recreation. The information presented in this section utilizes a combination of resources, including official government sources, data provided directly to the consulting team by municipal colleagues, and other available planning documents and studies.

While benchmarking provides valuable insights, it is important to recognize some key limitations:

- Every municipality has a unique parks and recreation context that is influenced by numerous factors including the age/era of the facility asset base, regional dynamics (e.g. the catchment area population that a municipality services), population and demographics, the existence of other public sector providers (e.g. post-secondary), geography, and climate.
- Discrepancies may exist with how municipalities report on and categorize revenues and expenses. *Examples: how senior staff wages are assigned to various service functions / categories, different definitions of capital maintenance vs regular maintenance, allocation of arts and culture revenues and expenses, etc.*

ALBERTA MUNICIPALITIES FINANCIAL REPORTING

Municipalities in Alberta are required to submit annual financial information returns to the Alberta Government which is compiled and made public.¹ Provided as follows is a synopsis of this data as it pertains to parks and recreation. **The 2019 financial year was used for this analysis as it reflects the last completed financial year prior to COVID-19 disruptions.**

The following table summarizes parks and recreation revenues, expenditures, and the % of total municipal expenditures spent on parks and recreation for all municipalities in Alberta with a Town designation (106 total municipalities) as well as a smaller subset of thirteen selected Towns.²

TABLE 6: SUMMARY OF FINANCIAL RETURN DATA

	Parks and Recreation Revenues (Sales and User Charges)	Parks and Recreation Expenditures	% of Total Municipal Expenses on Parks and Recreation
Average of All Towns in Alberta	\$277,074	\$1,938,591	15%
Average of Subset of Towns*	\$309,345	\$2,932,527	17%
Drumheller	\$260,711	\$3,154,091	16%

*Subset Towns: Bonnyville, Didsbury, Innisfail, Redcliff, Taber, Vegreville, Rocky Mountain House, Ponoka, Devon, and Stettler, Hanna, Olds, and Three Hills.

¹ <https://open.alberta.ca/pendata/municipal-financial-and-statistical-data>

² The majority (11) of the thirteen subset Towns reflect those with populations ranging from approximately 5,000 - 9,000 residents (generally comparable in population to Drumheller). Two additional Towns (Three Hills and Hanna) were added to the subset as they are common comparator municipalities.

Table 7 looks specifically at the ten selected subset Towns. The findings reflected in the table indicate that Drumheller has similar expenditures to provide parks and recreation but generates less revenue than the comparators.

TABLE 7: SUBSET OF COMPARABLE TOWNS FINANCIAL RETURNS

Municipality	Population	Parks and Recreation Expenditures	% of Total Municipal Expenditures on Parks and Recreation	Expenditure per Resident on Parks and Recreation	Parks and Recreation Revenues (Sales and User Charges)	Parks and Recreation Revenues Generated per Resident
Bonnyville	6,404	\$2,932,979	14%	\$457.99	\$172,824	\$26.99
Didsbury	5,070	\$2,290,313	21%	\$451.74	\$507,358	\$100.07
Innisfail	7,985	\$2,355,794	11%	\$295.03	\$290,745	\$36.41
Redcliff	5,581	\$1,256,945	10%	\$225.22	\$275,751	\$49.41
Taber	8,862	\$3,655,260	14%	\$412.46	\$157,424	\$17.76
Vegreville	5,689	\$4,618,418	22%	\$811.82	\$190,966	\$33.57
Rocky Mountain House	6,765	\$4,553,137	22%	\$673.04	\$476,949	\$70.50
Ponoka	7,331	\$3,192,277	15%	\$435.45	\$147,183	\$20.08
Devon	6,545	\$2,054,230	11%	\$313.86	\$327,790	\$50.08
Stettler	5,695	\$3,562,453	18%	\$625.54	\$307,612	\$54.01
Hanna	2,394	\$1,468,538	20%	\$613.42	\$132,850	\$54.01
Olds	9,209	\$4,371,968	17%	\$474.75	\$726,979	\$54.01
Three Hills	3,042	\$1,810,539	22%	\$595.18	\$307,054	\$54.01
AVERAGE	6,198	\$2,932,527	17%	\$491.19	\$309,345	\$47.76
Drumheller	7,909	\$3,154,091	16%	\$398.80	\$260,711	\$32.96

RATES AND FEES COMPARISON

A review of rates and fees for key types of recreation products offered by the Towns used for the previous subset comparison does not reflect any pricing discrepancies that would explain the variance in revenue generation between Drumheller and the comparators. As discussed later in this document, further investigation is required to more accurately and comprehensively understand why revenues are less than the comparators.

TABLE 8: RATES AND FEES BENCHMARKING

	Prime Time Arena Ice (Youth Local Rate)	Prime Time Arena Ice (Adult Local Rate)	Recreation Facility / Fitness Monthly Membership (Adult)	Swimming Pool Drop- In Admission (Adult)
Bonnyville	\$140.00	\$170.00	\$60.00	\$5.50
Didsbury	\$110.00	\$144.00	N/A	\$6.00
Innisfail	N/A	N/A	N/A	\$5.25
Redcliff	\$95.00	\$150.00	N/A	\$6.00
Taber	\$80.75	\$161.25	N/A	\$7.00
Vegreville	\$89.00	\$154.00	N/A	\$6.50
Rocky Mountain House	\$100.00	\$185.00	\$61.25	\$10.25
Ponoka	N/A	N/A	\$33.00	\$5.50
Devon	N/A	N/A	N/A	\$6.90
Stettler	\$80.00	\$160.00	\$52.50	\$5.25
Hanna	\$86.00	\$137.00	\$66.00	N/A
Olds	\$105.00	\$200.00	\$55.00	\$5.75
Three Hills	\$75.00	\$120.00	N/A	\$5.50
AVERAGE	\$96.08	\$158.13	\$54.63	\$6.28
Drumheller	\$92.50	\$187.50	\$55.00	\$8.50

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FACILITY OPERATIONS BENCHMARKING

Benchmarking was also undertaken for pools, arenas and multi-component (multi-use) recreation facilities. The specific facilities reflected in the following tables were used for this analysis based on the following factors:

- Availability of data
- Facility program and context similarities to Drumheller (e.g. "stand-alone" pools and arenas, multi-use recreation facilities with a specialty component, etc.)

The data reflected in the comparison utilizes a variety of sources, including municipal budgets, figures reflected in publicly available study documents, and data provided directly to the consulting team. Given that data was gathered from different sources, the year of the revenue and expense figures presented is not consistent among the comparators but is within the past five years and COVID-19 impacted years were avoided (2020 and 2021). It is also important to reiterate that benchmarking may have some margin as a result of municipalities having different approaches to staffing and accounting for these costs in different ways.

As reflected in Tables 8 and 9, the Aquaplex and Memorial Arena have lower levels of cost recovery than comparators which is a direct result of lower revenues (expenditures are similar or lower than comparators). These findings are consistent with the overall parks and recreation spending data presented previously in this section.

TABLE 9: POOLS BENCHMARKING

Facility	Revenues	Expenditures	Net	Net
Bonnyville Pool (Bonnyville, AB)	\$150,391	\$574,361	(\$423,970)	26%
Manluk Centre (Wetaskiwin, AB)	\$286,826	\$1,800,172	(\$1,513,346)	16%
Fort St. John Leisure Pool (Fort St. John, BC)	\$603,386	\$3,107,710	(\$2,504,324)	19%
Co-Op Centre (Battlefords, SK)	\$829,804	\$1,680,241	(\$850,437)	49%
Portage Pool (Lac La Biche, AB)	\$124,924	\$977,500	(\$852,576)	13%
Jasper Fitness and Aquatic Centre (Jasper, AB)	428,858	\$1,106,471	(\$677,613)	39%
Didsbury Aquatic Centre (Didsbury, AB)	\$403,910	\$788,393	(\$384,483)	51%
Westlock Aquatics Centre (Westlock, AB)	\$177,940	\$876,773	(\$698,833)	20%
Average of Comparators	\$375,755	\$1,363,953	(\$988,198)	29%
Drumheller Aquaplex (2017 – 2019 annual average)	\$235,019	\$976,195	(\$741,176)	24%

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TABLE 10: ARENAS BENCHMARKING

Facility	Revenues	Expenditures	Net	Cost Recovery (%)
Winfield Arena (Lake Country, BC)	\$244,037	\$974,748	(\$730,711)	25%
Kinsmen Arena (Yorkton, SK)*	\$203,982	\$301,173	(\$97,191)	68%
Jasper Arena (Jasper, AB)	\$247,754	\$499,144	(\$251,390)	50%
Didsbury Arena (Didsbury, AB)	\$309,067	\$725,413	(\$416,346)	43%
Blackfalds Multiplex (Blackfalds, BC)**	\$330,407	\$601,215	(\$270,808)	55%
Westlock Rotary Spirit Centre (Westlock, AB)***	\$184,986	N/A	N/A	N/A
Average of Comparators	\$253,372	\$620,339	(\$353,289)	48%
Drumheller Memorial Arena (2017 – 2019 annual average)	\$159,960	\$662,755	(\$502,795)	24%

*Yorkton has two arenas with the primary arena located at the Gallagher Centre. Expenditures are likely lower at the Kinsmen Arena due to shared staff and other operational efficiencies.

**The expenses and revenues for Blackfalds reflect a reporting year (2019) prior to the addition of the new spectator arena.

***Westlock reports on arena revenues separately from the other amenities, but reports on all facility expenditures together.

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The following table looks specifically at the percentage of facility expenditures attributed to staffing. As reflected in the table, staffing as an expenditure at the facilities in Drumheller is consistent with the comparators.

TABLE 11: MULTI-COMPONENT (MULTI-USE) FACILITY STAFFING EXPENDITURE COMPARISON

Facility	Primary Components	% of Total Expenditures for Staffing
Westlock Rotary Spirit Centre (Westlock, AB)	Arena, fieldhouse, fitness, program rooms	61%
Abbey Centre (Blackfalds)	Fieldhouse, fitness, indoor children's playground, outdoor pool, program rooms	61%
Elevation Place (Canmore, AB)*	Aquatics, destination climbing facility, fitness	93%
Gallagher Centre (Yorkton, SK)	Meeting and convention space, arenas, flex- hall (fieldhouse), program rooms	60%
Badlands Community Facility (Drumheller, AB)	Fieldhouse, fitness, meeting and convention spaces, program rooms	57%
Combined - 3 Major Indoor Facilities in Drumheller	BCF, Memorial Arena, Aquaplex	56%

*Excludes fitness and recreation programming costs

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4. SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

KEY FINDINGS

Summarized as follows are key findings from the research and analysis contained in Sections 2, 3 and 4 of this report document.

- Drumheller invests in parks and recreation services at similar levels to comparators in terms of both total expenditures and the percentage of the overall municipal budget allocated to parks and recreation.
- Expenditures for the Aquaplex, Memorial Arena and Badlands Community Facility are generally consistent with comparators.
- Staffing expenditures (as a proportion of total expenditures) at facilities in Drumheller are consistent with comparators.

- Cost recovery levels at the three primary indoor facilities in Drumheller are lower than comparators. The benchmarking data sources clearly suggest that this is the result of lower revenues.
- As Drumheller's user rates and fees appear consistent with the comparator communities, the revenue generation discrepancy requires further investigation through the Master Plan process in order to better understand facility utilization and overall resident participation in parks and recreation programming and services.
- Drumheller does not receive funding support from a regional partner. Many of the comparator communities receive funding from rural municipalities that helps offset subsidy levels.

RECOMMENDATIONS

1. Set cost recovery targets (and associated user fees) for recreation programming based on the community benefits achieved.

As a fundamental principle, a lower level of cost recovery (higher level of subsidy) should be acceptable for programming that provides significant benefits outcomes. Examples of benefits outcomes could include programs that:

- Provide needed programming for children and youth during "critical hours".
- Targets underserved, equity deserving or at-risk members of the community.
- Encourage physical literacy and fundamental movement skill development.
- Foster inclusion.
- Build community pride and a sense a place.
- Introduce members of the community to recreation and sport.

Conversely, programming that does not achieve as many benefits outcomes may still be offered but should not receive the same level of subsidization (a higher cost recovery should be targeted).

The following graphic provides a visual to represent this recommended philosophical approach. The Master Plan provides an opportunity to further explore how such an approach could be applied as a key aspect of service delivery in Drumheller.



2. Establish key performance indicators (KPI's) for key aspects of parks and recreation services.

KPI's could be established through the ongoing Master Plan process and include:

- Cost recovery targets (e.g. in alignment with the suggested approaches outlined in Recommendation #1).
- Participation targets (e.g. number or proportion of residents that participate in Town parks and recreation services, targets for facility utilization/traffic, etc.).
- Satisfaction levels (e.g. as measured through facility user intercept surveys, resident satisfaction surveys, etc.).

3. Ensure that the Master Plan process further explores revenue generation factors and opportunities.

As previously noted in this report, the Town's expenditures on parks and recreation are aligned with comparators, however revenues are lower despite having similar fees. The Town currently generates \$32.96 per resident in revenues while the subset of comparator communities generates \$47.76 per resident.

The benchmarking also indicates that other similar sized communities are generating higher levels of revenue at their major indoor facilities. Potential reasons for lower revenues could include:

- No ongoing funding from regional municipalities.
- Lower levels of program participation.
- The programming mix (e.g. focus on providing programs with lower levels of cost recovery potential)
- Lower levels of overall facility utilization and facility admission characteristics (e.g. higher volume of use by regular members and lower levels of single admission purchases).
- No or minimal revenues from leases and partnerships.

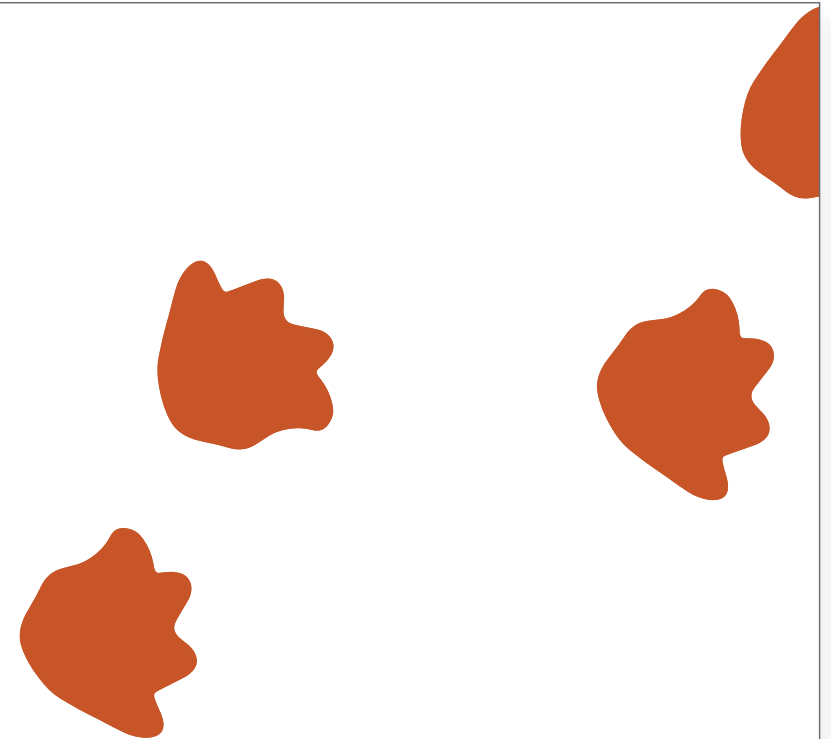
The engagement and research being undertaken through the Master Plan process will further explore the potential reasons noted above as well as related factors that could influence cost recovery (e.g. resident satisfaction with services, population demographics, trends, etc.).

This additional analysis will ultimately help clarify if the revenue gap is the sole product of not having a regional funding partner and/or influenced by levels of utilization.

4. Develop Biannual (every 2 years) Business Plans for the Badlands Community Facility, Memorial Arena and Aquaplex

Developing regular business plans presents the opportunity to assess strengths, gaps, and opportunities as well as revisit key aspects of facility operations, including:

- Resourcing (staffing levels)
- Promotions and marketing
- The programming and activity mix
- Trends and best practices alignment
- Potential market opportunities
- Opportunities for operational efficiencies





APPENDIX D: INFRASTRUCTURE BENCHMARKING

The following tables reflect the benchmarking findings by the overall quantity of the provision and service levels (number of residents per unit of provision).

Grey Boxes - Data not available or unable to be confirmed

Table 17- Indoor facility Benchmarking

Municipality	Population	Number of ice sheets	Aquatics facilities	Fieldhouses	Fitness centers	Walking track	Curling rink sheets	Libraries	Youth Centres	Senior Centres (Dedicated purpose built facility)
Bonnyville	6,404	2	1	1	1	1	4	1	2	1
Didsbury	5,070	2	1	0	0	0	4	1	0	0
Innisfail	7,985	2	1	0	0	1	4	1	0	1
Redcliff	5,581	1	1	0	0	0	3	1	1	0
Taber	8,862	2	1	0	0	0	4	1	0	0
Vegreville	5,689	1	1	0	1	0	5	1	1	1
Rocky Mountain House	6,765	2	1	0	1	0	5	1	1	0
Ponoka	7,331	2	1	0	0	0	6	1	1	0
Devon	6,545	1	0	0	0	0	0	1	0	0
Stettler	5,695	2	1	0	1	0	6	1	1	1
Hanna	2,394	1	0	1	1	1	6	1	1	0
Olds	9,209	2	1	0	0	0	6	1	0	0
Three Hills	3,042	1	1	0	0	0	4	1	0	1
AVERAGE	6,198	1.6	0.8	0.2	0.4	0.2	4.4	1.0	0.6	0.4
Drumheller	7,909	1	1	1	1	1	6	1	1	0

Table 18- Indoor Facility Provisions

Municipality	Population	Number of ice sheets	Aquatics facilities	Fieldhouses	Fitness centers	Walking track	Curling rink sheets	Libraries	Youth Centres	Senior Centres (Dedicated purpose built facility)
Bonnyville	6,404	3,202	6,404	6,404	6,404	6,404	1,601	6,404	3,202	6,404
Didsbury	5,070	2,535	5,070	0	0	0	1,268	5,070	0	0
Innisfail	7,985	3,993	7,985	0	0	7,985	1,996	7,985	0	7,985
Redcliff	5,581	5,581	5,581	0	0	0	1,860	5,581	5,581	0
Taber	8,862	4,431	8,862	0	0	0	2,216	8,862	0	0
Vegreville	5,689	5,689	5,689	0	5,689	0	1,138	5,689	5,689	5,689
Rocky Mountain House	6,765	3,383	6,765	0	6,765	0	1,353	6,765	6,765	0
Ponoka	7,331	3,666	7,331	0	0	0	1,222	7,331	7,331	0
Devon	6,545	6,545	0	0	0	0	0	6,545	0	0
Stettler	5,695	2,848	5,695	0	5,695	0	949	5,695	5,695	5,695
Hanna	2,394	2,394	0	2,394	2,394	2394	399	2,394	2,394	0
Olds	9,209	4,605	9,209	0	0	0	1,535	9,209	0	0
Three Hills	3,042	3,042	3,042	0	0	0	761	3,042	0	3,042
AVERAGE	6,198	3,837	7,325	40,286	16,114	26,857	1,414	6,198	10,072	16,114
Drumheller	7,909	7,909	7,909	7,909	7,909	7,909	1,318	7,909	7,909	0

Table 19- Outdoor facility Benchmarking

Municipality	Population	Sports Fields	Ball Diamonds (fenced)	Playgrounds	Outdoor Pools	Splash Parks/Pads	Km of Trails	Pickleball Courts	Tennis Courts	Skateboard Parks	Dog Parks (Formally Identified Off-Leash Areas)
Bonnyville	6,404		6	5	0	1		0	2	1	1
Didsbury	5,070	5	4	13	0	0	2.5			1	1
Innisfail	7,985	5	2	14	0	1	20	0	1	1	1
Redcliff	5,581	1	4	8	0	1	22	2*	2*	1	1
Taber	8,862	4	11	14	1	1	17	2*	2*	1	1
Vegreville	5,689	1	3	10	0	0		2*	2*	1	1
Rocky Mountain House	6,765	2	5	19	0	1	14	6	3	1	1
Ponoka	7,331	3	6	6	0	1	10	4*	4*	1	1
Devon	6,545	2	8	7	1	1	10	0	4	1	1
Stettler	5,695	4	7	9	0	1		0	2	1	1
Hanna	2,394	2	6	4	1	1		2*	2*	1	0
Olds	9,209	3	9	16	0	1	20			1	1
Three Hills	3,042	2	3	5	0	1		4*	3*	0	0
AVERAGE	6,198	2.8	5.7	10.0	0.2	0.8	14.4	0.9	1.7	0.9	0.8
Drumheller	7,909	2	6	8	1	1	29	1*	2	1	0

* Pickleball courts and tennis courts are interchangeable

Table 20- Outdoor Facilities Provisions

Municipality	Population	Sports Fields	Ball Diamonds (fenced)	Playgrounds	Outdoor Pools	Splash Parks/ Pads	Km of Trails	Pickleball Courts	Tennis Courts	Skateboard Parks	Dog Parks (Formally Identified Off-Leash Areas)
Bonnyville	6,404		1,067	1,281	0	6,404		0	3,202	6,404	6,404
Didsbury	5,070	1,014	1,268	390	0	0	2,028			5,070	5,070
Innisfail	7,985	1,597	3,993	570	0	7,985	399	0	7,985	7,985	7,985
Redcliff	5,581	5,581	1,395	698	0	5,581	254	2,791	2,791	5,581	5,581
Taber	8,862	2,216	806	633	8,862	8,862	521	4,431	4,431	8,862	8,862
Vegreville	5,689	5,689	1,896	569	0	0		2,845	2,845	5,689	5,689
Rocky Mountain House	6,765	3,383	1,353	356	0	6,765	483	1,128	2,255	6,765	6,765
Ponoka	7,331	2,444	1,222	1,222	0	7,331	733	1,833	1,833	7,331	7,331
Devon	6,545	3,273	818	935	6,545	6,545	655	0	1,636	6,545	6,545
Stettler	5,695	1,424	814	633	0	5,695		0	2,848	5,695	5,695
Hanna	2,394	1,197	399	599	2,394	2,394		1,197	1,197	2,394	0
Olds	9,209	3,070	1,023	576	0	9,209	460			9,209	9,209
Three Hills	3,042	1,521	1,014	608	0	3,042		761	1,014	0	0
AVERAGE	6,198	2,187	1,089	620	26,857	7,325	429	3,662	2,984	6,714	7,325
Drumheller	7,909	3,955	1,318	989	7,909	7,909	273	7,909	3,955	7,909	0

APPENDIX E: FACILITY ASSESSMENT REPORT

<<<To be completed>>>

