

TOWN OF DRUMHELLER

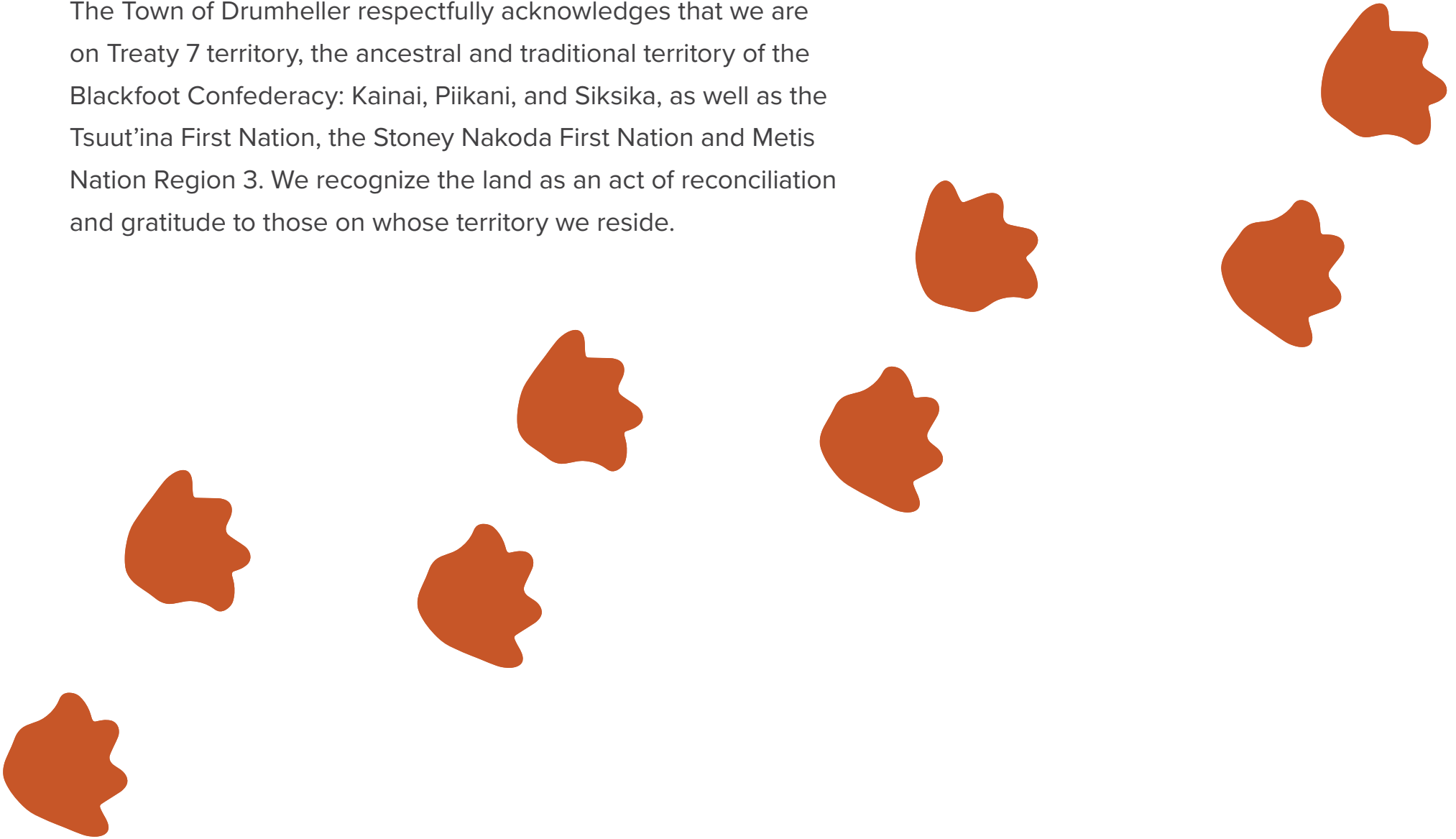
PARKS AND RECREATION MASTER PLAN

JUNE 2023



LAND ACKNOWLEDGEMENT

The Town of Drumheller respectfully acknowledges that we are on Treaty 7 territory, the ancestral and traditional territory of the Blackfoot Confederacy: Kainai, Piikani, and Siksika, as well as the Tsuut'ina First Nation, the Stoney Nakoda First Nation and Metis Nation Region 3. We recognize the land as an act of reconciliation and gratitude to those on whose territory we reside.



EXECUTIVE SUMMARY



PROJECT CONTEXT & PROCESS

The Town of Drumheller has developed a new Parks and Recreation Master Plan to provide a roadmap for how it will invest in facilities, programs, and overall service deliver over the next 10+ years. The Master Plan provides Council and staff will a reference document that can guide priorities, decision making, and budget; ensuring that parks and recreation are efficient, effective, and aligned with community needs.

The Master Plan was developed through comprehensive research and engagement over the course of approximately one-year.

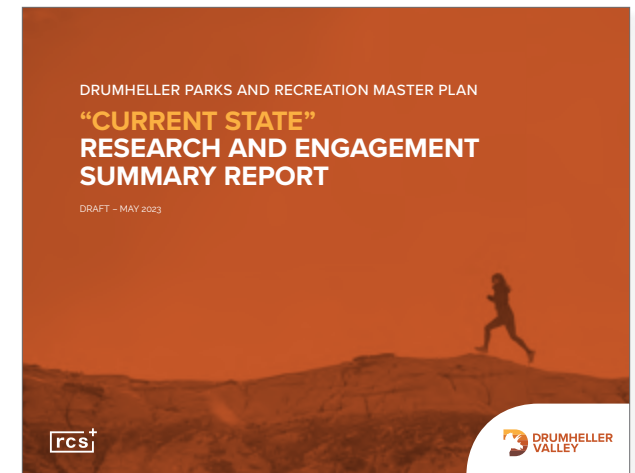


Community input was critical to developing the Master Plan and included feedback provided through resident surveys, community group surveys, youth surveys, sounding boards, stakeholder discussions, sounding boards, and children's focused activities. In total, the project team had 769 points of contact in the community.

KEY FINDINGS FROM THE RESEARCH AND ENGAGEMENT

Summarized as follows are key findings and themes from the project research and engagement. *The detailed findings are available in the “Current State” Research and Engagement Summary Report.*



- Parks and recreation opportunities are highly valued by residents in Drumheller.
- Residents are generally satisfied with current services and believe that the community offers a wide array of opportunities.
- Benchmarking suggests that the Town invests similar financial resources in parks and recreation services compared to similar sized municipalities in Alberta but generates less overall revenue. A lack of regional funding partnerships is a plausible reason for this situation.
- Opportunities exist to get more residents, more active. The project engagement found that a relatively large proportion of residents are unaware of current opportunities.
- Like most communities, Drumheller has an aging portfolio of legacy facilities. Facility assessments suggest that replacement should be considered for the Aquaplex. While the Memorial Area has remaining lifespan, some reinvestment will be required. Both of these facilities are well utilized and important to the recreation landscape in Drumheller.
- The community has a limited supply of Class A sports fields and ball diamonds, impacting the ability to both grow local programming and host tournaments.
- There is an opportunity to create more appealing and dynamic outdoor recreation and leisure experiences. Enhanced trails, playgrounds, and community parks were identified through the engagement and research.
- The Badlands Community Centre is a highly valued facility that facilitates a wide array of activities. The fieldhouse space is well used for drop-in activities, pickleball, indoor soccer, and spontaneous play.



SERVICE DELIVERY OBJECTIVES FOR PARKS AND RECREATION

Five overarching objectives have been developed to provide a foundational basis for the Town’s ongoing investment in parks and recreation. These objectives also provide high-level goal posts that the Town can use to assess service levels and success on a regular basis.

Service Delivery Objectives		What does this mean?	Performance Indicators and Evaluation Methods <i>How will the Town be able to measure if it's aligning with the Service Delivery Objectives or not?</i>
	Accessible and Inclusive	The Town recognizes that its investment in parks and recreation services return the most investment when all residents have opportunities to participate.	<ul style="list-style-type: none"> Facilities and amenities meet or exceed industry standards in physical accessibility. The Town has formal programs and/or partnerships in place to address financial barriers to participation. Ongoing resident engagement reflects a continual reduction in perceived barriers to participation.
	Financially Sustainable	The Town does not overextend itself through capital investment it cannot afford and makes decisions that balance meeting identified community needs with an understanding of long-term impacts of those investments (e.g. operation costs, debt servicing, etc.).	<ul style="list-style-type: none"> The Town meets most cost recovery goals established through annual business planning. The Town contributes sufficiently to capital and lifecycle reserves to ensure re-investment or replacement of facilities is undertaken when needed.
	Aligned	The Town prioritizes its investment in parks and recreation on an ongoing basis using its strategic planning. Parks and recreation also look to align with and advance other Town strategic initiatives.	<ul style="list-style-type: none"> The Town is able to report annually on implementation successes from this Master Plan document. The Town is able to demonstrate how parks and recreation have been leveraged to advance other policies and plan such as the Downtown Area Revitalization Plan (DARP) and Travel Drumheller Destination Development Plan.

Service Delivery Objectives		What does this mean?	Performance Indicators and Evaluation Methods <i>How will the Town be able to measure if it's aligning with the Service Delivery Objectives or not?</i>
	Collaborative	The Town recognizes that the delivery of parks and recreation (and related) opportunities to residents occurs through direct and indirect delivery approaches. The Town works with its community partners and organizations to maximize parks and recreation opportunities and build community.	<ul style="list-style-type: none"> • Ongoing engagement with community organizations reflects that relationships are strong. • Ongoing program and service level evaluation undertaken by the Town supports that it is using the right mix of direct and indirect delivery methods.
	Opportunistic	Drumheller is a unique community with many opportunities to use parks and recreation as a catalyst to achieve a host of community, economic, and social benefits. The Town is creative, thinks outside the box, and leverages parks and recreation wherever possible.	<ul style="list-style-type: none"> • Business planning undertaken for new capital projects reflect a clear action plan to leverage incremental benefits. • The Town regularly assesses non-local spending and visitation; data supports those actions undertaken by the Town (including those recommended in this Master Plan) have had a positive impact.



FACILITY STRATEGIES

Section 5 of the Master Plan identifies Strategies for 15 types of indoor recreation facilities and 11 types of outdoor recreation and parks facilities. These Strategies are intended to provide the Town with direction on where to focus infrastructure investment and resources over the next 10+ years. The Strategies were informed by a Prioritization Framework that scored and ranked the different types of facilities using 10 different criteria that reflect findings from the research and engagement as well as other practical considerations.

Summarized as follows are key Strategies that reflect potential priority projects and focus areas for capital investment.

KEY STRATEGIES - INDOOR RECREATION INFRASTRUCTURE

- Pending further validation of the Aquaplex's condition and remaining lifespan, it is recommended that the Town prioritize replacement of the pool.
- In addition to sustaining the Memorial Arena by undertaking needed repairs and capital maintenance, the Town should undertake feasibility analysis and conceptual planning to explore the addition of a second sheet of arena ice within the next 10 years.
- Provide land to support replacement of the curling club if participation and financial sustainability can be adequately demonstrated. It is also recommended that the Town work with its neighbouring jurisdiction to further explore regional curling needs and opportunities to avoid duplication.
- A long-term plan is needed for the existing recreation hub. This future planning is required to help determine which new or replacement facilities can fit on the site and to identify opportunities to create increased synergies and connections between the various facilities and amenities. It is suggested that this planning occur in alignment with the pool replacement planning and feasibility analysis for a second sheet of ice.
- Cost effective and added value opportunities to develop spaces that meet the activity needs and trends of children, youth, and seniors' (e.g. social spaces, children's play areas, seniors and youth lounges, etc.) should be explored as new or expanded facilities are being studied and planned.

KEY STRATEGIES - OUTDOOR PARKS AND RECREATION INFRASTRUCTURE

- Trails should be a focus area for the Town as this infrastructure type provides accessible and affordable for a diverse array of ages, ability levels, and interests. It is recommended that the Town continue supporting the Rails to Trails project, focus resources on improving and rehabilitating existing trails, improve trail connectivity, and develop a comprehensive Trails Strategy within 5-7 years.
- It is recommended that the Town target 2 major park renewal / enhancement projects for each of the short (0 - 3 years), medium (3 - 7 years), and long (7 - 10 years) terms. A playground assessment and renewal program should also be developed with a focus on increasing the appeal, play value, and diversity of existing playground sites as renewals are undertaken.
- An outdoor ball and sports field complex should be explored and developed if suitable land can be procured in the Drumheller area. Recognizing that this project will likely take a number of years to realize, it is also recommended that the Town undertake improvements to the Rosedale and New Castle ball diamonds.
- Furthering monitoring of outdoor pickleball needs is required before dedicated courts are developed. Dedicated courts, if developed in the future, should be provided in no less than an 8-court hub to support optimal program and drop-in use and support tournament play.
- It is recommended that the Town consider supporting the development of a pump track and mountain bike trails. The Town should also work with its regional partners to opportunities to further leverage the communities unique and highly desirable terrain as a regional destination for mountain biking.
- As a longer-term project, identify (and if necessary acquire) a site for a dedicated dog off-leash area. In the short to medium term, 1-2 existing community park spaces that are suitable for limited dog off-leash use should be identified.
- The outdoor pool at the Aquaplex should not be replaced as part of a replacement pool facility (the new aquatics facility should be planned and designed to meet all aquatics needs within the building envelope and focus capital and operational resources accordingly).





KEY SERVICE DELIVERY STRATEGIES AND ACTIONS

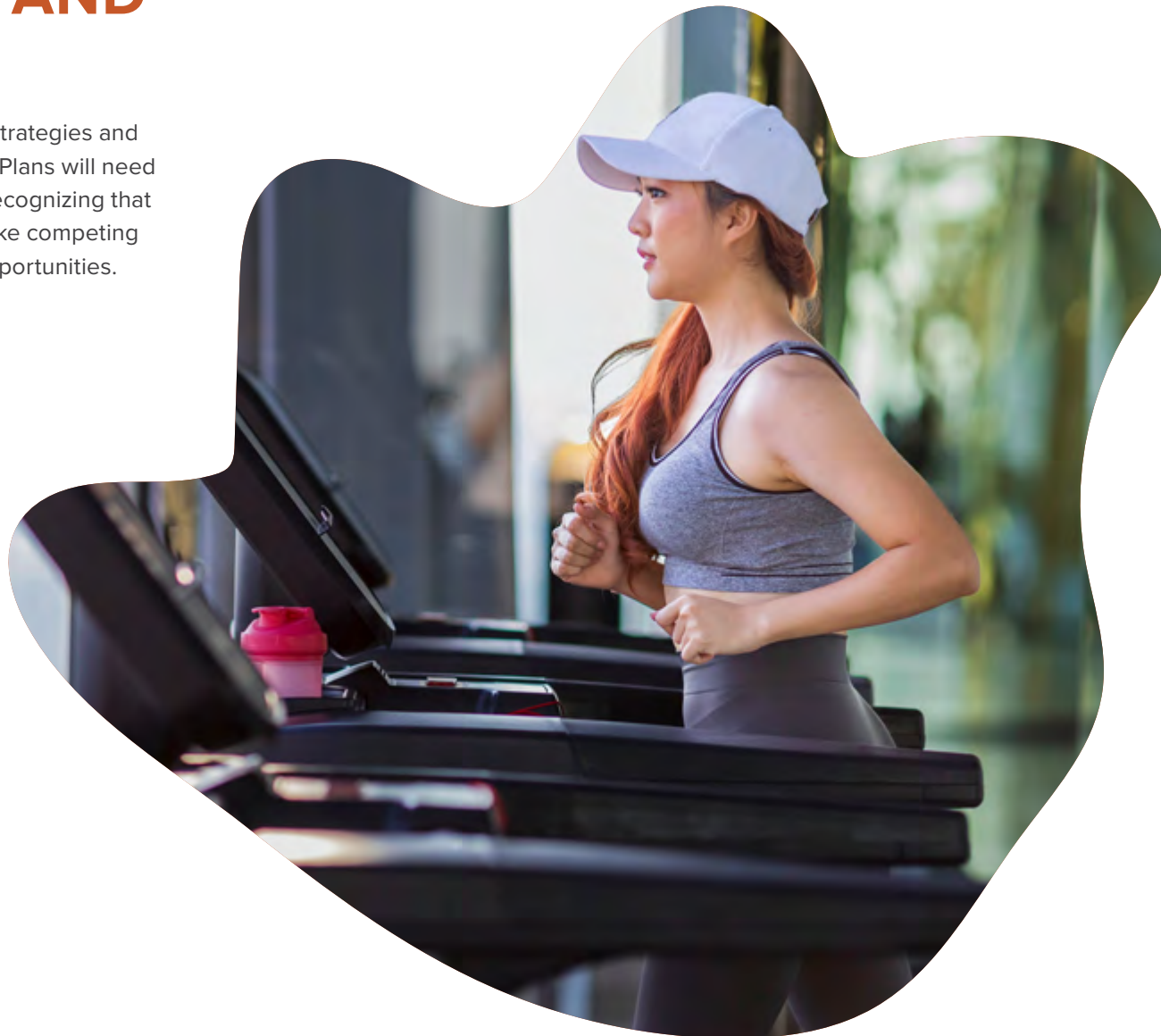
Section 6 of the Master Plan provides 12 Strategies and 25 Actions intended to optimize how the Town delivers and invests in parks and recreation opportunities. In some instances, these Strategies and Actions suggest a shift to current practices while others simply re-embed what already works well.

Key Strategies and Actions are summarized as follows.

- Use the recommended Parks Classification System to guide how the Town plans and manages its current and future parks inventory.
- Establish cost recovery targets and fees for recreation programming using a benefits-based approach. A potential framework is provided as a basis for implementing this type of approach.
- Continue to prioritize investment in children and youth programming is strongly reinforced in the Master Plan.
- Ensure staff are supported with adequate training on emerging topics / issues and create an environment that enables creativity in programming provision.
- Engage with regional municipalities on key recreation infrastructure topics and issues, including aging infrastructure and funding challenges.
- Work with the local school system to develop a formal Joint Use Agreement.
- Align recreation and parks planning and initiatives with other Town and partner planning, including the new Travel Drumheller Destination Development Plan and the recent Downtown Area Revitalization Plan (2021).
- Establish a Sports Council to help better leverage available hosting opportunities.

MASTER PLAN IMPLEMENTATION AND NEXT STEPS

Section 7 provides Game Plans for the key Facility Strategies and Service Delivery Strategies and Actions. The Game Plans will need to be revisited and adjusted as required regularly, recognizing that priorities and focus areas evolve based on factors like competing municipal projects, available resources, and new opportunities.



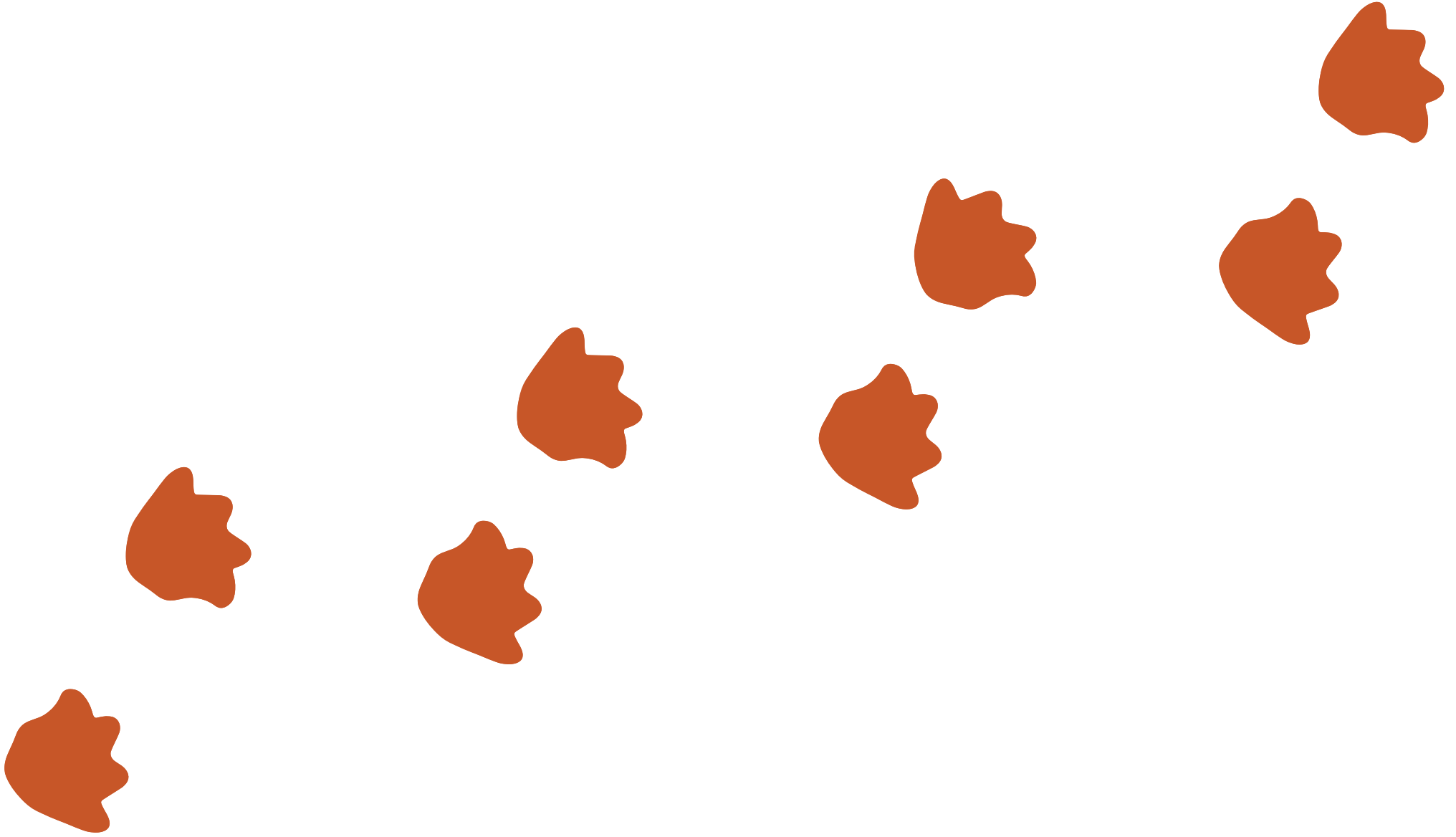


TABLE OF CONTENTS

1. Introduction	1
1.1. Master Plan Purpose	2
1.2. Master Plan Process	3
2. The Parks and Recreation Context in Drumheller	5
2.1. The Town's Investment in Parks and Recreation	6
2.2. Current Delivery Approaches (<i>How does the Town provide parks and recreation opportunities?</i>)	7
2.3. Facilities	8
3. What We've Learned Summary	12
3.1. Overview of the Master Plan Inputs	13
3.2. Summary Analysis of Strengths, Weaknesses, Opportunities, and Challenges (SWOC)	16
3.3. Facility Assessments Summary	18
4. Service Delivery Objectives for Parks and Recreation	19
5. Facility Strategies	22
5.1. Facility Strategies Overview and Methodology	23
5.2. The Facility Strategies	24
6. Service Delivery Strategies and Actions	33
6.1. Overview and Context on the Service Delivery Strategies	34
6.2. The Service Delivery Strategies	35
7. Master Plan Implementation	53
7.1. Setting Up the Master Plan for Implementation Success	54
7.2. Capital Projects Game Plan	55
7.3. Service Delivery Strategies and Actions Game Plan	56
Appendices	61
Appendix A: Prioritization Framework Scoring Methodology and Results	62
Appendix B: Suggested Park Classifications & Potential Projects	72



1. INTRODUCTION

1.1. MASTER PLAN PURPOSE

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

The Town has developed this Parks and Recreation Master Plan to ensure that future decision-making is informed and best aligned with community needs. More specifically, the Master Plan process enabled the Town to:

- 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.
- Identify opportunities to optimize service delivery.

This Master Plan will be used by Town staff and Council on an ongoing basis over the next decade as important decisions need to be made on resource allocation (budgeting), facility and amenity development or renewal, and ongoing service delivery (e.g. programming focus areas, policy development or updating, etc.).



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



1.2. MASTER PLAN PROCESS

The Master Plan process spanned approximately one year from August 2022 until July 2023. The following graphic illustrates the phases used to develop the Master Plan. Research and community engagement were critical aspects of developing the Master Plan; helping the project team understand the current state of parks and recreation in Drumheller as well as potential gaps and opportunities.



Key findings from the research and engagement are summarized in Section 3.

Developing of the Master Plan also included ongoing dialogue with Town Council and support from a staff working group, ensuring that the strategic direction provided in this important document align with overarching Town values and priorities.

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

THE BENEFITS OF PARKS AND RECREATION

Why should we continue to invest public resources in parks and recreation?

The strongest argument for investing in parks and recreation in a community is that it benefits almost everyone. There is an abundance of research around the importance of parks and recreation that can answer the ‘why’. Research demonstrates the many benefits that communities may experience by investing in parks and recreation. Some of those benefits include:

- Improved health outcomes for all ages.
- Longer life expectancies.
- Improved mental health.
- Deeper sense of community connection.
- Economic and environmental impacts.

 <p>BENEFITS OF PARKS & RECREATION</p>	 <p>Provides gathering spaces</p>	 <p>Builds strong families and healthy communities</p>	 <p>Enhances community identity</p>	 <p>Increases attractiveness for tourists, residents and businesses</p>	 <p>Builds collaboration and teamwork</p>	
	 <p>Reduces poverty, neighbourhood crime and delinquency</p>	 <p>Create social capital, solidarity, cohesion, social inclusion, community empowerment, capacity building, community diversity and civic pride</p>	 <p>Contributes to the local economy</p>	 <p>Create opportunities for intergenerational experiences</p>	 <p>Job Creation</p>	 <p>Is essential to personal health and well-being</p>
	 <p>Provides a foundation for quality of life</p>	 <p>Leads to better health and wellbeing</p>	 <p>Increases voluntarism</p>	 <p>Improves learning outcomes in public education and the development of a skilled work force.</p>	 <p>Enables communities to attract and retain young residents</p>	 <p>Green spaces are essential to the environment and ecological wellbeing</p>



2. THE PARKS AND RECREATION CONTEXT IN DRUMHELLER

2.1. THE TOWN'S INVESTMENT IN PARKS AND RECREATION

The Town of Drumheller invests approximately \$3.1 million dollars annually in parks and recreation services to provide facilities, programming, and support community organizations. Cost recovery analysis and benchmarking conducted at the outset of the project suggests that the Town's overall level of investment in parks and recreation is generally similar to comparator communities, however revenues are lesser than comparators.¹

When reviewing the Town's investment in parks and recreation services it is also important to recognize that the Town has a significant existing portfolio of facilities. The replacement value of just indoor facilities owned and operated by the Town likely exceeds \$100,000,000 dollars. This aging infrastructure will require ongoing re-investment simply to sustain existing levels of service.

Over the next 10 years the Town will need to determine where its finite resources can be invested to provide the most benefits to the most residents. The Master Plan provides a point of reference for this decision making both in terms of suggesting specific focus areas and providing a foundational / philosophical basis to undertake prioritization on an ongoing basis.

PARKS AND RECREATION INVESTMENT IN DRUMHELLER – BY THE NUMBERS

- The Town's investment in parks and recreation equates to approximately **\$399 per resident**.
- The Town recovers approximately **16%** of its expenditures on parks and recreation through revenues (primarily user fees).
- As is the case in most communities, cost recovery (the % of expenditures recovered through revenues) varies by type of facility / service provided. For example, cost recovery for both the Aquaplex and Memorial Arena was approximately **24%** prior to the COVID-19 pandemic, while cost recovery for the Badlands Community Facility was **33%**. Cost recovery for parks is minimal as these spaces are typically provided free of charge.

¹ Detailed findings from the cost recovery analysis are provided in the appendices "Current State" Research and Engagement Summary Report referenced in Section 3. The analysis looked at all Town's in Alberta as well as a subset of municipalities with a similar population to Drumheller.



2.2. CURRENT DELIVERY APPROACHES (HOW DOES THE TOWN PROVIDE PARKS AND RECREATION OPPORTUNITIES?)

Like most municipalities, the Town delivers parks and recreation opportunities through a combination of direct and indirect delivery approaches. The decision on which approach to use is based on a number of factors including community organization capacity, available volunteer skill sets, financial considerations, and historical context. Moving forward is likely that the Town will continue to use both approaches in order to leverage available resources and maximize the quantity and quality of recreation opportunities available to residents. The Master Plan (Section 6) provides additional guidance on how to determine the best approach to use for different types of programming.

Delivery Approach	Description	Examples
Direct Delivery	Programming conducted by Town staff (or contractors) at Town operated facilities.	<ul style="list-style-type: none"> Swimming lessons at the Aquaplex. Most fitness classes at the BCF.
Indirect Delivery	Programming provided by community organizations and supported by the Town through the provision of subsidized facility time, grants, or other supports.	<ul style="list-style-type: none"> Sports programs at the arena (provided by community organizations; Town provides ice time at rates below cost recovery). Event grants to community organizations.

2.3. FACILITIES

The Town oversees and supports a significant portfolio of recreation infrastructure, including indoor and outdoor facilities, parks spaces and amenities, and trails. Summarized as follows is an overview of the current parks and recreation inventory in Drumheller – including infrastructure operated directly by the Town and others operated by community partners.

INDOOR RECREATION FACILITIES AND SPACES IN DRUMHELLER

Facility / Amenity Type	Provision (# and Facility / Amenity Type per Resident)	Facility Names & Characteristics
Indoor Ice Arenas	1 (1: 7,909)	Memorial Arena
Indoor Aquatics Facilities	1 (1: 7,909)	Aquaplex (includes an outdoor pool)
Multiplexes	1 (1: 7,909)	Badlands Community Facilities (amenities include a fieldhouse, fitness centre, banquet facilities, and pottery studio)
Libraries	1 (1: 7,909)	Drumheller Public Library
Curling Rinks	1 (1: 7,909)	Drumheller Curling Club (6 sheets of ice)
Halls	6 (1: 1,977)	Halls located in Rosedale, Midland, East Coulee, Nacmine, Newcastle, and Wayne
Agri-Recreation Facilities	1 (1: 7,909)	Drumheller Stampede Barn
Museums & Interpretive Facilities	5 (1: 3,954)	East Coulee School Museum Royal Tyrrell Museum of Paleontology Atlas Coal Mine Badlands Historical Centre Homestead Antique Museum



PROXIMITY TO KEY INDOOR RECREATION FACILITIES

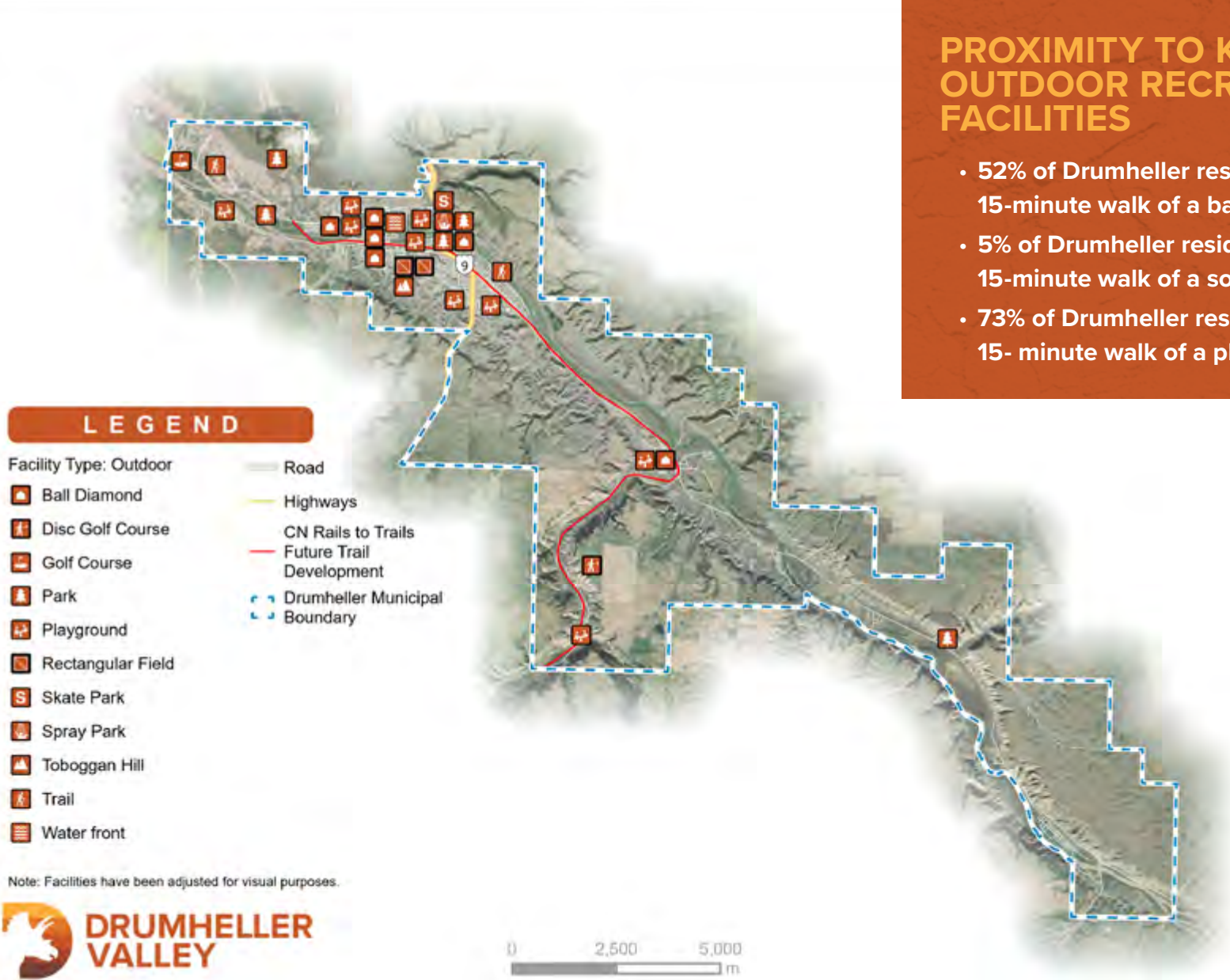
- 28% of Drumheller residents live within a 15-minute walk of the Drumheller Aquaplex, Memorial Arena and Badlands Community Facility.
- 100% of Drumheller residents live within a 20-minute drive of the Aquaplex, Memorial Arena and Badlands Community Facility.

OUTDOOR RECREATION AND PARKS AMENITIES IN DRUMHELLER

Facility / Amenity Type	Provision (# and Facility / Amenity Type per Resident)	Facility Names & Characteristics
Ball Diamonds	6 (1: 1,318)	New Castle Beach Diamonds (1 - 3), the Little League Ball Diamond, Midlandvale Ball Diamond, and the Rosedale Ball Diamond <i>*Does not include backstops located at school sites</i>
Skateboard Parks	1 (1: 7,909)	Drumheller Skate Park
Outdoor Aquatics	2 (1: 3,955)	Rotary Spray Deck Outdoor pool tank at the Aquaplex
Sports Fields	2 (1: 3,955)	Drumheller Minor Soccer Field <i>*Does not include fields located at school sites</i>
Toboggan Hills	1 (1: 7,909)	Drumheller Toboggan Hill
Disc Golf Courses	4 (1: 1,977)	Badlands Disc Golf Course (Wayne) Midland Provincial Park XCrossing Rosedale
Golf Courses	1 (1: 7,909)	Dinosaur Trail Golf & Country Club
Playgrounds	9 (1: 879)	Bankview, Cambria, Central Drumheller, East Coulee, Greentree, Hillsvie, Huntington, Midland, Nacmine, Newcastle, North Drumheller, Riverside, Rosedale, Wayne, Willow Point
Community Parks	11 (1: 719)	Located throughout the community.
Trails	Approximately 29 km of community trails and pathways (1 km : 272 residents)	Located throughout the community.

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.



3. WHAT WE'VE LEARNED SUMMARY

3.1. OVERVIEW OF THE MASTER PLAN INPUTS

In order to develop a Master Plan that sets forth the best roadmap for the future of parks and recreation in Drumheller, it was important to first understand the current situation (strengths and gaps), opportunities, and key considerations that will impact future needs. The project team undertook comprehensive research and analysis aimed at exploring a number of key topics, including:

- Parks and recreation preferences.
- Trends and changes in parks and recreation behaviours.
- Strengths and gaps of current service delivery approaches / practices.
- Emerging demands.
- Residents and user group satisfaction.
- Current state of parks and recreation infrastructure.
- Current levels of facility utilization.



Engagement with the community was a particularly important aspect of the projects team’s research efforts to gain insights into the above topic areas. The project team’s community engagement approach was based around some key principles established at the outset of the project:

- Providing all residents with opportunities to provide input if they wished to do so.
- Offering residents and community organizations with multiple ways to participate in the engagement process.
- In alignment with best practices, communicating to residents and groups how their input will (and won’t) be used.
- Ensuring all perspectives and parks and recreation were considered, not just those offered by the most vocal community groups or interests.

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

The detailed findings from the research and community engagement can be found in the **“Current State” Research and Engagement Summary Report.**



3.2. SUMMARY ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND CHALLENGES (SWOC)

The following SWOC Analysis synthesizes the findings from the research and engagement contained in the “Current State” Research and Engagement Summary Report. This analysis helps highlight potential strengths, weaknesses, opportunities, and challenges pertaining to parks and recreation in Drumheller that the recommendations and strategies provided in Sections 4 – 7 of this Master Plan can provide further guidance on.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Relatively high levels of resident satisfaction (no single aspect of parks and recreation services had >14% dissatisfaction in the Resident Survey). • For a community of Drumheller’s size, there exists a strong diversity / mix of facilities and opportunities. • Residents place a high value on parks and recreation and recognize the personal and community-wide benefits of investing in these services. • The Town has done a good job making use of available facilities and amenities. • The BCF provides a modern multi-purpose community “hub” that can bring together a diverse array of interests and age groups. • While volunteer capacity and trends challenge practically all communities, Drumheller has a strong base of longstanding and committed community organizations. 	<ul style="list-style-type: none"> • Benchmarking suggests that the Town generates less revenue from parks and recreation than comparator communities (expenditures are similar). • While the Memorial Arena, BCF, and Aquaplex are located on the same site, these facilities are not physically linked which limits operational, programming, and revenue synergies. • The Resident Survey findings suggest that a relatively large proportion of residents (38%) feel inadequately informed about parks and recreation opportunities available to them. • Limited supply of Class A sports fields and ball diamonds, impacting the ability to both grow local programming and host tournaments.

Opportunities	Challenges
<ul style="list-style-type: none">• Further leveraging and aligning parks and recreation with sport tourism, public health initiatives, and economic development.• Improved data collection and use of data in ongoing operations and decision making (e.g. using data to inform programming decisions, space allocations, promotions and marketing, etc.).• Creating more diverse and appealing outdoor play and park experiences.• Excitement around the Rails to Trails project and the opportunity to leverage trail development for both recreation and economic opportunities.• Opportunities to further leverage sport and cultural tourism.• While facilities are generally well used, opportunities exist to increase utilization especially during non-peak hours.	<ul style="list-style-type: none">• Aging indoor infrastructure. The Aquaplex and Curling Rink have limited remaining lifespan, with the Memorial Arena being in better condition but requiring re-investment to ensure it remains safe and functional.• Lack of regional funding partnerships.• Demands for new or renewed infrastructure and limited resources to undertake all desired and justified capital projects.• Data analytics and community characteristics suggest that many residents are cost-conscious and value focused – this dynamic may limit revenue generation potential.



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

3.3. FACILITY ASSESSMENTS SUMMARY

As part of the Master Plan process 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 project team architects. Summarized as follows are key findings from the assessments:

- The Aquaplex has significant envelope and building systems issues. Given the risks, costs, and other challenges associated with undertaking these repairs, replacement of the facility is likely a more prudent course of action.
- The Memorial Arena is in relatively good condition for a facility of its age. While capital maintenance and repairs will be needed over the next decade (including the short term), re-investment in the existing facility is an appropriate course of action.




Additional detail on the facility condition reports can also be found in the “Current State” Research and Engagement Summary Report.





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

4. SERVICE DELIVERY OBJECTIVES FOR PARKS AND RECREATION

Parks and recreation services are most effective when they are based in foundations that establish overarching and clear objectives for what the Town is looking to accrue through its investment in these services. The following 5 Service Delivery Objectives provide high-level goal posts that the Town can use to guide parks and recreation services and access overall success. **To make the most effective use of these Service Delivery Objectives, it will be critical for the Town to invest adequately in annual business planning, enhanced data collection and management, regular facility assessments, and ongoing community and facility user engagement to assess how successful the Town is at achieving these objectives. Over time, as better data becomes available there will be increased opportunities to add more specific and quantifiable performance indicators using established benchmarks.**

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	Financially Sustainable	The Town does not overextend itself through capital investment it cannot afford and makes decisions that balance meeting identified community needs with an understanding of long-term impacts of those investments (e.g. operation costs, debt servicing, etc.).	<ul style="list-style-type: none"> The Town meets most cost recovery goals established through annual business planning. The Town contributes sufficiently to capital and lifecycle reserves to ensure re-investment or replacement of facilities is undertaken when needed.
	Aligned	The Town prioritizes its investment in parks and recreation on an ongoing basis using its strategic planning. Parks and recreation also look to align with and advance other Town strategic initiatives.	<ul style="list-style-type: none"> The Town is able to report annually on implementation successes from this Master Plan document. The Town is able to demonstrate how parks and recreation have been leveraged to advance other policies and plan such as the Downtown Area Revitalization Plan (DARP) and Travel Drumheller Destination Development Plan.

Service Delivery Objectives		What does this mean?	Performance Indicators and Evaluation Methods <i>How will the Town be able to measure if it's aligning with the Service Delivery Objectives or not?</i>
	Collaborative	The Town recognizes that the delivery of parks and recreation (and related) opportunities to residents occurs through direct and indirect delivery approaches. The Town works with its community partners and organizations to maximize parks and recreation opportunities and build community.	<ul style="list-style-type: none"> • Ongoing engagement with community organizations reflects that relationships are strong. • Ongoing program and service level evaluation undertaken by the Town supports that it is using the right mix or direct and indirect delivery methods.
	Opportunistic	Drumheller is a unique community with many opportunities to use parks and recreation as a catalyst to achieve a host of community, economic, and social benefits. The Town is creative, thinks outside the box, and leverages parks and recreation wherever possible.	<ul style="list-style-type: none"> • Business planning undertaken for new capital projects reflect a clear action plan to leverage incremental benefits. • The Town regularly assesses non-local spending and visitation; data supports those actions undertaken by the Town (including those recommended in this Master Plan) have had a positive impact.



5. FACILITY STRATEGIES

5.1. FACILITY STRATEGIES OVERVIEW AND METHODOLOGY

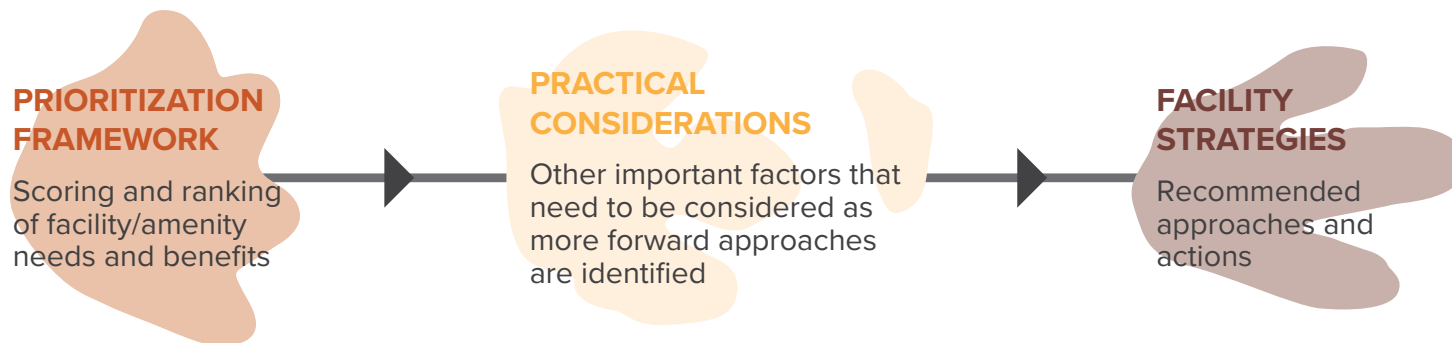
Provided in this section (sub-section 5.2.) are Facility Strategies to help prioritize and guide Town investment in parks and recreation infrastructure over the next 10+ years. The strategies are informed by a prioritization framework that ranked potential facility investment need using the following criteria:

- Resident demand
- User group and stakeholder demand
- Recreation service level impacts
- Financial accessibility
- Space Adaptability
- Financial viability (operating)
- Financial viability (capital cost impact)
- Economic benefits
- Trends
- Benchmarking (comparison of service levels to other communities)

It is important to note that the Prioritization Framework tool is not intended to rank the importance of a facility. A facility type could be extremely important but rank low because it is already adequately provided. ***See Appendix A for the detailed Prioritization Framework scoring methodology and results.**

As a second step in identifying the Facility Strategies, other practical considerations were then layered in to ensure that the identification of the strategies takes into account available land supply, timing and project sequencing, existing facility condition, resourcing, and other factors that the Prioritization Framework scoring may not be able to fully assess or reflect.


How Were the Facility Strategies Identified?











5.2. THE FACILITY STRATEGIES






The Facility Strategies are organized by indoor and outdoor facility types. The arrows illustrating the 10-year service level impact reflect the recommended supply of the facility type relative to current levels (should Town have more, the same, or less of the facility type in 10 years time).


INDOOR FACILITY STRATEGIES

Facility Type	Prioritization Framework Ranking (Indoor)	Strategies	10 Year Service Level Impact
Indoor Aquatics Facilities	1	<ul style="list-style-type: none"> • Conduct a comprehensive condition assessment to confirm the findings of the high-level functional condition assessment conducted as part of the Master Plan process. • If the findings of the initial condition assessment are confirmed, a new aquatics facility should be a priority project over the next 5 – 10 years. • As a next step, initiate planning as soon as possible to further explore facility program and site options, prioritize specific aquatics amenity and experience needs, and validate costs. The exploration of potential site options for a replacement aquatics facility should additionally consider opportunities for synergies with the potential addition of a second ice arena sheet and existing BCF. • Develop a short to medium term maintenance strategy for the existing Aquaplex that clearly identifies which building systems and components justify re-investment to sustain operations while planning and construction is undertaken on a new pool. 	 <p>Sustained Supply (Replacement of existing facility)</p>

Facility Type	Prioritization Framework Ranking (Indoor)	Strategies	10 Year Service Level Impact
Ice Arenas	2	<ul style="list-style-type: none"> Adequately re-invest to sustain the Memorial Arena for the medium term (at least the next 10 years). Initiate feasibility and conceptual planning within the next five years on a second sheet of ice with the goal of project completion within 10 years (if validated through the feasibility study and concept planning process). As having multiple ice sheets at a single location provides maximum operational efficiency and user benefits, the study process should explore long-term options for creating a twin arena facility either by adding an ice sheet to the existing arena or working towards a twin arena at a new location (e.g. phasing in the project so that a second sheet can be developed when the Memorial Arena reaches the end of its lifespan). 	 <p>Potentially Increased Supply (Pending further study on options and cost impacts / viability of adding a second ice sheet)</p>
Youth Focused Spaces	3	<ul style="list-style-type: none"> Continue to maximize use of the BCF and other existing facilities for youth activities. Consider opportunities to meet youth space and activity needs as new aquatics and arena facility projects are studied and planned. 	 <p>Potentially Increased Supply (Youth focused space needs to be considered as part of potential new arena and pool projects)</p>
Seniors Focused Spaces	5	<ul style="list-style-type: none"> Continue to maximize use of the BCF and other existing facilities for older adult focused activities. In alignment with trends and best practices, ensure that recreation and culture programming provides multi-generational opportunities. Consider opportunities to meet seniors activity and social space needs as new aquatics and arena facility projects are studied and planned. 	 <p>Sustain (Maximize use of existing spaces)</p>

Facility Type	Prioritization Framework Ranking (Indoor)	Strategies	10 Year Service Level Impact
Arts and Cultural Spaces	Galleries and Display Spaces (4) Arts and Crafts Creative Spaces (11) Performing Arts Facilities (15)	<ul style="list-style-type: none"> Continue to identify opportunities to integrate public art features and installations into recreation infrastructure. Re-invest as required to sustain arts and culture spaces and amenities at the BCF (e.g. pottery studio and other multi-purpose rooms used for arts and cultural programming). 	 Sustain (Maximize use of existing spaces)
Indoor Children's Play Spaces	T6	<ul style="list-style-type: none"> Consider including indoor child play space in potential future facility development (second arena facility and new aquatics centre). 	 Potentially Increased Supply (To be considered as part of potential new arena and pool projects)
Indoor Large Span Spaces (fieldhouses and gymnasiums)	T6	<ul style="list-style-type: none"> Continue to maximize use of the fieldhouse. Work with the school system to maximize community access to school gymnasiums during after school hours. 	 Sustain (Maximize use of existing spaces)
Curling Facilities	8	<ul style="list-style-type: none"> Provide land to support replacement of the curling club if participation and financial sustainability can be adequately demonstrated. Work with neighbouring jurisdictions to support the completion of a regional curling strategy aimed at identifying opportunities to consolidate curling at a single, regional hub facility that can serve a broader catchment area and reduce the need for duplication of infrastructure. 	 Sustain (Replacement to be supported through the provision of land if sustainability can be adequately demonstrated)
Social Gathering and Hall Types Spaces	9	<ul style="list-style-type: none"> Maximize use of the conference and banquet facilities at the BCF. Support community associations with grant writing for capital projects. 	 Sustain (Maximize use of existing spaces)

Facility Type	Prioritization Framework Ranking (Indoor)	Strategies	10 Year Service Level Impact
Libraries	10	<ul style="list-style-type: none"> Sustain and maximize benefits of the existing library. 	 Sustain (Maximize use of existing spaces)
Fitness Facilities	12	<ul style="list-style-type: none"> Sustain and maximize benefits of the existing fitness amenities at the BCF. Explore fitness and dryland training space as part of the feasibility study for the second arena ice sheet. 	 Potentially Increased Supply (Additional space needs and opportunities to be considered and further explored as part of arena and aquatics project planning)
Indoor Walking / Running Tracks	13	<ul style="list-style-type: none"> Continue to maximize use of the existing track at the BCF. 	 Sustain (Maximize use of existing spaces)
Interpretive Venues	14	<ul style="list-style-type: none"> Continue to support existing venues and facilities. 	 Sustain (Maximize use of existing spaces)
Multi-Purpose Program Rooms	16	<ul style="list-style-type: none"> Assess needs for additional community program rooms, tournament rooms, and other multi-use spaces as part of the recommended second ice sheet and aquatics studies. 	 Potentially Increased Supply (Additional space needs and opportunities to be considered and further explored as part of arena and aquatics project planning)

Facility Type	Prioritization Framework Ranking (Indoor)	Strategies	10 Year Service Level Impact
Climbing Walls	17	<ul style="list-style-type: none"> Consider including a climbing feature in a new aquatics facility. 	 <p>Potentially Increased Supply (Consider including as a feature at a new aquatics facility)</p>

ADDITIONAL INDOOR FACILITY RECOMMENDATIONS & GUIDANCE




As an overarching strategy across all facility types, it will be crucial for the Town to place an emphasis on asset management through conducting regular facility assessments and adequate capital and lifecycle reserve budgeting. This is especially important for indoor facilities given the costs associated with capital repair, renewal, and replacement. **As such, it is recommended that the Town continue with ongoing work to create a comprehensive asset management plan and establish in policy a regular schedule for facility assessments as well as targeted capital reserve contributions.**




The suggested replacement of the Aquaplex and potential addition of a second ice sheet are significant projects that will need to make optimal use of available land resources. These projects also present a long-term opportunity to create more effective facility synergies and ‘hubs’ that can enhance both operational and user experience benefits.





As an alternative (or in addition to) to conducting independent aquatics and arena studies and planning, the Town could proceed with an overall future site vision and concept for the existing downtown recreation hub site that currently contains the BCF, Aquaplex, Memorial Arena, Skate Park, Curling Rink, and Tennis Courts. This comprehensive site vision and concept planning presents the opportunity to explore the following key topics and questions:

- Can all potential new and replacement facilities fit on the site or is an alternative location required for some future development?
- Are there opportunities to free up space by moving existing amenities to alternative locations?
- How could existing and potential new amenities be linked to create synergistic amenities and spaces that function as a single facility?
- What are the cost impacts of using the existing site for replacement or new facility development vs alternatives?

OUTDOOR FACILITY STRATEGIES

Facility Type	Prioritization Framework Ranking (Outdoor)	Strategies	10 Year Service Level Impact
Trails	1	<ul style="list-style-type: none"> • Support the Rails to Trails project. • Over the next 5 years, focus trails investment on enhancing and rehabilitating existing trails, amenity additions / improvements, and trail connectivity. • Target developing a comprehensive Trails Strategy in 5 – 7 years that can outline a long-term action plan for trail investment. • Work with the provincial government and regional municipalities to identify opportunities to create safe connections across major highways and roadways and leverage regional trail networks. 	 <p>Increase and Enhance Supply (Support new community led trails projects and improve the existing trails network)</p>
Community Parks, Playgrounds, and Social Amenities	BBQ and picnic areas / park shelters (2) Playgrounds (4) Outdoor Festival and Performance Spaces (7)	<ul style="list-style-type: none"> • Use the recommended new Parks Classification System (see Section 6) as a basis for capital planning, park amenity improvement, and maintenance. • Target 2 major park renewal / enhancement projects for each of the short (0 - 3 years), medium (3 - 7 years), and long (7 - 10 years) terms. <i>*A list of potential park projects is provided in Appendix B.</i> • Establish a playground assessment and renewal program. • Focus efforts on increasing the appeal, play value, and diversity of existing playground sites as renewals are undertaken. 	 <p>Increase and Enhance Supply (Develop new parks to support growth and improve the experience at existing ones)</p>
Disc Golf Courses	3	<ul style="list-style-type: none"> • Sustain existing disc golf courses and monitor trends and utilization. 	 <p>Sustain Supply</p>

Facility Type	Prioritization Framework Ranking (Outdoor)	Strategies	10 Year Service Level Impact
Ball Diamonds and Sports Fields	Ball (T5) Sports Fields (8)	<ul style="list-style-type: none"> • Increase the supply of fenced, game quality ball diamonds in the community. • To meet ball diamond needs in the short to medium term, work with the ball community to prioritize enhancements for the Rosedale Ball Diamond and New Castle Ball Diamonds (potential addition of lighting, field surface and amenity upgrades, etc.). • Work with the field sports community and regional partners to identify a site for a new outdoor complex that includes a quad ball diamond and at least 2 full sized rectangular fields. • Work with the emerging cricket community to identify a short to medium term field that can support growth and establish criteria or “triggers” to initiate consideration of a dedicated site (e.g. number of members, annual hours of field bookings, fundraising goal, etc.). 	 <p>Increase Supply (Identify site options for a new outdoor sports complex)</p>
Outdoor Courts	Pickleball Courts (T5) Outdoor Paved Court Surfaces (T12) Tennis Courts (T16) Sand Volleyball Courts (T16) Lacrosse Boxes (T12)	<ul style="list-style-type: none"> • Promote use of the recently resurfaced tennis courts. • Monitor local pickleball trends and re-assess the need for dedicated outdoor pickleball courts in 3-5 years. • If a dedicated pickleball outdoor pickleball court site is developed, it should contain at least 8 courts to enable local, regional, and provincial tournament play. 	 <p>Monitor</p>
Wheeled Sports Amenities	Pump Tracks / Bike Skills Parks (9) Skateboard Parks (18)	<ul style="list-style-type: none"> • Sustain the existing skatepark. • Consider financial, land, or planning support for a community led bike skills park (pump track) and mountain bike trails. • Identify opportunities to further leverage the communities unique and highly desirable terrain as a regional destination for mountain biking. • Invest in mapping and mobile technologies that can support increased local and visitor use of mountain biking trails. 	 <p>Increase and Enhance Supply (Sustain the skatepark and consider wheeled sport infrastructure if rationalized by community demand in the future)</p>

Facility Type	Prioritization Framework Ranking (Outdoor)	Strategies	10 Year Service Level Impact
Community Gardens	10	<ul style="list-style-type: none"> Support community led, community garden projects on a case-by-case basis. Work with community associations, not for profit groups, and local service agencies to identify community garden opportunities in targeted areas (new higher density housing nodes as per the Town’s Housing Strategy, multi-family housing developments, etc.). 	 Increase Supply (Collaborate with the community to identify community garden initiatives where they are needed most)
Outdoor Skating Rinks	11	<ul style="list-style-type: none"> Establish a consistent grant program that community associations can access for capital repairs and improvements to outdoor rinks. 	 Sustain Supply
Dog Parks	14	<ul style="list-style-type: none"> Identify 1-2 existing community park spaces that are suitable for limited dog off-leash use. Identify (and if necessary acquire) a site for a dedicated dog off-leash area. 	 Increase Supply (Identify a future dedicated location)
Campgrounds	20	<ul style="list-style-type: none"> No action required. 	N/A
Outdoor Aquatics	Spray Parks (22) Outdoor Aquatics Facilities (24)	<ul style="list-style-type: none"> Do not replace the outdoor pool at the Aquaplex as part of the new aquatics facility. The new aquatics facility should be planned and designed to meet all aquatics needs within the building envelope and focus capital and operational resources accordingly. Sustain the Drumheller Rotary Spray Park. 	 Sustain and Decrease Supply (Sustain spray park provision in the community but focus pool resources on the replacement of the indoor facility)

ADDITIONAL OUTDOOR FACILITY RECOMMENDATIONS & GUIDANCE

Overall opportunities exist for the Town to better leverage its outdoor parks and recreation assets for both local resident and visitor use. Identified below are a few specific focus areas:

- **Increasing use of park spaces during the winter months.** The Town should identify creative space animation opportunities such as outdoor skating pathways, small toboggan and sliding hills, a signage campaign to encourage snowman building (or dinosaur building) in selected parks, and other initiatives aimed at getting residents active and using parks during the winter months.
- **Using the river as an asset.** The current recreation facility hub is not well integrated with the adjacent river and the overall built form of the community has not fully leveraged the tremendous asset that is the Red Deer River. Opportunities for pathway development, safe water access, and showcasing of the river should be considered wherever possible. If revisioning of the current recreation site is undertaken to accommodate future aquatics and/or arena development, opportunities to ‘front face’ the river with these amenities should be prioritized if possible within the flood mitigation limitations.
- **Identify opportunities to strategically acquire land and partner with surrounding municipalities to secure land for future recreation development.** The Town’s current land base is limited and does not include parcels large enough to support major outdoor sports park or a second indoor hub site. As previously suggested, planning is needed to identify how the current recreation site adjacent to downtown can be maximized over the long-term to support existing and future recreation needs. Over the next decade, the Town should remain open to land acquisition opportunities that can help consolidate or mass land suitable to supporting recreation projects. Additionally, the Town should engage in regional partnership discussions that can help identify land opportunities outside of Town boundaries that can potentially help provide suitable land for major recreation development.





6. SERVICE DELIVERY STRATEGIES AND ACTIONS

6.1. OVERVIEW AND CONTEXT ON THE SERVICE DELIVERY STRATEGIES

While much attention is given to capital investment and infrastructure, the Town will need to focus equal attention on ensuring that parks and recreation are delivered efficiently and effectively. Provided in this section are Service Delivery Strategies and Actions aimed at optimizing how the Town provides and invests in parks and recreation. It is important to note that while some of the Strategies and Actions suggest changes to current service delivery approaches, many are simply provided to re-embed or build upon practices that already work well – recognizing that satisfaction levels are strong.

“STRATEGY” VS “ACTION”

Strategy: The overall plan / directive aimed at helping achieve the Service Delivery Objectives identified in Section 4.

Action: The tactic(s) that will help achieve the Strategy direction.



6.2. THE SERVICE DELIVERY STRATEGIES

FOCUS AREA: PARKS AND OUTDOOR SPACE MANAGEMENT AND ACQUISITION

STRATEGY

Service Delivery
Strategy #1:

Adopt a new Parks
Classification System.

ACTIONS

- A. Use the recommended new Parks Classification System as a basis for park design, enhancement, and maintenance.
- B. Update the Parks Classification System every 5 years to ensure it remains relevant.



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

RECOMMENDED PARKS CLASSIFICATION SYSTEM

*A preliminary classification of existing parks is provided in Appendix B.

**The level of maintenance standards are based on industry best practice and intended to provide a high-level guideline. Factors such as irrigation, seasonal weather, monitored condition, and park staff resource prioritization need to be taken into account with maintenance standards adjusted accordingly.

Park Classification	Description and Service Catchment	Level of Maintenance	Ideal Size	Support Amenity Provision & Standards	Experience Objectives
Destination Park	Central gathering place for the entire community; supports both events and passive uses.	High (Daily monitoring and cutting/care 1-2x per week during peak seasons of use)	<ul style="list-style-type: none"> Dependent on context 	<ul style="list-style-type: none"> Washrooms Drinking fountains Connected to pathways and trails Larger, destination play structure (if applicable) Shaded seating and gathering areas May have specialty features like spray decks, community gardens, band shelters, and sport courts Should have interpretive signage and other place-making components (e.g. public art) 	<ul style="list-style-type: none"> Place for gathering and socialization. Creates a sense of place and identity within the town. All ages and interests find the park space highly appealing.
Specialty Park	Park space with specialized amenities / installations targeted towards a specific activity. <i>Examples: Skateboard parks, spray parks, pump tracks / bike skills parks</i>	Maintenance plan as per amenity specific needs	<ul style="list-style-type: none"> Based on amenity and activity needs 	<ul style="list-style-type: none"> Accessible via the trails and pathway networks High level of visibility May have amenities and features found in Destination Parks 	<ul style="list-style-type: none"> Meets community needs for a highly beneficial or trending activity type. Encourages physical activity for specific, targeted population cohorts. Increases the appeal and uniqueness of the community.

Park Classification	Description and Service Catchment	Level of Maintenance	Ideal Size	Support Amenity Provision & Standards	Experience Objectives
Community Park	Serves multiple neighbourhoods	Moderate – High (Monitoring and cutting/care 1x per week during peak seasons of use)	<ul style="list-style-type: none"> At least 2 Ha. 	<ul style="list-style-type: none"> Mid-sized play structure (if applicable) Sport court or other amenity with appeal to youth and teens (e.g. bike skills feature, skate spot, etc.). May have amenities and features found in Destination Parks Connected to pathways and trails Benches and other basis infrastructure 	<ul style="list-style-type: none"> Supports residents in an area of the town. Provides outdoor space that is accessible by active transportation modes within 1,200 metres.
Neighbourhood Park / Pocket Park	Primarily used by residents within a walkable distance (1,200 m or less).	Low-Moderate (Monitoring and cutting/care every 2 weeks during peak seasons of use)	<ul style="list-style-type: none"> 0.5 – 2.0 Ha. 	<ul style="list-style-type: none"> Basic play structure and / or other appropriate amenities (e.g. snow bank rink, mini-sport court, etc.). Ideally connected to pathways and trails. 	<ul style="list-style-type: none"> Supports basic, passive recreation experiences for local residents.
Open Space and Natural Areas	Focused on conservation and ecological value protection.	N/A (Support amenities only)	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Examples: river banks, forested and naturalized areas, etc. 	<ul style="list-style-type: none"> Provides residents with opportunities to enjoy, experience and learn about nature.

Park Classification	Description and Service Catchment	Level of Maintenance	Ideal Size	Support Amenity Provision & Standards	Experience Objectives
Class A Sports Field	Provides organized field sports and ball groups with suitable infrastructure for practices, game play, and tournament hosting.	High (Daily monitoring and cutting 2-3x per week during primary seasons of use) Regular maintenance schedule to include fertilization, aeration, top dressing and overseeding	<ul style="list-style-type: none"> Regulation sized 	<p>Ball Diamonds</p> <ul style="list-style-type: none"> Fenced with capping Dugouts Baseball diamonds can have permanent or portable mounds May have lighting On-site storage Washrooms Scoreboard <p>Rectangular Sports Fields</p> <ul style="list-style-type: none"> Portable soccer goal nets (not fixed) Lines for required for type of use On-site storage May have lighting Washrooms Scoreboard 	<ul style="list-style-type: none"> Provides a positive experience for users and reflects well on the community for game and tournament visitors.
Class B Sports Field	Provides basic space for unstructured play and can support practices.	Moderate – High (Monitoring and cutting 1-2x per week during primary seasons of use) Regular maintenance program determined on a site by site basis	<ul style="list-style-type: none"> May be regulation sized or smaller 	<ul style="list-style-type: none"> Ball diamonds have backstops and player bench fencing that meets industry standard for safety Rectangular sport fields do not need to have on-site goal nets (ideally fix goal post should be removed over time to mitigate risk and maximize reduce of wear and tear around these installations) Storage not mandatory Unlit 	<ul style="list-style-type: none"> Provide basis space for skill development

STRATEGY

Service Delivery Strategy #2:

Maximize land acquisition
quality through the
development process.

ACTIONS

- A. Prioritize acquiring land that is well suited for strategic park or recreation facility site development.
- B. Consider cash in lieu if high value land is not available and the funds can support future land acquisition and massing.



The Town should avoid accepting the following types of land through the development process:

- Utility corridors (unless these spaces have high value trail use potential).
- Storage and retention ponds.
- Land parcels without appropriate access via roadways and active transportation infrastructure.
- Parcels that only have suitability for “pocket parks”.

The Town’s Municipal Development Plan provides additional guidance and policy direction on land acquisition.

FOCUS AREA: RECREATION PROGRAMMING

STRATEGY

Service Delivery Strategy #3:

Establish cost recovery targets and fees for recreation programming using a benefits based approach.

ACTIONS

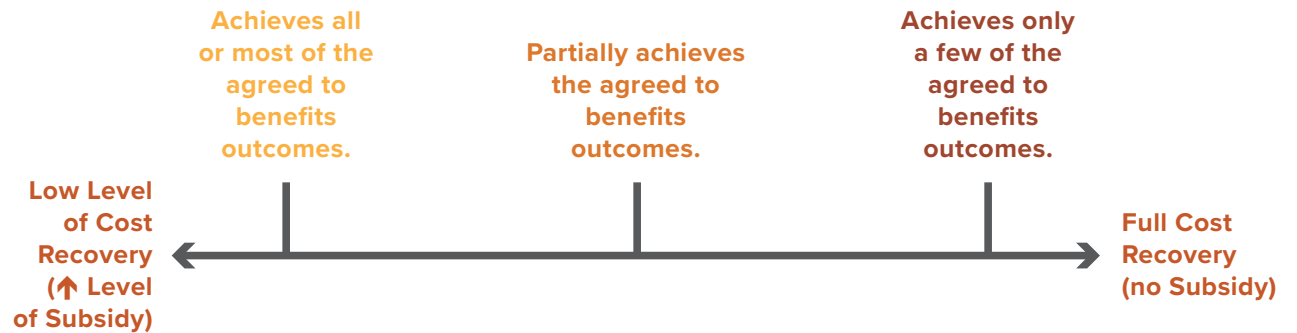
- A. Implement the suggested approach and use it as a basis for setting cost recover targets and user fees.



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



Establishing a community benefits based approach to cost recovery for recreation programming creates logical alignment between subsidy levels (the % of expenditures recovered through revenues) and rationale for providing the type of program. This approach fundamentally works on the principle that it should be acceptable for programming that provides a high level of community benefit to receive a higher level of subsidy, while programming with a lower level of community benefit may still be offered by needs to recover most or all of its associated costs.



Implementing this approach will require the following steps to be undertaken:

1. The Town will need to determine how much is costs to provide the varying categories of recreation programming.
2. A list of acceptable benefits will need to be established and approved.
3. Rates and fees and cost recovery targets will need to be set for the different categories of programming based on the costs and benefits established in Steps 1 and 2.

While this model is intended to provide a logical and values-based approach to delivering recreation programming, flexibility and adaptability will also be required. For example, the Town may wish to seek higher levels of cost recovery for some programs based on user ability to pay or the opportunity to offset costs for other programming.

EXAMPLE OF HOW TO APPLY THE APPROACH

List of 10 potential key benefits outcomes

- Physical literacy and fundamental skill development for children and youth
- Socialization opportunities for residents
- Physical fitness and wellbeing opportunities for all or most skill levels
- Targets underserved, equity deserving, or identified at-risk population cohorts
- Fosters community spirit and a sense of place
- Foster physical and social wellbeing for older adults
- Teaches important life skills
- Provides opportunities for different age cohorts / generations to interact
- Integrates new members of the community
- Connects residents to nature

Scenario	Cost Recovery Target	User Fees Impact
More than 8 key benefits outcomes are achieved	0 - 25%	Fees aligned to achieve cost recovery target
5 – 8 key benefits outcomes area achieved	26 – 50%	Fees aligned to achieve cost recovery target
3 – 5 key benefits outcomes are achieved	50 – 100%	Fees aligned to achieve cost recovery target
Less than 3 key benefits outcomes are achieved	100%+	Fees aligned to ensure that the program achieves a profit that can help offset other cost

This model can be applied to both Town and community organization offered programming in the following ways.

Town provided programming – cost recovery achieved through setting user fees in alignment with the model.

Community provided programming – cost recovery achieved through setting rental fees in alignment with the model.

The model can also be applied to space allocation, based on the principle that programming that achieves the most key benefits outcomes should receive allocation priority.



STRATEGY

Service Delivery Strategy #4:

Continue to place a
priority on children and
youth programming.

ACTIONS

- A. Use the Master Plan engagement findings (provided in the “Current State” Research and Engagement Report) as a tool to inform programming decisions.
- B. Continue to support the Youth Coordinator position and encourage flexibility and adaptability to meet emerging needs.
- C. Measure the success and outcomes of children and youth programming based on impact measures and not participation numbers.
- D. Conduct ongoing engagement with children and youth to identify trends and gaps.



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

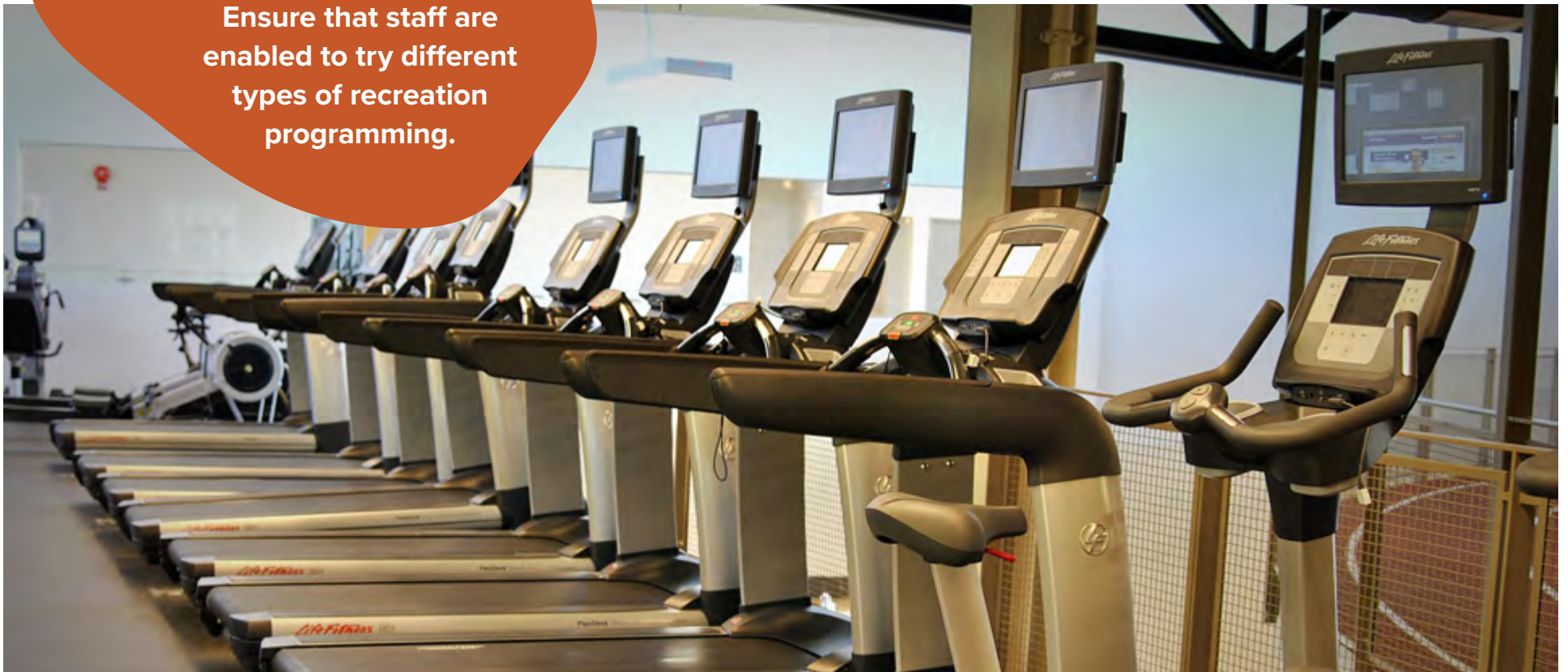
STRATEGY

Service Delivery Strategy #5:

Ensure that staff are enabled to try different types of recreation programming.

ACTIONS

- A. Provide staff with time and resources to monitor trends and best practices in recreation programming.
- B. Empower staff to pilot new and different types of programming to meet gaps and provide new offerings.



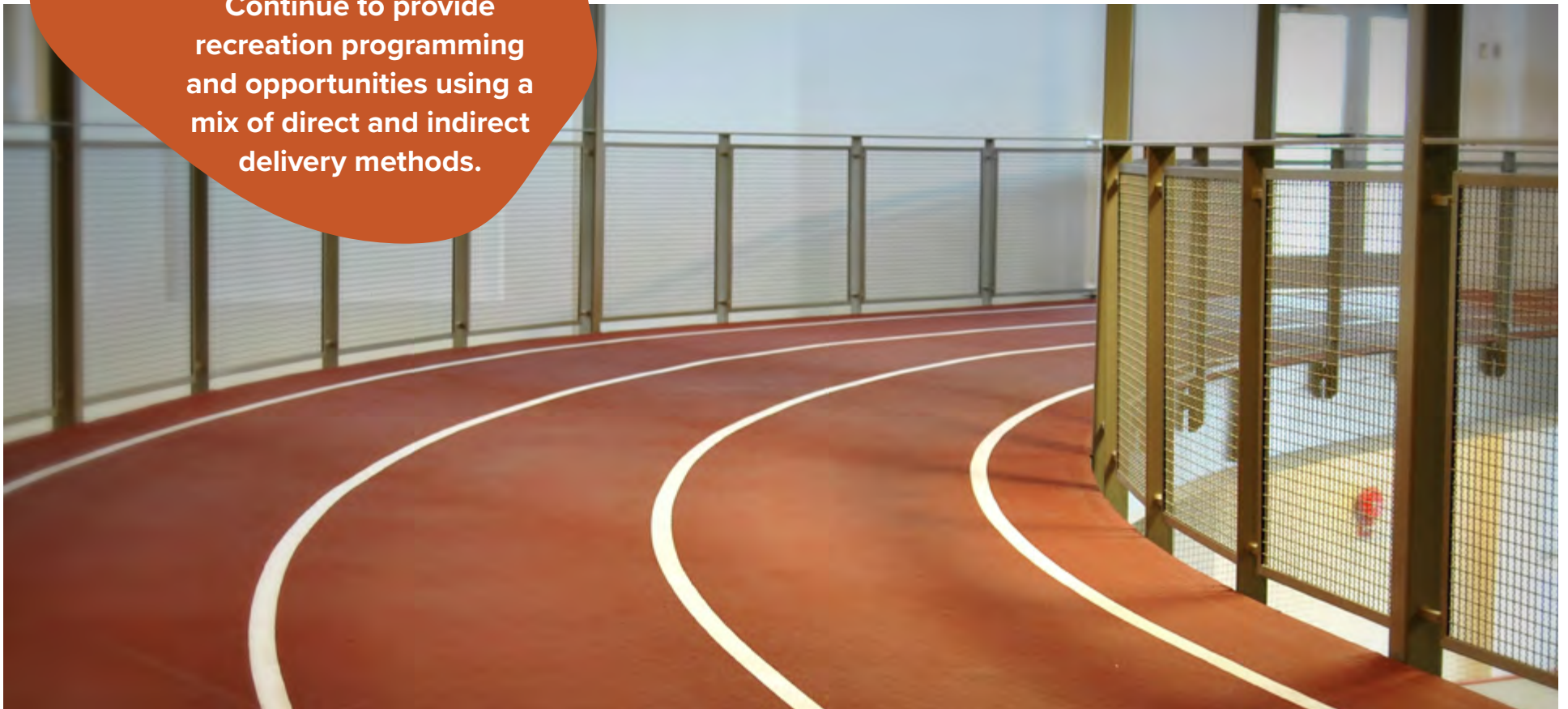
STRATEGY

Service Delivery Strategy #6:

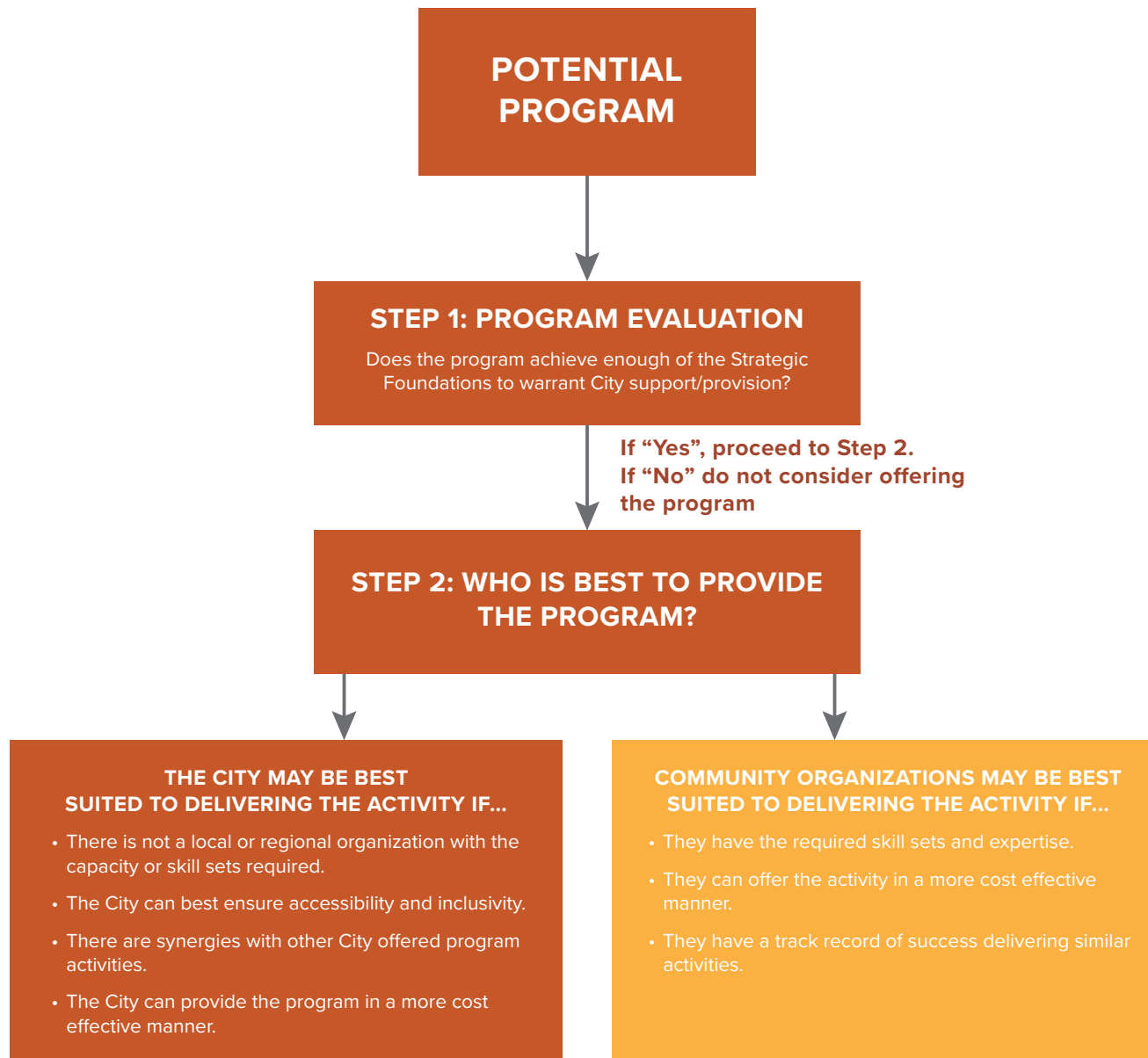
Continue to provide recreation programming and opportunities using a mix of direct and indirect delivery methods.

ACTIONS

- A. Use the recommended Program Delivery Approach Tool (see next page) to inform decision making on when direct or indirect delivery is most appropriate.



Program Delivery Approach Tool



FOCUS AREA: EQUITY AND INCLUSION

STRATEGY

Service Delivery Strategy #7:

Continue to place an emphasis on addressing financial barriers to participation.

ACTIONS

- A. Revisit the Recreation Fee Assistance Program income thresholds and requirements on a regular basis and ensure consideration is given to special circumstances.
- B. Continue to support and collaborate with organizations like KidSport and Canadian Tire JumpStart and encourage local community sport organizations to develop relationships.
- C. Ensure that local service agencies are aware of available supports and resources.



STRATEGY

Service Delivery Strategy #8:

Provide front line staff
with appropriate training
and resources.

ACTIONS

- A. Continue to ensure front line staff have a mechanism to offer feedback on areas where they may not be comfortable or adequately trained on equity and inclusion issues.
- B. Provide the necessary training on emerging social, equity and inclusion topics and issues.



FOCUS AREA: PARTNERSHIPS AND COLLABORATIONS

STRATEGY

Service Delivery Strategy #9:

Proactively engage in discussions with surrounding rural municipalities on key recreation infrastructure topics.

ACTIONS

- A. Work with surrounding municipalities to establish a regional recreation task force to discuss key issues, including: aging infrastructure and funding challenges, regional curling facility needs and opportunities, and the importance of avoiding infrastructure duplication.
- B. Engage with surrounding municipalities to establish Intermunicipal Collaboration Frameworks or similar commitments of cooperation pertaining to recreation.



STRATEGY

Service Delivery Strategy #10:

Continue to collaborate
with the local school
system.

ACTIONS

- A. Develop a Joint Use Agreement that maximizes community use of schools and school use of community facilities.



FOCUS AREA: LEVERAGING SPORT AND RECREATION TOURISM

STRATEGY

Service Delivery Strategy #11:

Identify opportunities to use recreation and related services (sports, culture, heritage, etc.) as a conduit to helping achieve key objectives outlined in the new Travel Drumheller Destination Development Plan and the recent Downtown Area Revitalization Plan (2021).

ACTIONS

- A. Ensure recreation, sport, culture and heritage perspectives are involved in the planning and implementation of key town tourism initiatives.
- B. Better leverage and connect the recreation site (BCF, Aquaplex, Memorial Arena, Curling Rink, Skateboard Park and other associated amenities) to achieve downtown vibrancy through festival and event hosting.
- C. Align branding and language wherever possible.



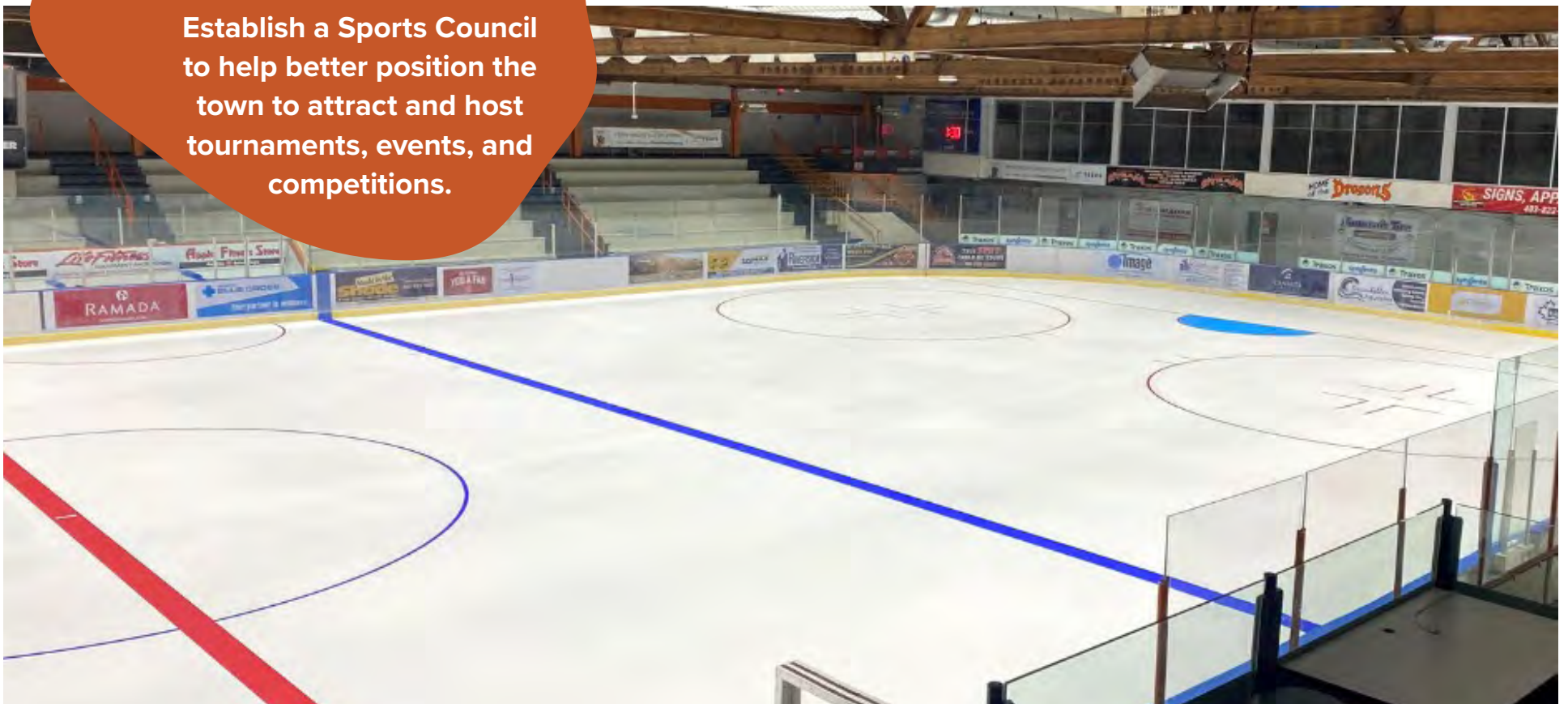
STRATEGY

Service Delivery Strategy #12:

Establish a Sports Council to help better position the town to attract and host tournaments, events, and competitions.

ACTIONS

- A. Work to establish the recommended Sports Council within 3 years.
- B. Investigate other communities experiences with similar entities to identify best practices and lessons learned.



7. MASTER PLAN IMPLEMENTATION

7.1. SETTING UP THE MASTER PLAN FOR IMPLEMENTATION SUCCESS

This Master Plan document contains a number of strategies and actions that are recommended for the Town to undertake over the next 10+ years. Recognizing resourcing realities and the interwoven connections between many of the recommended strategies and actions, practical timing and resource priorities needs to be established. The Game Plans presented in this section provides a basis for resource allocation. This Game Plan should be revisited and adjusted on a regular basis, recognizing that priorities and focus areas evolve based on factors like competing municipal projects, available resources, and new opportunities.



7.2. CAPITAL PROJECTS GAME PLAN

The following chart outlines recommended short (0 – 3 years), medium (3 - 7 years), and long term (7+ year) capital project priorities from the Strategies provided in Section 6. These project priorities provide to the Town with a realistic plan that considers resource realities and logical sequencing.

Project / Initiative	Short Term (0 - 3 Years)	Medium Term (3 - 7 Years)	Long-Term (7+ Years)	Potential Capital Resource Requirement*	Other Resource Requirements
Aquatics Facility Replacement Planning					\$50,000 - \$100,000 (feasibility study and concept design)
Aquatics Facility Replacement				\$20 - \$40 M	
Second Sheet of Arena Ice Planning				\$15 - \$20 M	\$25,000 - \$50,000 (feasibility study and concept design)
Parks and Playground Enhancement and Renewal Projects <i>*Target 2 in each term; list of potential projects provided in Appendix B</i>				TBD (Requires investigation on a project by project basis)	TBD (Requires investigation on a project by project basis)
Rails to Trails				TBD	TBD
Improvements to Rosedale and New Castle Ball Diamonds				TBD	TBD
Outdoor Ball and Sports Field Complex				\$5 - 15 M	\$25,000 - \$50,000 (feasibility study and concept design)
Trails Strategy					\$50,000 - \$75,000
Pump Track				\$0.5 - \$1 M	\$25,000 - \$50,000 (feasibility study and concept design)
Mountain Bike Trails				TBD	\$25,000 - \$50,000 (feasibility study and concept design)
Dedicated Dog Park				TBD	\$25,000 - \$50,000 (feasibility study and concept design)

**High levels estimates (2023 dollars) based on recently completed projects. Requires further analysis and validation during project planning.*

7.3. SERVICE DELIVERY STRATEGIES AND ACTIONS GAME PLAN

The chart below provides implementation timing guidance for the 12 Service Delivery Strategies and their corresponding Actions identified in Section 6. While most Actions will require ongoing focus, a handful have been identified as requiring specific focus and resource allocation in the short term.

Service Delivery Strategies	Actions	Ongoing	Short Term (0 - 3 Years)	Medium Term (3 - 7 Years)	Long-Term (7+ Years)	Potential Resource Requirements & Impacts
Service Delivery Strategy #1: Adopt a new Parks Classification System.	A. Use the recommended new Parks Classification System as a basis for park design, enhancement, and maintenance.					Staff time and parks maintenance resources.
	B. Update the Parks Classification System every 5 years to ensure it remains relevant.					Staff time.
Service Delivery Strategy #2: Maximize land acquisition quality through the development process.	A. Prioritize acquiring land that is well suited for strategic park or recreation facility site development.					
	B. Consider cash in lieu if high value land is not available and the funds can support future land acquisition and massing.					
Service Delivery Strategy #3: Establish cost recovery targets and fees for recreation programming using a benefits based approach.	A. Implement the suggested approach and use it as a basis for setting cost recover targets and user fees.					Staff time.

Service Delivery Strategies	Actions	Ongoing	Short Term (0 - 3 Years)	Medium Term (3 - 7 Years)	Long-Term (7+ Years)	Potential Resource Requirements & Impacts
<p>Service Delivery Strategy #4: Continue to place a priority on children and youth programming.</p>	<p>A. Use the Master Plan engagement findings (provided in the “Current State” Research and Engagement Report) as a tool to inform programming decisions.</p>					
	<p>B. Continue to support the Youth Coordinator position and encourage flexibility and adaptability to meet emerging needs.</p>					
	<p>C. Measure the success and outcomes of children and youth programming based on impact measures and not participation numbers.</p>					<p>Staff time.</p>
	<p>D. Conduct ongoing engagement with children and youth to identify trends and gaps.</p>					<p>Staff time.</p>
<p>Service Delivery Strategy #5: Ensure that staff are enabled to try different types of recreation programming.</p>	<p>A. Provide staff with time and resources to monitor trends and best practices in recreation programming.</p>					
	<p>B. Empower staff to pilot new and different types of programming to meet gaps and provide new offerings.</p>					

Service Delivery Strategies	Actions	Ongoing	Short Term (0 - 3 Years)	Medium Term (3 - 7 Years)	Long-Term (7+ Years)	Potential Resource Requirements & Impacts
Service Delivery Strategy #6: Continue to provide recreation programming and opportunities using a mix of direct and indirect delivery methods.	A. Use the recommended Program Delivery Approach tool to inform decision making on when direct or indirect delivery is most appropriate.					Staff time.
Service Delivery Strategy #7: Continue to place an emphasis on addressing financial barriers to participation.	A. Revisit the Recreation Fee Assistance Program income thresholds and requirements on a regular basis and ensure consideration is given to special circumstances.					Staff time.
	B. Continue to support and collaborate with organizations like KidSport and Canadian Tire JumpStart and encourage local community sport organizations to develop relationships.					Staff time.
	C. Ensure that local service agencies are aware of available supports and resources.					Staff time.

Service Delivery Strategies	Actions	Ongoing	Short Term (0 - 3 Years)	Medium Term (3 - 7 Years)	Long-Term (7+ Years)	Potential Resource Requirements & Impacts
Service Delivery Strategy #8: Provide front line staff with appropriate training and resources.	A. Continue to ensure front line staff have a mechanism to offer feedback on areas where they may not be comfortable or adequately trained on equity and inclusion issues.					
	B. Provide the necessary training on emerging social, equity and inclusion topics and issues.					Staff time and training resources (e.g. registration in classes and courses).
Service Delivery Strategy #9: Proactively engage in discussions with surrounding rural municipalities on key recreation infrastructure topics.	A. Work with surrounding municipalities to establish a regional recreation task force to discuss key issues, including: aging infrastructure and funding challenges, regional curling facility needs and opportunities, and the importance of avoiding infrastructure duplication.					Staff time.
	B. Engage with surrounding municipalities to establish Intermunicipal Collaboration Frameworks or similar commitments of cooperation pertaining to recreation.					Staff time.
Service Delivery Strategy #10: Continue to collaborate with the local school system.	A. Develop a Joint Use Agreement that maximizes community use of schools and school use of community facilities.					Staff time.

Service Delivery Strategies	Actions	Ongoing	Short Term (0 - 3 Years)	Medium Term (3 - 7 Years)	Long-Term (7+ Years)	Potential Resource Requirements & Impacts
Service Delivery Strategy #11: Identify opportunities to use recreation and related services (sports, culture, heritage, etc.) as a conduit to helping achieve key objectives outlined in the new Travel Drumheller Destination Development Plan and the recent Downtown Area Revitalization Plan (2021).	A. Ensure recreation, sport, culture and heritage perspectives are involved in the planning and implementation of key town tourism initiatives.					
	B. Better leverage and connect the recreation site (BCF, Aquaplex, Memorial Arena, Curling Rink, Skateboard Park and other associated amenities) to achieve downtown vibrancy through festival and event hosting.					
	C. Align branding and language wherever possible.					
Service Delivery Strategy #12: Establish a Sports Council to help better position the town to attract and host tournaments, events, and competitions.	A. Work to establish the recommended Sports Council within 3 years.					Staff time and annual budget allocation to support Sports Council meetings and initiatives.
	B. Investigate other communities experiences with similar entities to identify best practices and lessons learned.					Staff time.

APPENDICES

APPENDIX A: PRIORITIZATION FRAMEWORK SCORING METHODOLOGY AND RESULTS

SCORING METRIC

Criteria	3 PTS	2 PTS	1 PT	0 PTS	Weighting Value
Resident Demand	Identified as a priority for investment by over >50% of Resident Survey respondents.	Identified as a priority for investment by 30 - 49% of Resident Survey respondents.	Identified as a priority for investment by 20 - 29% of Resident Survey respondents.	Identified as a priority for investment by <20% of Resident Survey respondents.	4
User Group and Stakeholder Demand	Identified as a high priority through the community group and stakeholder engagement (expressed as a priority by a significant number of groups that participated in the Community Group Questionnaire and Stakeholder Discussions)	Identified as a moderate priority through the community group and stakeholder engagement (expressed as a priority by a handful of groups that participated in the Community Group Questionnaire and Stakeholder Discussions)	N/A	Not a common priority theme expressed through the community and stakeholder engagement.	3
Recreation Service Level Impact	Investment would improve or sustain an existing facility / amenity that the Town operates or supports that is currently well utilized.	Investment provides the opportunity to offer a new type of recreation opportunity that does not currently exist in the town or surrounding area.	Investment would improve or sustain an existing facility / amenity that the Town operates or supports that may be struggling due to infrastructure condition of functionality.	N/A	3

Criteria	3 PTS	2 PTS	1 PT	0 PTS	Weighting Value
Financial Accessibility	The facility / amenity type is typically available to residents at no cost without the need to register for a program or activity.	The facility / amenity type is typically available to residents at low cost without the need to register for a program or activity	The facility / amenity type is primarily used by organized programs and activities with a moderate cost to participate.	The facility / amenity type is primarily used by organized programs and activities with a high cost to participate.	3
Space Adaptability	The facility / amenity space can support numerous organized and unstructured activities and is easily adaptable for alternative uses in the future.	The facility / amenity space is purpose built but relatively adaptable at a no or low cost impact for other uses.	The facility / amenity space is purpose built but can be renovated at a significant cost.	The facility / amenity space is purpose built with no future adaptability.	3
Financial Viability - Operating	The facility / amenity type can typically be operated at or better than a break even position.	The facility / amenity type typically requires a small annual subsidy (<\$25,000 annually).	The facility / amenity type typically requires a moderate annual subsidy (\$25,000 - \$100,000 annually).	The facility / amenity type typically requires a significant annual subsidy (>\$100,000 annually).	3
Financial Viability - Capital	Low Capital Cost Impact (<\$500,000)	Moderate Capital Cost Impact (\$500,000 - \$1,000,000)	Moderate - High Capital Cost Impact (\$1,000,000 - \$10,000,000)	High Capital Cost Impact (>\$10,000,000)	3
Economic Benefits	The facility / amenity type has the potential to generate significant levels of non-local visitation and spending.	The facility / amenity type has the potential to generate moderate levels of non-local visitation and spending.	N/A	The facility / amenity type is unlikely to generate measurable levels of non-local visitation and spending (serves primarily a local catchment).	3

Criteria	3 PTS	2 PTS	1 PT	0 PTS	Weighting Value
Trends	Provincial and national trends reflect high levels of emerging demand for the activities that would use the facility / amenity spaces.	Provincial and national trends reflect relatively continued / stable levels of demand for the activities that would use the facility / amenity spaces.	N/A	Provincial and national trends do not reflect demand for the activities that would use the facility / amenity spaces (or suggest that the need for these spaces in declining).	2
Benchmarking	Drumheller is below average (lesser) in the provision of the facility types relative to comparators communities.	N/A	Drumheller is similar in the provision of the facility types relative to comparators communities. <i>*Facility / amenity types for which for benchmarking data was not available were scored a "1".</i>	Drumheller is better in the provision of the facility types relative to comparators communities.	1

DETAILED SCORING – INDOOR

Facility / Amenity Type	Resident Demand	User Group and Stakeholder Demand	Recreation Service Level Impact	Financial Accessibility	Space Adaptability	Financial Viability - Operating	Financial Viability - Capital	Economic Benefits	Trends	Benchmarking	Weighted Score
Ice arenas	2	2	3	1.5	1	0	0	3	2	3	46.5
Indoor aquatics facilities	2	2	3	2	1	0	0	3	3	1	48
Seniors focused spaces	2	0	2	2.5	2	1	2	0	2	3	43.5
Curling facilities	2	2	1	1	2	1	1	2	0	1	39
Indoor children’s play spaces	2	0	2	2	1	2	1.5	0	3	1	40.5
Libraries	1	0	3	3	2.5	0	1	0	2	1	37.5
Climbing walls	1	0	2	2	0	1	1	0	2	1	27
Youth focused spaces	1	2	2	3	2.5	1	1.5	0	2	1	45
Arts and crafts creative spaces (e.g., studios and collaborative workspaces)	0	2	3	2	1	1	1.5	0	2	1	36.5
Indoor walking / running tracks	0	0	3	2	1	2	1.5	0	3	0	34.5
Fitness facilities	0	0	3	2	2	2	1	0	3	0	36

Facility / Amenity Type	Resident Demand	User Group and Stakeholder Demand	Recreation Service Level Impact	Financial Accessibility	Space Adaptability	Financial Viability - Operating	Financial Viability - Capital	Economic Benefits	Trends	Benchmarking	Weighted Score
Interpretive venues (e.g., museums and heritage facilities, nature centres, interactive learning spaces)	0	0	3	2	1	0	0.5	3	2	1	33.5
Gymnasium / flexi-hall / large multi-use spaces (e.g., spaces such as the current Fieldhouse)	0	0	3	2	3	1	0.5	2	3	0	40.5
Social gathering facilities (e.g., hall type spaces)	0	2	3	1.5	2	1	1	2	0	1	38.5
Performing arts facilities (e.g., dedicated theatre space)	0	0	2.5	1	1	0	0.5	3	2	1	29
Multi-purpose program rooms	0	0	3	1	2	2	1	0	0	1	28
Art galleries and display spaces	0	0	3	3	2	1	1	2	2	1	41

DETAILED SCORING – OUTDOOR

Facility / Amenity Type	Resident Demand	User Group and Stakeholder Demand	Recreation Service Level Impact	Financial Accessibility	Space Adaptability	Financial Viability - Operating	Financial Viability - Capital	Economic Benefits	Trends	Benchmarking	Weighted Score
Trails	3	3	3	3	3	2	2	2	3	1	73
BBQ and picnic areas / park shelters	2	2	3	3	3	2	2.5	0	3	1	61.5
Playgrounds	2	2	3	3	2	2	2.5	0	3	1	58.5
Outdoor festival and community performance spaces (e.g., amphitheater and urban event plazas)	1	2	3	3	2	1	2	2	3	1	56
Ball diamonds	1	3	3	2.5	2	1.5	2	2	2	1	57
Spray parks	1	0	3	3	1	1	1	0	3	1	38
Campgrounds	0	0	3	1	1	3	1.5	2	2	1	39.5
Outdoor stadium (outdoor venue with seating capacity and amenities that can support spectator games, events, concerts, etc.)	0	0	2	1	1	1	1	3	2	1	32

Facility / Amenity Type	Resident Demand	User Group and Stakeholder Demand	Recreation Service Level Impact	Financial Accessibility	Space Adaptability	Financial Viability - Operating	Financial Viability - Capital	Economic Benefits	Trends	Benchmarking	Weighted Score
Outdoor skating rinks	0	2	3	3	2	2	2	0	2	1	47
Community gardens	0	0	3	3	3	2	3	0	3	1	49
Outdoor aquatic facilities	0	0	3	2	1	0	1	0	2	1	26
Dog parks	0	0	2.5	3	2	1	1.5	2	3	3	45
Pickleball courts	0	2	2.5	3	2	2	2.5	2	3	3	57
Sand volleyball courts	0	0	2.5	3	2	2	3	0	2	1	42.5
Cross country skiing tracks	0	0	3	3	2	2	2	0	2	1	41
Rectangular sports fields (e.g., fields for soccer, football, rugby, etc.)	0	2	3	3	3	1.5	2	2	2	1	54.5
Outdoor fitness equipment	0	0	2.5	3	1	2	3	0	2	1	39.5
Outdoor paved court spaces (e.g., for basketball, ball hockey, etc.)	0	0	3	3	3	2	2.5	0	2	1	45.5

Facility / Amenity Type	Resident Demand	User Group and Stakeholder Demand	Recreation Service Level Impact	Financial Accessibility	Space Adaptability	Financial Viability - Operating	Financial Viability - Capital	Economic Benefits	Trends	Benchmarking	Weighted Score
Pump tracks / bike skills parks	0	2	2.5	3	2	2	1.5	2	3	1	52
Skate parks	0	2	3	3	1	1.5	1.5	0	2	1	41
Disc golf courses	0	2	3	3	3	2	3	2	3	1	61
Tennis courts	0	0	3	3	2	2	2.5	0	2	1	42.5
Track and field venues	0	0	2.5	3	2	2	1.5	2	2	1	44
Outdoor lacrosse boxes	0	0	2.5	3	2	2	2	2	2	1	45.5

RANKINGS SUMMARY - INDOOR

Facility / Amenity Type	Weighted Score	Rank
Indoor aquatics facilities	48	1
Ice arenas	46.5	2
Youth focused spaces	45	3
Seniors focused spaces	43.5	4
Art galleries and display spaces	41	5
Indoor children's play spaces	40.5	T6
Gymnasium / flexi-hall / large multi-use spaces (e.g., spaces such as the current Fieldhouse)	40.5	T6
Curling facilities	39	8
Social gathering facilities (e.g., hall type spaces)	38.5	9
Libraries	37.5	10

Facility / Amenity Type	Weighted Score	Rank
Arts and crafts creative spaces (e.g., studios and collaborative workspaces)	36.5	11
Fitness facilities	36	12
Indoor walking / running tracks	34.5	13
Interpretive venues (e.g., museums and heritage facilities, nature centres, interactive learning spaces)	33.5	14
Performing arts facilities (e.g., dedicated theatre space)	29	15
Multi-purpose program rooms	28	16
Climbing walls	27	17

RANKINGS SUMMARY – OUTDOOR

Facility / Amenity Type	Weighted Score	Rank
Trails	73	1
BBQ and picnic areas / park shelters	61.5	2
Disc golf courses	61	3
Playgrounds	58.5	4
Ball diamonds	57	T5
Pickleball courts	57	T5
Outdoor festival and community performance spaces (e.g., amphitheater and urban event plazas)	56	7
Rectangular sports fields (e.g., fields for soccer, football, rugby, etc.)	54.5	8
Pump tracks / bike skills parks	52	9
Community gardens	49	10
Outdoor skating rinks	47	11
Outdoor paved court spaces (e.g., for basketball, ball hockey, etc.)	45.5	T12

Facility / Amenity Type	Weighted Score	Rank
Outdoor lacrosse boxes	45.5	T12
Dog parks	45	14
Track and field venues	44	15
Sand volleyball courts	42.5	T16
Tennis courts	42.5	T16
Cross country skiing tracks	41	T18
Skate parks	41	T18
Campgrounds	39.5	T20
Outdoor fitness equipment	39.5	T20
Spray parks	38	22
Outdoor stadium (outdoor venue with seating capacity and amenities that can support spectator games, events, concerts, etc.)	32	23
Outdoor aquatic facilities	26	24

APPENDIX B: SUGGESTED PARK CLASSIFICATIONS & POTENTIAL PROJECTS

SUGGESTED PARK CLASSIFICATIONS

Classification	Park	Attributes Present	Potential Missing Attributes
Destination Park	Newcastle Beach	Washroom Boat Launch Parking Playground (nearby) Fenced dog park Trail system Ball diamonds Lacrosse box/ sport court	Interpretive signage and place making components
Specialty Park	Rotary Spray Park	Washroom Parking Spray features Benches Drinking fountain (inside Aquaplex) Interpretive signage and place making components	
	Drumheller Skatepark	Skatepark Washrooms (inside Aquaplex) Drinking fountain (inside Aquaplex) Benches (shaded)	
	Badlands Disc Golf Course (Wayne Disc Golf Course)	Disc golf course Some interpretive signage and place making components	Washrooms Drinking fountain Shaded seating and gathering areas

Classification	Park	Attributes Present	Potential Missing Attributes
Community Park	Rosedale Playground	Mid-sized play structure Ball diamond Covered benches Outdoor rink Washrooms (inside Hall)	
	Midland Park and Playground (Dinosaur Trail Playground)	Mid-sized play structure Benches Garden bed with monument	
	Wayne Community Playground	Mid-sized play structure Covered picnic table and benches Fenced Next to campground Park adjacent to community hall	
	North Drumheller Community Playground	Mid-sized play structure Picnic table Benches	
	Riverside Park	Mid-sized play structure (on the smaller side) Fenced Picnic tables Benches Washrooms Next to Partici Park	

Classification	Park	Attributes Present	Potential Missing Attributes
Community Park	Partici Park	Benches Green open space with pathways through Some signage and place making components Next to Riverside Park	
	East Coulee Park	Mid-sized play structure Outdoor rink Washrooms (Inside the Hall)	
	Greentree Park	Mid-sized play structure Large green space	
	McConky Park	Mid-sized play structure Picnic table Benches Connected to pathway	
	Cambria Park	Small play structure Large field Basketball hoop on grass Washroom (porta potty/outhouse)	
	Nacmine Hall Park	1 mid - sized play structure 1 small play structure Lit Outdoor rink with basketball nets Large green space Washroom (inside Hall across street)	

Classification	Park	Attributes Present	Potential Missing Attributes
Community Park	Midland Hall Park	Mid - sized play structure Lit Outdoor rink Washroom (next to adjacent hall) Benches	
	Bankview Park	Mid-sized play structure Picnic table	
Neighbourhood Park / Pocket Park	Munchie Park	Small park with garden Bench	
	Huntington Park	Mid-sized play structure Connected to pathways Benches Sport court Picnic table	
	Miners Memorial Park	Benches Interpretive signage and place making	
Class A Sports Field	Newcastle Beach Baseball Diamonds 1	Washrooms Portable mounds On-site storage ? Backstop Fenced (not capped) Surface type: shale	Lighting Scoreboard

Classification	Park	Attributes Present	Potential Missing Attributes
Class A Sports Field	Newcastle Beach Baseball Diamonds 2	Washrooms Portable mounds On-site storage ? Backstop Fenced (not capped) Dugouts Bleachers Surface type: shale	Lighting Scoreboard
	Newcastle Beach Baseball Diamonds 3	Washrooms Portable mounds On-site storage ? Backstop Fenced (not capped) Dugouts Bleachers Surface type: shale	Lighting Scoreboard
	Little League Ball Diamond	Portable mounds Backstop Fenced (not capped) Dugouts Bleachers Surface type: shale	Lighting Scoreboard fence capping (may happen in the summer) Washrooms
	Midlandvale Ball Diamond	Portable mounds Backstop Fenced (not capped) Dugouts Surface type: shale	Lighting Bleachers Scoreboard Fence capping (may happen in the summer) Washrooms

Classification	Park	Attributes Present	Potential Missing Attributes
Class A Sports Field	Rosedale Ball Diamond	Portable mounds Backstop Fenced (not capped) Dugouts Washrooms (next to adjacent hall) Surface type: shale	Lighting Bleachers Scoreboard Fence capping (may happen in the summer) Washrooms (may not have Hall access in the evening)
Class B Sports Field	Drumheller Soccer Pitch- Field 1	Portable goal posts Lines for soccer Unfinished washroom/ changeroom Fenced around perimeter of both fields	Lighting Bleachers Storage? Scoreboard Lines for cricket
	Drumheller Soccer Pitch- Field 2	Portable goal posts Lines for soccer Unfinished washroom/ changeroom Fenced around perimeter of both fields	Lighting Bleachers Storage? Scoreboard Lines for cricket

SUGGESTED PARKS AND PLAYGROUND PROJECTS

The following potential projects have been identified to provide the Town with some options for capital parks investment over the next 10 years (the Master Plan recommends targeting 2 park renewal / enhancement projects in the short, medium, and long terms). It is important to note that this list was developed based on the high-level park reviews and other Master Plan research and engagement – further study and analysis of these potential projects should be undertaken to confirm need, cost-benefit, and overall viability prior to final decision making.

Park Site	Potential Opportunities	Rationale
Newcastle Beach Park	<ul style="list-style-type: none"> Overall opportunity to revision this significant park space in the community and ensure better connection between amenities and spaces. Specific amenities recommended for improvement or further consideration: <ul style="list-style-type: none"> Ball diamond upgrades Removal or replacement of the outdoor rink. Loop trail through the park to better connect amenities and create walking / running opportunities. Assessment of buildings to determine lifespan and inform decisions on renovation, replacement or renewal. Replace existing playground with a unique, destination playground. Identify opportunities to better animate and create access to the water. Site signage replacement and addition. <p><i>*A site specific Master Plan may be warranted to explore the above items and engage the community on a park vision.</i></p>	<ul style="list-style-type: none"> Site has significant potential as a community destination given its size, location, water access, and current mix of amenities. Infrastructure on the site is aging and will require replacement, renewal, or removal over the next decade if no action is taken.
Rosedale Park	<ul style="list-style-type: none"> Add hard surfacing to outdoor rink to enable non ice-season use. Renewal of playground equipment. Ball diamond upgrades. 	<ul style="list-style-type: none"> Hub of outdoor recreation activity for the community. Current infrastructure is aging and will require investment over the next decade.
Wayne Community Park and Playground		<ul style="list-style-type: none"> Park site is located near a number of popular attractions and is informally used by hikers.
Riverside Park / Partici Park	<ul style="list-style-type: none"> Explore opportunities to upgrade park amenities to better serve use as a staging area for local trails. 	<ul style="list-style-type: none"> Current playground is fenced (limiting access) and appears to have some grading issues. This is a significant park site in the community that is well suited for a larger and more dynamic playground.

Park Site	Potential Opportunities	Rationale
East Coulee Park	<ul style="list-style-type: none"> • Consider replacing the existing playground with a unique destination sized play area that features natural play in alignment with character and location of the park space. • Replace the outdoor rink boards 	<ul style="list-style-type: none"> • Current playground is fenced (limiting access) and appears to have some grading issues. • This is a significant park site in the community that is well suited for a larger and more dynamic playground. • Current outdoor rinks boards are in poor condition and require replacement.
Cambria Park	<ul style="list-style-type: none"> • Explore opportunities to redevelop this underused park site for one or multiple recreational uses. Potential opportunities to explore include: <ul style="list-style-type: none"> ◦ Bike skills park ◦ Day use / picnic area ◦ Trail / water access staging area 	<ul style="list-style-type: none"> • Next to the river and highway. • Natural elevation and river access • Currently appears underutilized.
Huntington Park	<ul style="list-style-type: none"> • Renew playground equipment and other opportunities for park animation. 	<ul style="list-style-type: none"> • Located in one of the highest density areas of town with minimal other nearby park spaces. • Current equipment is in poor condition.
Greentree Park	<ul style="list-style-type: none"> • Explore opportunities to add other park features (e.g. pump track, loop trail, natural play feature, etc.). 	<ul style="list-style-type: none"> • Large footprint. • Centrally located in a well populated areas of town.

