

Playbook 2029

Spruce Grove's Outdoor Sport Facility Strategy





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Parks and Recreation Spaces are our Gardens to Grow Healthy Communities

– Dr. Trevor Hancock





Executive Summary

Introduction + Purpose

Spruce Grove is a vibrant City that is experiencing rapid growth and diversification. This growth is placing new and intensifying challenges on our outdoor sport facilities. These facilities are critical elements in our recreation and sport system and provide opportunities for people of all ages, abilities and socio-economic classes to realize the benefits of sport and recreation. Our outdoor sport facilities are more than just infrastructure. They are purposeful strategies to help address some of society's most challenging issues such as childhood obesity, nature deficit, physical literacy, family building, anti-social behaviors, community development and economic diversification. Simply put, sports and recreation improve our quality of life and make Spruce Grove a great place to live, work and raise a family.

The City has experienced strong growth and this trend is likely to continue. In preparation, we have undertaken a number of strategic planning initiatives related to open space, regional leisure services and spontaneous park amenities. However, these studies did not investigate the adequacy of our outdoor sports facilities to service current and future needs. This strategy is intended to fill that need.

Alignment with Municipal, Provincial and Federal Sport and Recreation Policies

A number of provincial and federal policies, strategies and trends affect sport recreation activity and the provision of sport recreation amenities. This strategy aligns with municipal policy documents as well as many broader initiatives across Canada, such as National Framework for Recreation's 'Renewed Vision' for Canada, the 2012 Canadian Sport Policy, Healthy Aging in Canada: A New Vision, A Vital Investment (2012), Active Alberta, Land Use Framework and others.

Recreation Implications of Regional Population + Demographic Shifts

Consideration of Spruce Grove's historic and projected population, combined with the current age distribution points to a number of implications for outdoor sport facility needs in Spruce Grove:

- Increased population will result in increased facility usage, and may require additional, expanded, or repurposed facilities, depending on the capacity of existing space
- Higher proportion of youth will increase the need for age specific facilities and programming, particularly given that the greatest participation occurs in the 5 to 19 age group¹ and with significant increases in the population of young children
- Need for fitness opportunities and unstructured spontaneous recreation opportunities is likely to expand across all age cohorts
- Recreation needs will shift as cohorts such as the baby boom generation age. A higher proportion of older adults in the region will increase the need for age specific facilities and programming

Facility Inventory, Classification and Condition Assessment

We have a wealth of outdoor sport facilities in Spruce Grove, including rectangular fields, ball diamonds, courts and winter use facilities. A classification system has been used to communicate the differences between facilities and to justify variable maintenance, investment and user fees. It references all outdoor sport facilities and clearly communicates the expected catchment areas, level of play, degree of design, amenities, maintenance, capacity, and level of investment intended for each facility.

The majority of the City's outdoor sport facilities meets or exceeds expected conditions for their classification. Facilities identified as being below expectations included soccer fields, mini soccer fields, diamonds as well as the pickleball courts. With the exception of the pickleball courts, all of these facilities were associated with school sites.



















Though the majority of the facilities are identified as meeting or exceeding expectations based on their class of facility, many sites were identified as having issues regarding planarity, safety zones, general safety challenges, drainage, turf degradation, parking and other issues that should be addressed to improve the quality and safety of the facility.

Facility Distribution

The overall distribution of outdoor facilities is well distributed across most neighbourhoods in Spruce Grove. However, the spatial distribution of facilities by type varies:

- Baseball diamonds are generally well represented across the community, with the greatest gap in the northernmost neighbourhoods
- Soccer and mini-soccer fields are generally distributed across a wide range of neighbourhoods in Spruce Grove, with the exception of southern Spruce Grove
- Pickleball is available on one site, in southern Spruce Grove
- Tennis courts are available at three locations, southern Spruce Grove, and east-central Spruce Grove.

For the most part, the census zones with the greatest population growth (zones A, B and D) are well served by high quality facilities and newly constructed facilities. The exception is Zone N, which, despite experiencing the greatest population growth, has a limited supply of outdoor sport facilities, both in number and quality. It does however have the greatest access to winter sport facilities in Spruce Grove.

		CLASS AA	CLASS A	CLASS B	CLASS C
Baseball	13				
Soccer	9				
Mini—Soccer	18				
Multi—Purpose	9				
Tennis/Pickleball	16				
Winter Sports	12				

77
Outdoor
Sport Facilities
on 22 Sites

CLASS AA	CLASS A	CLASS B	CLASS C
12% of Inventory (9 Facilities)	22% of Inventory (17 Facilities)	49% of Inventory (38 Facilities)	17% of Inventory (13 Facilities)

71 Municipal Sites

1 School Sites

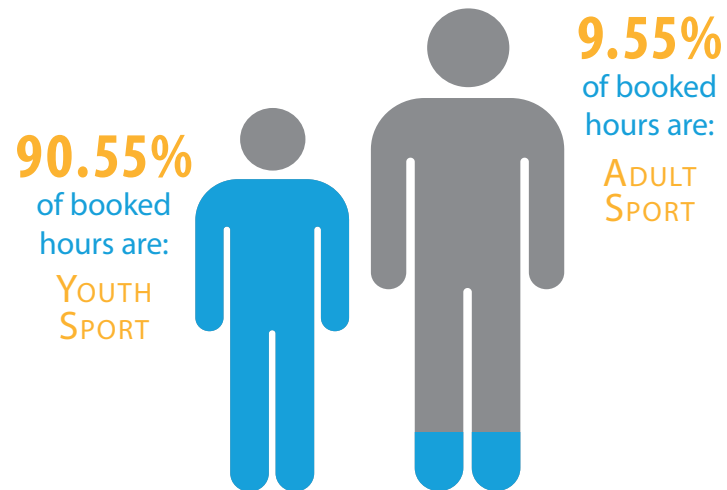
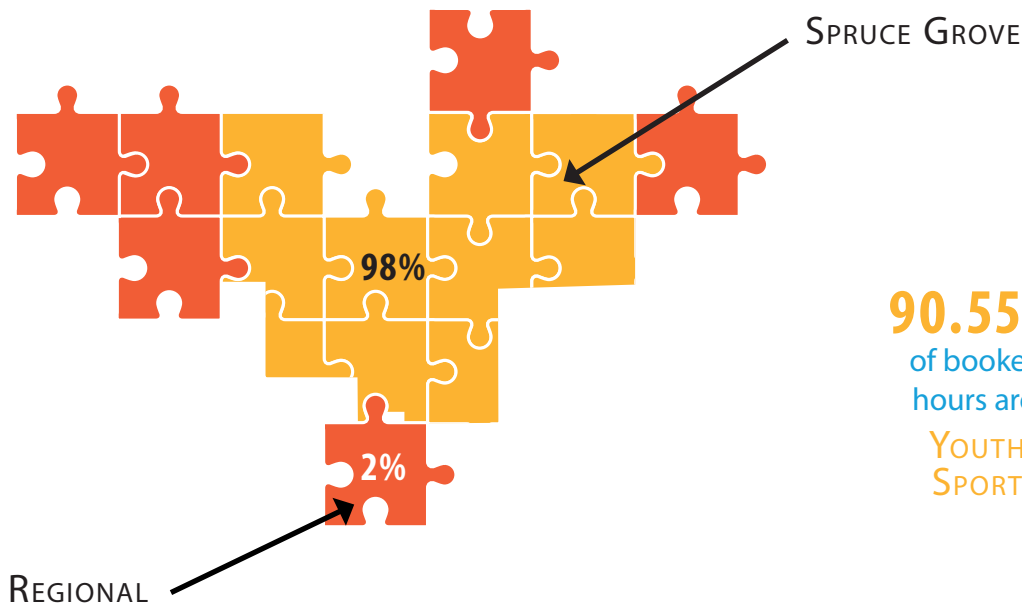
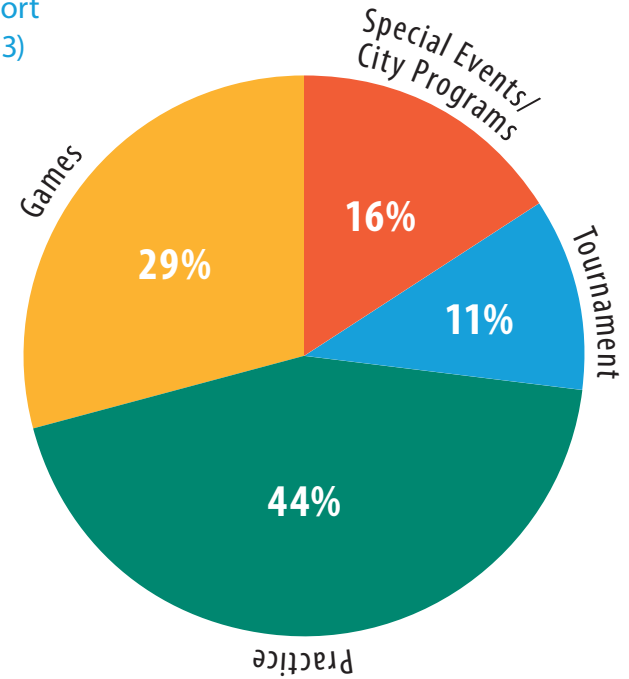
5 Jointly Owned Sites

Utilization + Capacity Analysis

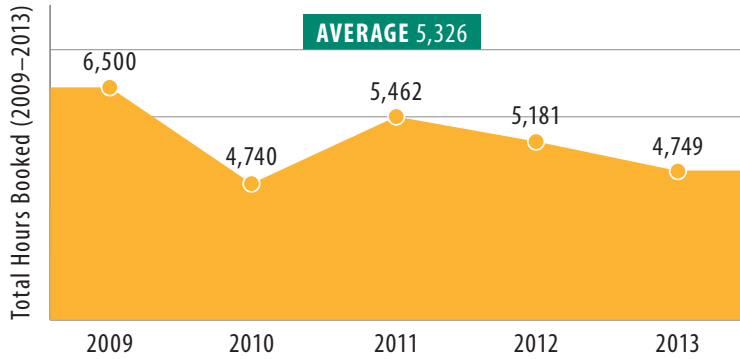
Detailed booking data was examined to determine trends in hours booked for each facility and facility type, the type of play (practice/game/tournament), whether it was youth vs. adult play, special events and city programs, and local vs. non-local bookings.

Capacity is the maximum usage that a facility can support before its quality is likely to diminish below acceptable conditions. The capacity of a facility is expressed as the acceptable number of hours per week or season that a facility can accommodate. As we know, not all facilities are created equally. The capacity of synthetic turf fields, all-weather gravel fields and asphalt courts are largely governed by the availability of lighting, bylaws and lifestyle preferences. As such, their capacities are very different from those facilities with natural grass fields. In alignment with the factors that influence a facility's capacity, the criteria and formula below were used to estimate the capacity of each outdoor sport facility.

5,326
annual hours of sport
(average 2009–2013)



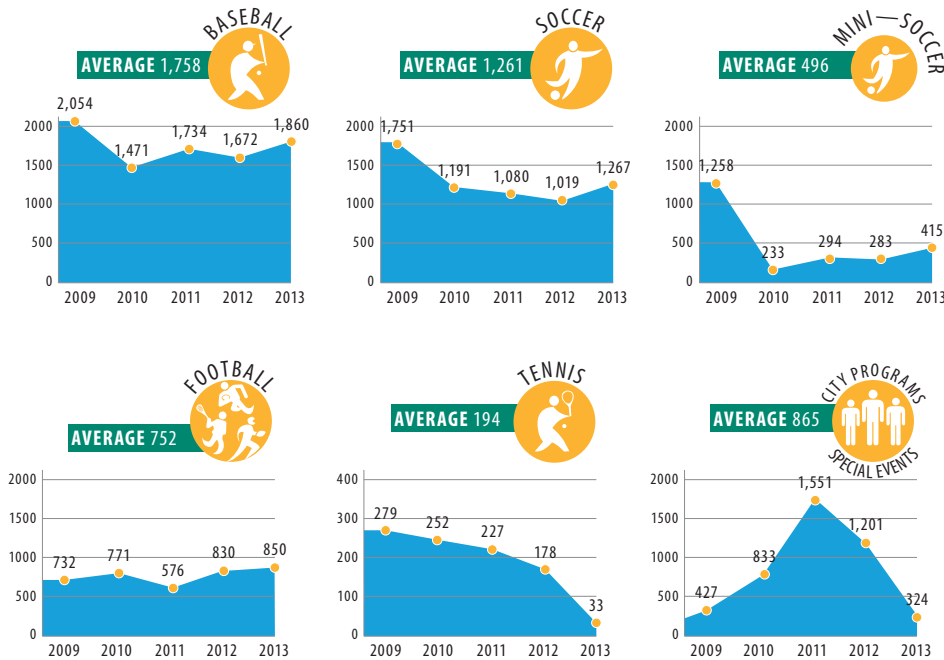
Overall Outdoor Sport Facility Usage



A comparison of potential capacity with average hours between 2009 and 2013 provides robust insights into how well the City is positioned to meet current and future demands. A capacity analysis was undertaken to evaluate trends in prime-time capacity and total capacity (prime-time and nonprime-time). From this, we know that:

- The City's supply of outdoor sport facilities is, for the most part, underutilized.
- With the exception of the AA multipurpose fields at Fuhr Sports Park and the City's AA diamonds, most facilities, irrespective of class, currently operate at or below 50% of potential prime-time and total capacity.
- The Fuhr Sports Park fields (AA football and soccer fields) are operating at 144% of prime-time capacity and 107% of total capacity (prime-time and nonprime-time).
- The City's AA diamonds are operating at 125% of prime-time capacity and 94% total capacity.
- Though Pickleball has experienced considerable recent growth, only 7% of available prime-time capacity and 4% of total capacity is currently being utilized.

Sport Facility Usage by Field Type





What We Heard From Spruce Grove Sport Associations and Members

Listening to the outdoor sport associations and their members who live, play and volunteer with outdoor sports in the City were an essential component in understanding needs and desires. A total of 195 participant surveys were submitted with strong participation from male and females as well as a diversity of age cohorts. We heard that most of the sport associations are planning for growth, and the facility supply, condition, availability and level of play were identified as barriers. Outdoor sport participants believe that there are not enough facilities and that new and, in some cases, repurposed facilities are required if the City is to meet future demands. Participants indicated that facilities at the highest and mid-level of play are the greatest need.

The top five priorities identified for outdoor sport facilities by sport participants and associations were:

- Upgrading current facilities,
- Increasing the supply of facilities,
- Extending field capacity,
- Increasing the number of competition-quality facilities, and
- Enhancing the maintenance on facilities.

Improving player and spectator amenities was identified as an additional priority by association respondents.

With input received through the first round of engagement, we moved forward with drafting a preliminary vision and suite of strategies and actions. It was important that we test these ideas with our outdoor sport partners. A workshop was held with representatives from 7 outdoor sport associations. There was general agreement on the vision, with no concerns noted. For each strategy, participants had the opportunity to discuss the overarching strategy and vote relative to their extent of agreement or disagreement.

Needs Assessment + Facility Optimization

Assessing all input and ideas received to date against the criteria below allowed us to determine which are most important to meeting our City's greatest needs.

Our outdoor sports facility capacity analysis has demonstrated that, as of 2014, we are currently under supplied to meet demands for higher level of play football, soccer and baseball while we are over supplied to meet demands for lower levels of play.

Our understanding of today's situation serves as a baseline to project outdoor sport facilities into the future. Future needs will be strongly influenced by population growth in the City which is the dominant driver of the needs analysis.

As the City's population will continue to grow but at an uncertain rate of growth, we have evaluated the implications of both conservative and high population growth scenarios. Projections have been prepared for 5 year time frames – 2019, 2024 and 2029.

If we were to retain the current supply of outdoor facilities throughout the planning horizon, we would continue to exceed the capacity of our higher level of play football, soccer, and baseball diamonds. This applies under both growth scenarios despite the declining trends in sport participation. Current concerns regarding booking accessibility and facility sustainability would likely be exacerbated considerably under a high population growth scenario.

Strategic Plan

This strategic plan outlines how the supply of facilities can be optimized to meet the projected needs throughout the planning horizon by developing, repurposing and in some case the reduction of facilities.

Emerging through our engagement and analysis, seven core strategies were identified as the foundation of our outdoor sport facility playbook and to guide us to 2029.

- Maximize Use and Expand Capacity at Existing Facilities
- Adjust the Supply of Outdoor Sport Facilities to Meet Current and Projected Needs
- Enhance and Maintain the Quality, Safety and Environmental Sustainability of Outdoor Sport Facilities
- Control Operational Costs and Ensure Reasonable Cost Recovery
- Collect and Maintain Data to Prepare for Future Planning
- Winter Sport and Recreation Facilities
- Strengthen Existing and Pursue New Partnerships to Support the Delivery of Outdoor Sports

More specific actions are identified under each strategy, which set out potential directions to address projected capital investments as well as operations well into the future. Decisions by current and future Councils will be made, in some cases, based on more detailed studies and, in all cases, based on the availability of fiscal resources.





Sport is a powerful agent
of social change and
innovation

Canadian Sport Policy





Introduction

Outdoor sports benefit every resident of Spruce Grove. Through outdoor sport, participants improve fitness, lower stress levels, build self-image and confidence, strengthen friendships and family relationships and develop leadership, commitment, team-work and organizational skills. Sports build community cohesion, reduce anti-social behaviors and make an important contribution to our economy and economic diversification through sport tourism.

Spruce Grove is a vibrant City that is experiencing rapid growth and diversification. This growth is placing new and intensifying challenges on our outdoor sport facilities. These facilities are critical elements in our recreation and sport system and provide opportunities for people of all ages, abilities and socio-economic classes to realize the benefits of sport and recreation. Our outdoor sport facilities are more than just infrastructure. They are purposeful strategies to help address some of society's most challenging issues such as childhood obesity, nature deficit, physical literacy, family building, anti-social behaviors, community development and economic diversification. Simply put, sports and recreation improve our quality of life and make Spruce Grove a great place to live, work and raise a family.

Purpose + Scope of the Strategy

The City has experienced strong growth and this trend is likely to continue. In preparation, we have undertaken a number of strategic planning initiatives related to open space, regional leisure services and spontaneous park amenities. However, these studies did not investigate the adequacy of our outdoor sports facilities to service current and future needs. This strategy is intended to fill that need.

This strategy positions our City to anticipate and respond to the evolving outdoor sport needs of our growing and diversifying population. It is a long-term strategy that will guide the planning, development and delivery of the City's outdoor sport facilities for the next 15 years. Specifically, the strategy thoroughly investigates the current supply and condition of existing facilities, estimates current and future facility surpluses and shortfalls and sets a game plan to respond to expected future facility requirements.

Our outdoor sport facilities are part of a larger regional sport and recreation system. We understand that use happens widely across City boundaries. Though we recognize the critical importance of facilities that are owned and operated by alternative providers, we do not control how these organizations choose or prioritize their efforts. As such, this plan remains focused on City owned and operated facilities.

An Ends and a Means

Sport and Recreation are strategies to address some of society's most challenging issues.

Planning Process

Our outdoor sport facility game plan is the result of a rigorous planning process that was initiated in April 2014 (Figure 1).

The planning team undertook a thorough review of relevant policies and planning context, trends and a demographic analysis. A revised facility classification system was prepared, a detailed inventory and condition assessment of each outdoor sport facility was completed, current utilization and capacity levels were estimated and the geographic allocation of facilities was considered. City staff and stakeholders were meaningfully engaged through surveys and workshops to understand what is working well and what can be improved. Two potential future growth scenarios were developed to predict future needs. These needs were compared with current capacity levels and shortfalls or surpluses were identified and potential priorities were developed. Potential priorities were evaluated against the decision making framework to identify actual priorities and actions, land requirements and capital implications were determined and the final strategy was prepared.



Figure 1 Planning Process Diagram

Decision Making Framework

We know that participants are passionate about their outdoor sports. As our City grows, so do the demands for new, repurposed and different outdoor sport opportunities. While planning the future of outdoor sports in our City, we need to make difficult decisions about how limited resourcing and capacity is allocated. In making these decisions, it is important for us to differentiate between “demands” and “needs”. It is a reality that we cannot meet the demands of everyone. However, we take our responsibility of meeting our City’s outdoor sport needs seriously. As such our resources and capacity will be allocated in a manner that attains the greatest public good for the residents of Spruce Grove. The greatest public good is achieved when an investment will provide a direct or indirect benefit to the all residents in the City regardless of whether they participate in outdoor sport or not.

In the spirit of transparency, objectivity and defensibility, we have evaluated all input and ideas against a collaboratively developed decision-making framework (Figure 2). The framework consists of established evaluation criteria. Assessing all input and ideas against these criteria allowed us to determine which are most important to meeting our City’s greatest needs.

What do the Criteria Mean?

Vision – The proposed priority is aligned with the vision for outdoor sport in the City.

Public Benefit – All citizens in the City will benefit directly or indirectly regardless of their participation in outdoor sport.

Population Trends – Population trends support a need for the proposed priority.

Outdoor Sport Trends – Outdoor sport trends support the proposed priority.

Stakeholder Demands – Outdoor sport stakeholders identified and supported the proposed priority during engagements.

Capacity + Conditions – Analysis of outdoor sport facility capacity and/or conditions in the City supports the proposed priority.



Figure 2 Decision Making Principles



Demand

—sought after, desirable, popular.

Need

—essential or very important rather than just desirable.



Planning Context

Population + Demographic Analysis

Understanding how our population has grown in the past and is expected to grow and change into the future is essential to predict what outdoor sport participation will look like in our community in 15 years. Specifically, we set out to understand the:

- Historical and projected population growth,
- Projected age composition,
- Anticipated sport participation rates, and
- Expected geographic distribution of the population as a whole as well as by age cohort.

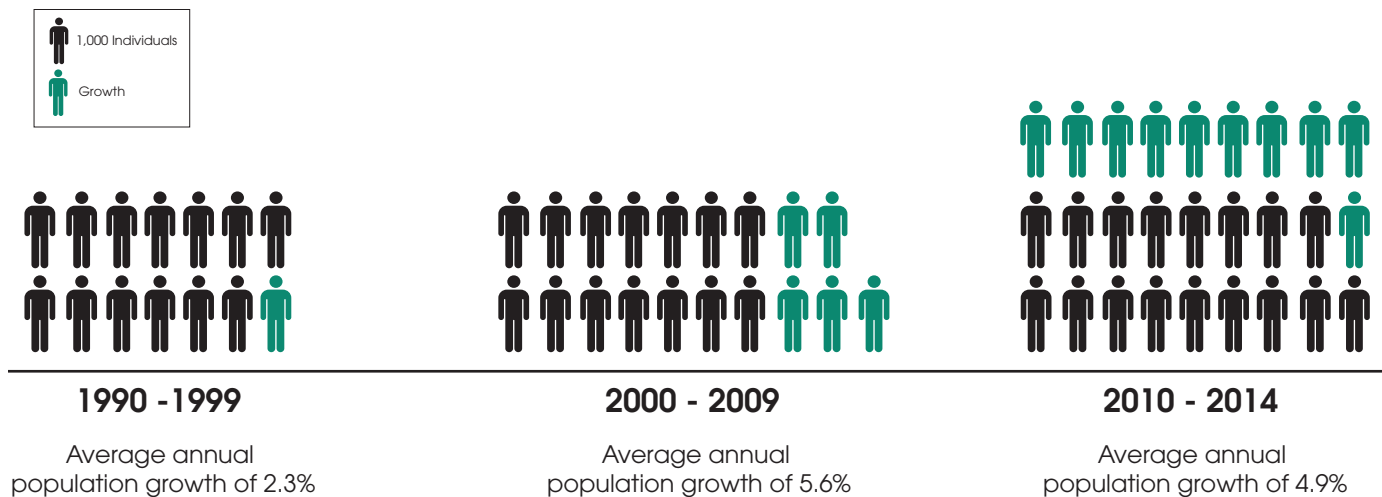
Outdoor Sport Facilities

include sport fields, diamonds, courts, outdoor rinks, ski areas and toboggan hills.

Population Growth: Spruce Grove is Growing and Will Continue to Grow

Historic Population Growth

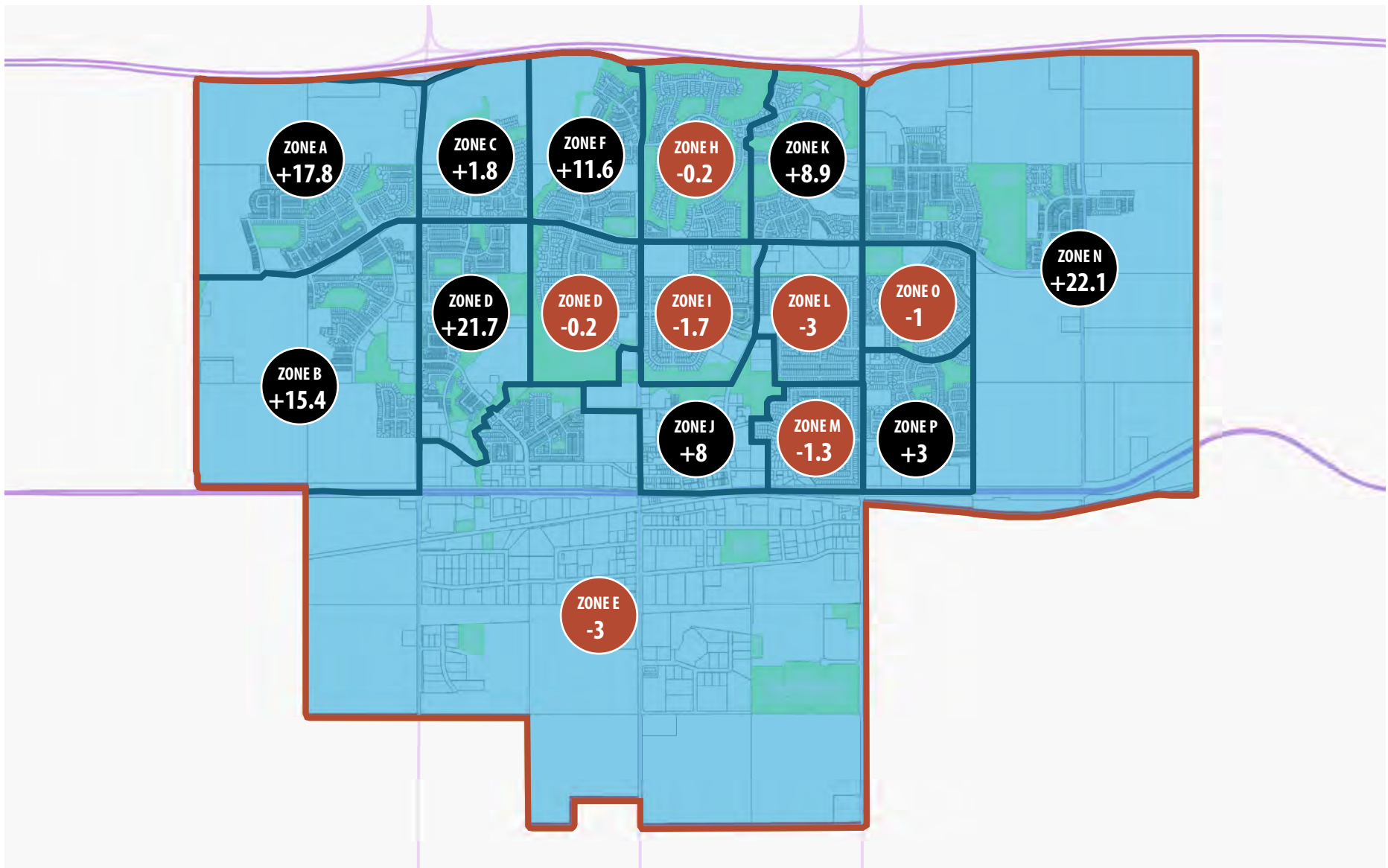
Our city has grown from 12,000 individuals in 1986 to nearly 30,000 in 2014. However, our growth has been most intense in recent years as the average annual growth rate has grown from 2.2% during the 1990s, to 5.6% during the 2000s and to 4.9% during the early 2010s (Figure 3)¹. Not only are we growing, but with a population increase of 34.2% between 2006 and 2011, we are among the fastest growing municipalities in Canada. Our average annual growth rate of 6.8% surpasses the national average of 5.9%².



Source: Statistics Canada and the City of Spruce Grove Census'

Figure 3 Historic Population Growth (1990–2014)

There is great variety in which of our areas and neighbourhoods are experiencing an increase or decline in population, and the associated degree of change (Figure 4).



Source: City of Spruce Grove Municipal Censuses, 2010 and 2014

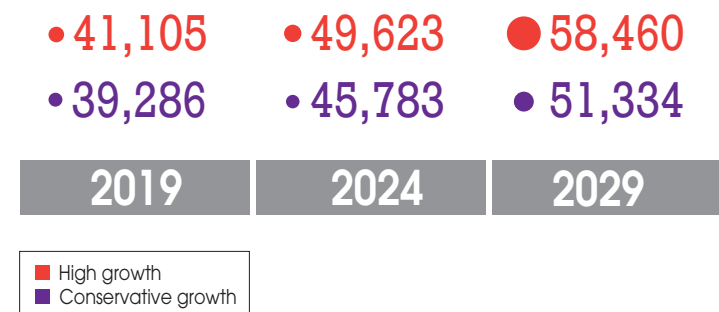
Figure 4 Change in Population Growth (%) per Enumeration Zone (2010–2014)

In general, Harvest Ridge (zone A); Spruce Ridge and Legacy Park (zone B); Heatherglen and McLaughlin (zone D) and Spruce Village, Greenbury and Prescott (zone N) have all experienced growth in excess of 15% between 2010 and 2014. Neighbourhoods showing a decrease in population by 1 to 3% include southern Spruce Grove (zone E) and east-central Spruce Grove (Woodhaven, Brookwood, Broxton Park, and Grove Meadows). In terms of population density, Spruce Grove is showing a steady increase, with an average density of 6.17 persons per hectare in 2006, 8.28 in 2011, and 9.35 in 2014.

Anticipated Population Growth – Local + Regional

Anticipating future growth for the city allows us to consider how recreation needs may change in Spruce Grove, and ensure adequate numbers and types of sport facilities are available to meet the needs of changing demographics.

As a guideline for longer term projections, the 2012 Transportation Master Plan considered anticipated build-out of existing residential areas in Spruce Grove to 2040. The resulting projections anticipate a 2031 population of nearly 54,172 in the conservative growth scenario or a population of 63,175 in the high growth scenario, based on the level of building and development activity (Figure 5 and Table 1). Even at the conservative end, this results in continued rapid growth and a near doubling of the Spruce Grove population over the 18-year period³. Since the adoption of the City’s Transportation Master Plan, a new



Source: City of Spruce Grove, Memo Population Projection, 2014

Figure 5 Projected Population Growth – Spruce Grove, (2019, 2024 and 2029)

Land Use Bylaw has been adopted that will allow for greater residential density, thereby resulting in potentially significant growth even beyond the Transportation Master Plan’s projections.

Table 1 Spruce Grove Population Growth Records and Projections – High and Conservative Growth (to 2030)

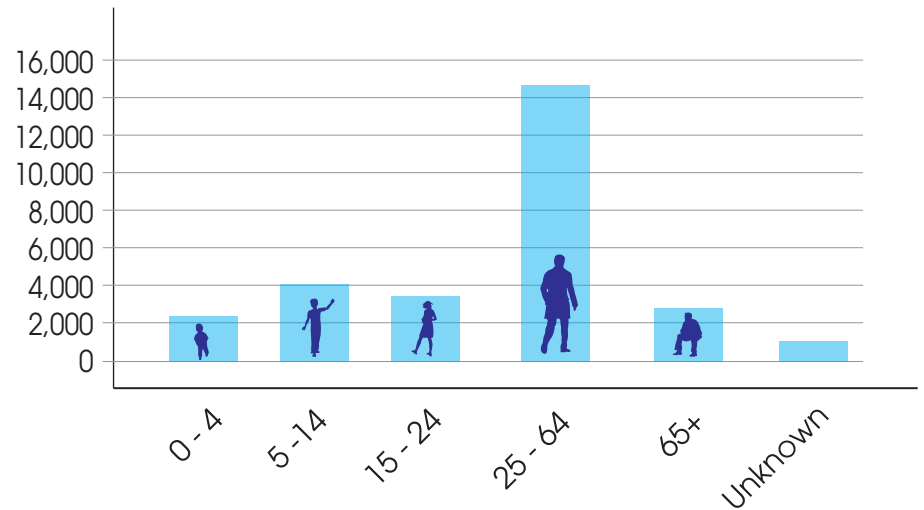
HIGH GROWTH			CONSERVATIVE GROWTH		
Year	Population	Annual Growth (%)	Year	Population	Annual Growth (%)
1989	12,332	1.22%	1989	12,332	1.22%
1992	13,076	2.01%	1992	13,076	2.01%
1996	14,271	2.28%	1996	14,271	2.28%
1999	15,069	1.86%	1999	15,069	1.86%
2001	15,983	3.03%	2001	15,983	3.03%
2003	17,054	3.35%	2003	17,054	3.35%
2005	18,405	3.96%	2005	18,405	3.96%
2006	19,496	5.93%	2006	19,496	5.93%
2009	23,326	6.55%	2009	23,326	6.55%
2010	24,646	5.66%	2010	24,646	5.66%
2011	26,171	6.19%	2011	26,171	6.19%
2013	27,875	7.24%	2013	27,875	7.24%
2014	29,526	7.75%	2014	29,526	7.75%
2015	33,364	6.50%	2015	33,069	6.00%
2017	37,368	6.00%	2017	36,376	5.00%
2019	41,105	5.00%	2019	39,286	4.00%
2021	44,393	4.00%	2021	42,036	3.50%
2023	47,945	4.00%	2023	44,558	3.00%
2025	51,301	3.50%	2025	47,009	2.75%
2027	54,892	3.50%	2027	49,359	2.50%
2029	58,460	3.25%	2029	51,334	2.00%
2031	62,260	3.25%	2031	53,387	2.00%

Our outdoor sport facilities are enjoyed by many people who live outside of the City and throughout the Capital Region. As such, population patterns in the broader region need to be considered as we project future demand on our facilities. Like Spruce Grove, the Capital Region is projected to grow, though as a whole not at the same rapid rate as Spruce Grove. The regional population is projected to increase by 23,000 individuals per year in the low growth scenario, and 31,000 per year in the high growth scenario (with projected average annual growth rates of 1.7% and 2.1%, respectively).⁴ Regional growth will increase demand for access to our outdoor sport facilities and place added pressure on our current supply of facilities as they approach capacity and as facilities across the region approach capacity.

Age Composition: A Young Population, with Young Families

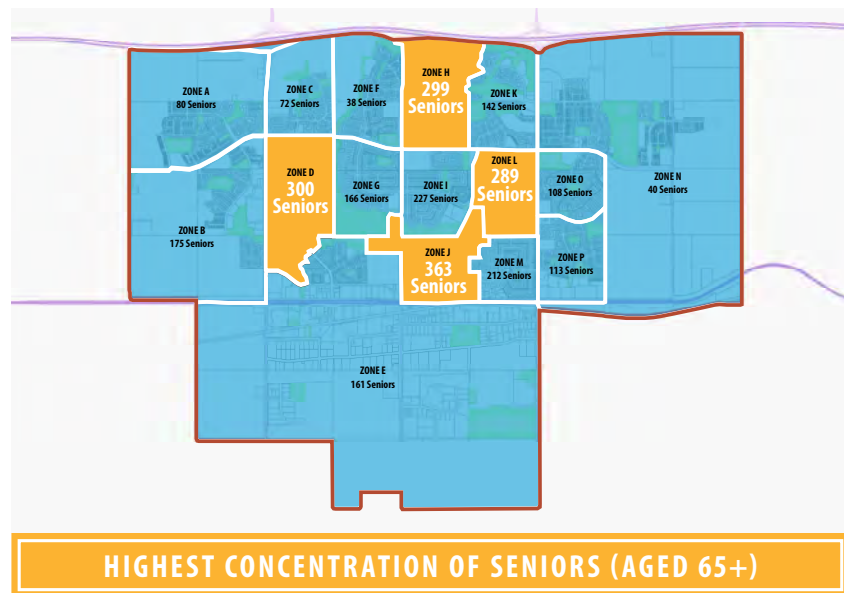
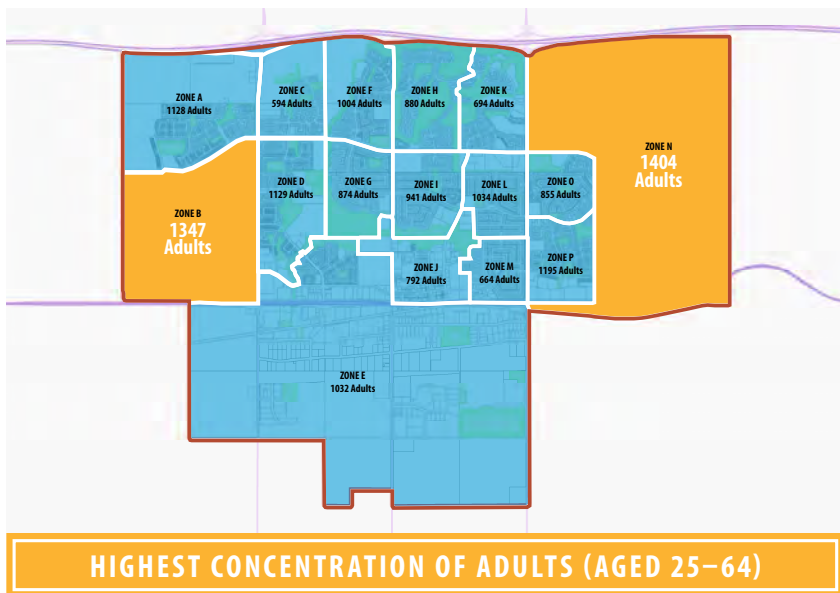
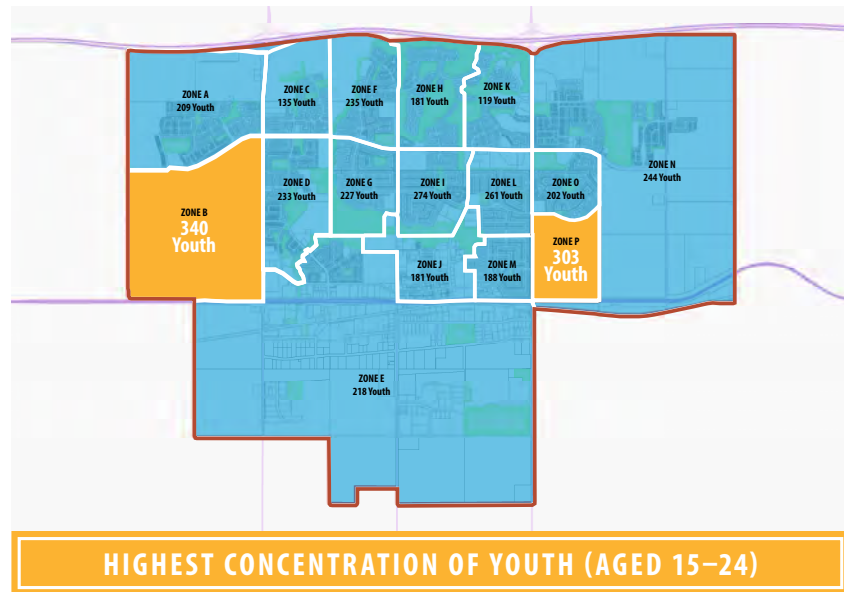
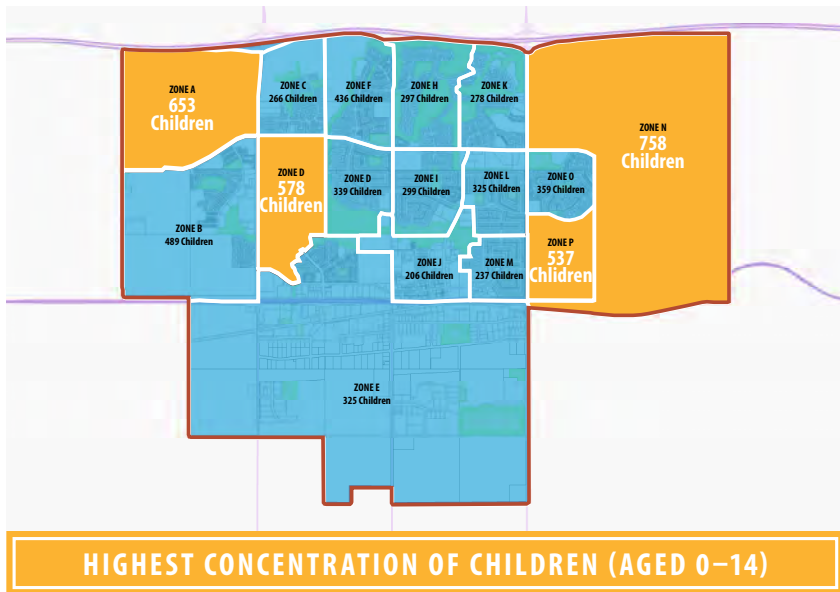
In 2011, the median age of our residents was 33.7 years old, down from age 34.4 in 2006. This is younger than both the median ages of Canada and Alberta, which in 2006 were 39.5 and 36, respectively.

Our younger median age is due to the large number of young families we attract and retain. In 2014, children aged 0 to 14 made up 22% (6,382 residents) of the population, and an additional 12% (3,550 residents) are youth aged 15 to 24. Fifty-three percent of the population (15,567 residents) were adults between 25 and 64 years of age, with another 9% (2,785 residents) older than age 65 (Figure 6). Figure 7 shows the 2014 population by age cohort for each enumeration zone. A greater concentration of children can be found in enumeration zones A, D, N, and P; with more youth found in enumeration zones B and P. Larger concentrations of seniors are generally located in zones D, H, J, and L. The average household size in 2014 was 2.7 people per dwelling unit, compared to 2.59 people per household in 2011. This increase is likely attributed to the large population of families in Spruce Grove.



Source: City of Spruce Grove Municipal Census, 2014.

Figure 6 Age Cohort Breakdown (2014)

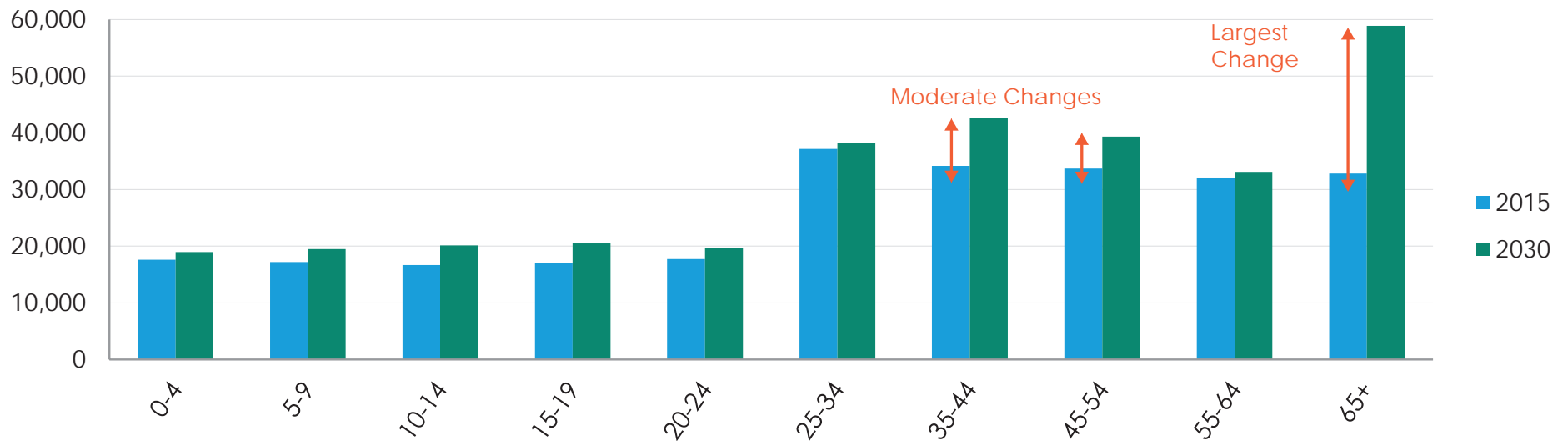


Source: City of Spruce Grove Municipal Census, 2014

Figure 7 Concentration of Age Cohorts by Enumeration Zone (2014)

Though we certainly have a relatively young population, our population of seniors will grow somewhat as individuals move into the next age cohort. This may also result in the median age increasing over time, unless in-migration by family-aged people continues as projected, which would then continue to counter the median age increasing.

However, region-wide, we expect a fundamental change in the number of seniors, increasing by 26,000 individuals. This is followed by some growth in the 35 to 44 and 55 to 64 age cohorts. All other age cohorts show minimal change, whether the trend in growth is slowing or largely staying the same for that age cohort (Figure 8). This means that we will need to provide appropriate facilities and sport options for all age cohorts in order to continue to draw sport participants from outside of Spruce Grove.



Source: Based on the Alberta Health Services projected population age distributions for the Capital Health Region, 2001

Figure 8 Projected Population per Age Cohort (2015–2030) – Capital Region

The percent of the total population projected for each age cohort for 2015 and 2030 is shown below in Figure 9, with an indication of the trend per age cohort over the 30-year period.

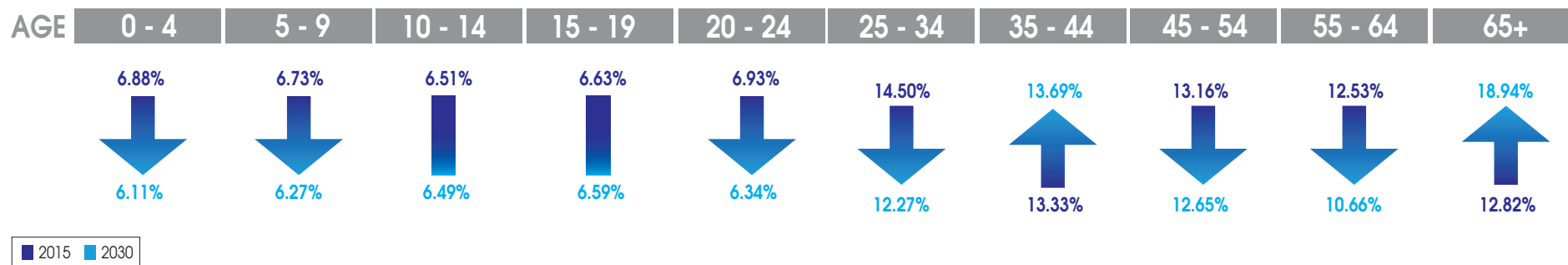


Figure 9 Projected Percent of Population per Age Cohort (2015–2030) – Capital Region

Anticipated Sport Participation: Spruce Grove per Age Cohort (to 2030)

To estimate the potential impact of aging related reduction in sport participation, the projected population for Spruce Grove was multiplied by the projected percentages per age cohort (as determined by the Capital Health Region) to determine the effect of changing demographics.

Spruce Grove’s projected population per age cohort was then multiplied by the observed age cohort specific participation rates⁵ to determine the number of likely individuals participating in sport per age cohort. For example, the 2010 General Social Survey shows that, across Canada, sport participation rates are highest among 5 to 19 year olds, as shown in the summary below:

- 47.5% for the 5 to 10 year cohort
- 55.0% for the 11 to 14 year cohort⁶
- 54% for the 15 to 19 year cohort
- 37.5% for the 20 to 24 year age cohort
- 29.0% for the 25 to 34 year age cohort
- 23% for the 35 to 54 year age cohort
- 17% for the 55+ year age cohort

This results in a total of 15,195 to 17,720 total individuals that are likely to participate in sports, which is broken down per age cohort in Table 2 and Figure 10, showing that the greatest number of sport participants will be in the 5–19, 25–35 and 65+ age groups.

Table 2 Projected Individuals Participating in Sport in Spruce Grove, per Age Cohort (2031)

Age Group	Projected Percentage of 2030 Population per Age Cohort	Projected 2031 Spruce Grove Population per Age Cohort	Projected 2031 Spruce Grove Population per Age Cohort	Observed Likelihood of Sport Participation per Age Cohort	Expected Population per Age Cohort Likely to Participate in Sports Under a Conservative Growth Scenario	Expected Population per Age Cohort Likely to Participate in Sports Under a High Growth Scenario
0-4	6.11%	3,310	3,860	15.0% ⁷	496	579
5-9	6.27%	3,397	3,961	47.5%	1,613	1,882
10-14	6.49%	3,516	4,100	55.0%	1,934	2,255
15-19	6.59%	3,570	4,163	54.0%	1,928	2,248
20-24	6.34%	3,435	4,005	37.5%	1,288	1,502
25-34	12.27%	6,647	7,752	29.0%	1,928	2,248
35-44	13.69%	7,416	8,649	23.0%	1,706	1,989
45-54	12.65%	6,853	7,992	23.0%	1,576	1,838
55-64	10.66%	5,775	6,734	17.0%	982	1,145
65+	18.94%	10,260	11,965	17.0%	1,744	2,034
	100.0%	54,177	63,181		15,195	17,720

Notes:

Projected Percentage of Population per Age Cohort in 2030—percentages based on Regional Projections

Projected 2031 Spruce Grove Population per Age Cohort –Conservative Growth Scenario based on City of Spruce Grove Projections

Projected 2031 Spruce Grove Population per Age Cohort–High Growth Scenario based on the City of Spruce Grove Projections

Observed Likelihood of Sport Participation per Age Cohort –based on the 2005 +2010 Canada General Social Surveys

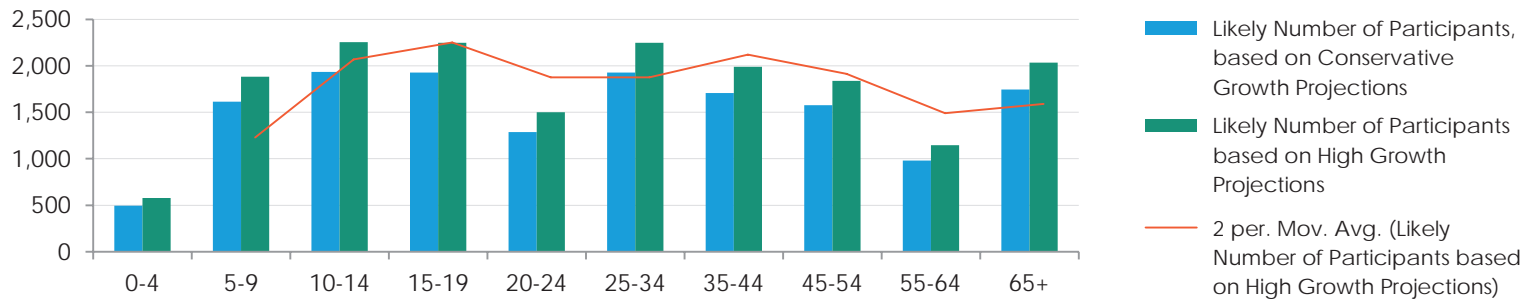


Figure 10 Projected Individuals Participating in Sport in Spruce Grove, per Age Cohort (2031)

Recreation Implications of Regional Population + Demographic Shifts

Consideration of Spruce Grove's historic and projected population¹, combined with the current age distribution points to a number of implications for outdoor recreation facility and sports field demands in Spruce Grove:

- Increased population will result in increased facility usage, and may require additional, expanded, or repurposed facilities, depending on the capacity of existing space
- Higher proportion of youth will increase the need for age specific facilities and programming, particularly given that the greatest participation occurs in the 5 to 19 age group⁸ and with significant increases in the population of young children
- Need for fitness opportunities and unstructured spontaneous recreation opportunities is likely to expand across all age cohorts
- Recreation needs will shift as cohorts such as the baby boom generation age. A higher proportion of older adults in the region will increase the need for age specific facilities and programming



In creating healthy communities, our aim is not to change the people but to change the settings.

– Dr. Trevor Hancock

Policy Context

National and Provincial Policies, Trends + Implications

A number of provincial and federal policies, strategies and trends affect recreation activity and the provision of recreation amenities across Canada. This strategy aligns with and contributes to these broader initiatives.

Pathways to Wellbeing: A National Framework for Recreation in Canada (draft April 2014)

Sports fields and facilities have the potential to contribute to meeting the National Framework for Recreation's 'Renewed Vision' for Canada, where everyone is engaged in meaningful, accessible recreation experiences that foster wellbeing at the individual, community and environmental levels.

- **Individual** wellbeing: Individuals with optimal mental and physical wellbeing, who are engaged and contributing members of their families and communities
- **Community** wellbeing: Communities that are healthy, inclusive, welcoming, resilient and sustainable
- The wellbeing of **places and spaces**: Natural and built environments that are appreciated, nurtured and sustained.

The Framework describes five goals for recreation in Canada, all of which relate to outdoor sports facilities and fields:

1. Foster active, healthy living through recreation.
2. Increase inclusion and access to recreation for populations that face constraints to participation.
3. Help people connect to nature through recreation.
4. Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.
5. Ensure the continued growth and sustainability of the recreation field.

Current Challenges Facing Our Communities

Demographic changes

- Aging population often means a declining proportion of children and an increasing proportion of older adults.
- Many communities have gained significant populations of immigrants from countries where public recreation and recreating in nature is not widely experienced or understood. There is a growing presence of First Nations and Aboriginal communities in urban areas.

Urbanization and threats to the natural environment

- Rapid urbanization (80% of Canadians now live in cities) means that people have less exposure to the healing power of nature.
- Growing threats to the natural environment has made the role of environmental stewardship increasingly important to the recreation field

Challenges to health

- Modern lifestyles combined with changes in the social and physical environments that affect health have precipitated negative trends in health such as sedentary living, chronic conditions and mental health concerns.

Increasing inequities

- While immigrant and visible minority populations face some of the worst effects of Canada's growing economic inequality, this trend affects all Canadians.
- Individuals and families with lower incomes typically have less opportunities for recreational experiences.

Social challenges

- Increases in economic inequities, persistent unemployment, new communication technologies, urban living, the migration of young people away from rural areas, and the loss of traditional supports have compounded feelings of isolation in many communities and negatively affected civic involvement, community engagement and social cohesion.

Infrastructure deficit

- Most towns and municipalities in Canada have significant infrastructure deficits. These deficits include the need to develop new facilities and green spaces in order to meet the requirements of growing communities, and to upgrade existing facilities to make them more functional and energy efficient.
- Strengthening the infrastructure for recreation, sport and physical activity is critical to strengthening the health, vitality and economies of local communities.

Responding to these Challenges: The Benefits of Recreation

Enhance mental and physical wellbeing

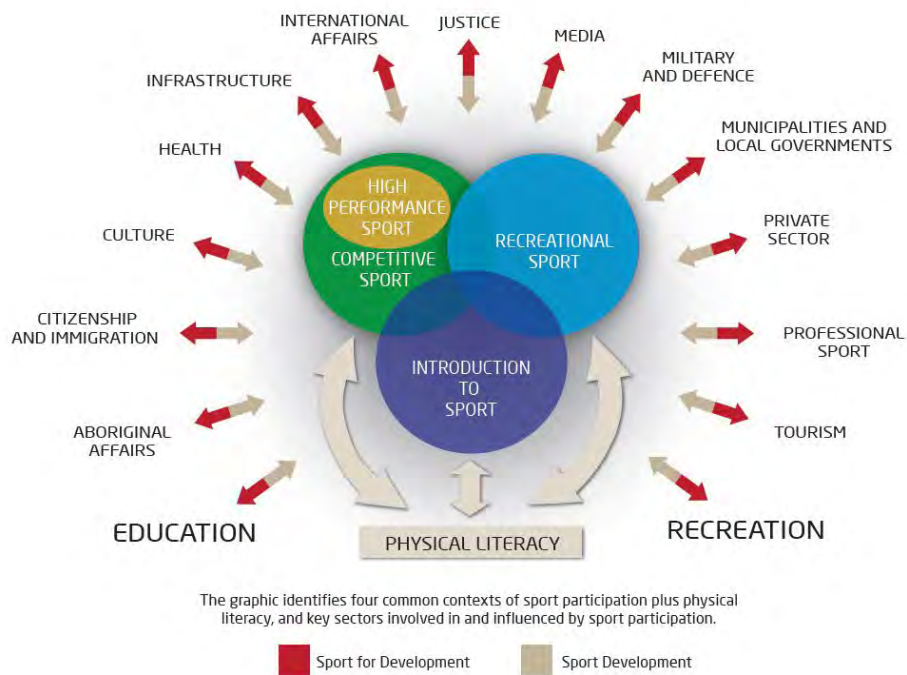
- Increased physical activity levels are associated with the presence of trails for walking, hiking and biking, and scheduled organized events, including sport competitions and other attractions.
- Among all ages, recreational experiences involving physical activity facilitate the maintenance of healthy weights, as well as a reduction in health care costs, and the potential to decrease anti-social behaviours.
- Participation in recreational experiences is also shown to enhance mental and social wellbeing. Participation in after-school recreation programs, for example, provides many developmental opportunities for children and youth.
- Recreation can facilitate and support social relationships – through clubs, social organizations, participating on a team or making a new friend. Participants in recreation report increased self-esteem and life satisfaction. Recreation provides opportunities for personal growth and development in people of all abilities and can be especially helpful to people living with disabilities.

Help build communities that are healthy, inclusive, welcoming, and resilient

- Recreation can be an important vehicle for promoting family cohesion and adaptability.
- Culture and recreation provide the means to build social capital in the form of arts, recreation and parks programs, and community celebrations, such as festivals, parades and block parties. Community events, in particular, help keep neighbours in touch with each other and reinforce the relationships that make neighbourhoods strong.
- Recreational activities can help build welcoming communities for diverse cultures and Aboriginal peoples.

Help people connect with nature

- Studies have shown that exposure to the natural environment and green spaces have an independent, positive effect on health and health-related behaviours.
- Recreation and parks has a key role as a steward of natural environments: protecting and interpreting parks, trails and wilderness areas, managing altered landscapes to balance the needs of natural ecosystems with the needs of users, and providing sustainable places that minimize the ecological footprint of services and programs.



Canadian Sport Policy 2012 Framework

Canadian Sport Policy (2012)

The Canadian Sport Policy sets direction for the next ten years to assist in realizing the positive impacts of sport on individuals, communities and society. Policy goals relate to Canadians having the skills, knowledge and attitudes to participate in sport, the opportunity to participate in recreational sport, take part in competitive sport, achieve high performance, and for sport to be used as a tool for social and economic development. These broad goals are depicted in the policy framework figure to the right, which places physical literacy at the foundation of all sport, and shows key sectors involved in and influenced by sport participation.

The policy also recognizes the critical role of local government and recreation departments to provide facilities and infrastructure, deliver sport programs, train leaders, officials, administrators and volunteers, and stage sport festivals and events. The recreation sector plays a large role in facilitating sport's contribution to personal, community and socio-economic development.

Sport Participation — Canada

The 2010 Sport Participation Research Paper by Canadian Heritage determined that:

- Sport participation rate continues to decline across Canada and across all age groups, however in Alberta, overall sport participation is on the rise by 4% between 2005 and 2010
- The overall gender gap in sport participation has increased, with 1/3 of males participating than 1/6 of women
- Age is a significant factor in sport participation
- Education and income impact sport participation, with higher education and higher income resulting in greater participation
- Participation highly concentrated in a few sports – golf, ice hockey and soccer for men; and golf, soccer and swimming for women
- Soccer is the most popular sport for youth, followed by swimming and ice hockey
- Sport participation perceived as improving health and life satisfaction

Specifically for youth⁹, trends between 1992 and 2005 show that:

- Sports participation is declining among youth aged 5 to 14, with a greater decline for boys (from 66% in 1992 to 56% in 2005) than girls (from 49% in 1992 to 45% in 2005)
- Soccer participation is highest among youth aged 5 to 14, with nearly 44% participation
- Frequency of sport participation for youth is approximately 2.5 times per week
- 'Sporty parents have sporty kids', as children's participation more than doubles if their parents are also involved in sport
- Children of recent (< 10 years) immigrants are less likely to participate in sports by about 20%
- Sport participation is highest in communities of between 10,000 and 50,000 residents

Healthy Aging in Canada: A New Vision, A Vital Investment (2012)

This policy brief (adopted by the Federal, Provincial and Territorial Committee of Officials Responsible for Seniors), specifically identifies recreation as a critical method to address priority areas in healthy aging, including physical activity, social connectedness and age-friendly communities. Involving older people in all levels of planning, implementing and evaluating supporting environments is essential to allow outdoor recreation and sport to meet the new vision for healthy aging.

The National Benefits Hub – Benefits Data Bank

The Benefits Catalogue evolved from the version developed in 1992 and revised in 1997 that now 'provides a strong evidence base to communicate the essential value of recreation, sports, fitness, arts, culture and parks'. It provides key messages around the importance of recreation and sport to personal, social, economic, and environmental benefits and health in our communities. It is structured around 8 key messages and the related 50 outcome statements of the Benefits Movement.

Active Alberta

The Active Alberta policy was developed after extensive consultations with organizations and individuals in the recreation, parks, active living and sports sectors. The policy identifies six outcomes:

1. **Active Albertans** — More Albertans are more active, more often
2. **Active Communities** — Alberta communities are more active, creative, safe and inclusive
3. **Active Outdoors** — Albertans are connected to nature and able to explore the outdoors
4. **Active Engagement** — Albertans are engaged in activity and in their communities
5. **Active Coordinated System** – Those involved in providing recreation, active living + sport opportunities to Albertans work in a coordinated system
6. **Active Pursuit of Excellence** — Albertans have opportunities to achieve athletic excellence

The role of municipal recreation and parks departments, along with the Alberta Recreation and Parks Association, were evident throughout the plan in helping to achieve each of the outcomes.

Land Use Framework — North Saskatchewan Region

The Land Use Framework establishes clear provincial outcomes for land use that will guide the development of the North Saskatchewan Regional plan, including:

- Healthy economy supported by our land and natural resources
- Healthy ecosystems and environment
- People friendly communities with ample recreational and cultural opportunities

As the Regional Plan will be legally binding on the City of Spruce Grove, outcomes within this report will align with and support the above outcomes.

Local Policy Direction

Direction on the importance of and provision of recreation opportunities in Spruce Grove is provided through a range of municipal policy documents. Together, these policy documents guide decision-making in relation to recreation, sport and the provision of outdoor sports facilities.

Building an Exceptional City – A Strategic Roadmap to 2035

The City's strategic plan envisions Spruce Grove to be the best place to live, to raise an active and healthy family and to grow a strong, successful business. The plan aims to establish the City as a leading recreation, leisure and sports community that provides exceptional, diverse and high quality leisure, recreation and sports opportunities.

Municipal Development Plan – My Bright Future (2010–2020)

Active recreation is taking place throughout Spruce Grove, with quality outdoor sport and recreation amenities playing a critical role in allowing residents to live work and play within their community, as well as in drawing visitors and tournaments to the region.

Outdoor fields and diamonds, and winter sport facilities can reinforce neighbourhoods through maintaining a sense of community and increasing overall liveability. In fact, the 2040 Vision notes the provision of "...diverse cultural and recreational programs in first-class facilities..." and "...a high quality of life and environment make the City of Spruce Grove the community of choice". Recreation hubs such as West District Park/TransAlta Tri Leisure Centre, Jubilee Park and Heritage Grove all contribute to a sense of community, provide important gathering places, and enhance community.

Parks and Open Space Master Plan (2007)

The Parks and Open Space Master Plan includes consideration of sports fields and outdoor recreation facilities under the principle of liveability. A core principal of open space planning is to provide for a variety of places for recreation, physical activity, and enjoyment of the outdoors, to meet the needs of a diverse range of 'ages and stages' appropriate for Spruce Grove. Outdoor recreation is also one of the economy's most vigorous growth areas, as stated by the Alberta Recreation and Parks Association, and development of outdoor sport and recreation amenities (Type D parks) has grown substantially in Spruce Grove in recent years, as evidenced in the timeline below.

Regional Leisure Services Study

The primary providers of programmed opportunities in Spruce Grove often include not for profit organizations such as sport associations, who make use of public facilities. It is recommended that the City builds stronger relationships with not for profit groups such as these in order to best meet goals in strategic plans and municipal development plans. Strategies and recommendations to do this include committing municipal human resources to building capacity of community not for profit leisure system, ensuring program affordability, moving toward schools and facilities as community facilities, formalizing a special event strategy for the region, and promoting sport tourism.

Current facility related issues include a lack of appropriate facilities to attract provincial or higher level competition, and displacement of groups when special events are being hosted (i.e., use of TransAlta Tri Leisure Centre soccer fields for a variety of events during soccer season).

The provision of facilities for sport participation includes trends to move from grass fields to artificial turf, and from outdoor soccer fields to indoor soccer facilities. Participation in structured activities like traditional team sports has declined in the recent past, particularly for children. Citizens are looking for more flexibility in timing and activity choice, with a trend toward more spontaneity. The movement toward more unstructured play and reconnecting children with nature may limit some growth in outdoor sports fields. Facilities should focus on delivering spontaneous use opportunities and opportunities for the whole family to take part in different activities simultaneously.

Corporate Policy No. 8,025 (2007)

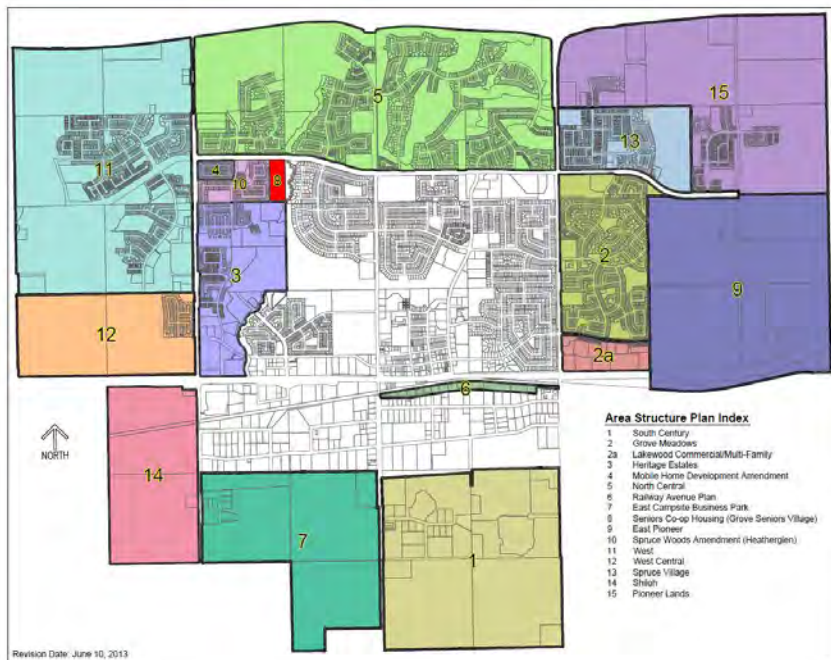
The Community and Protective Services Department's corporate policy states that the City will fund the acquisition, planning and development of leisure facility infrastructure through general tax revenues, and that it will fully recover the costs of the annual operation through a combination of user fees, general taxation and other sources of revenue. The policy sets out rental rates and user fees, based on the type of user group, type of facility and standard of service, and nature of the season; with the overarching intention of providing service excellence, budgeting for future growth and development, and allowing for affordability and accessible participation from all community sectors. Innovative or community activities are encouraged through fee waivers or reductions provided they initiate new activities in the community, or offer public education events or special community events that are free to the general public.

Area Structure Plans(ASPs)

Of the 15 ASPs included within the City of Spruce Grove, several mention the provision or proximity of recreation amenities as follows:

- **South Century ASP** – includes a 16 hectare multi-use recreational node + a large programmable park space to operate as a tournament site for organized sport
- **Spruce Village ASP** – close to two major recreation areas – Groveco 60 and Greystone Centennial School Site (soccer)
- **East Pioneer ASP** – residential neighbourhood of 277 ha, with one school park site (5.5 ha) in the plan area + close to Jubilee Park, with linkages to access more formal recreation opportunities

- **West ASP** – includes the TransAlta Tri-Leisure Centre (TTLC), with Fuhr Sports Park adjacent to the TTLC, and potential for up to 4 school sites
- **West Central ASP**– includes 2.5 ha active recreation park with sports fields, nearby playing fields at TTLC
- **Spruce Village ASP** – includes Groveco 60 Park, close to sports fields at Greystone Centennial School, Jubilee Park
- **Pioneer Lands ASP**– connects to Jubilee Park, adjacent to recreational areas in Spruce Village, no schools anticipated in the future within this ASP, but 2 park areas are provided that are large enough to accommodate a future school if needed



Municipalities: Focus on Recreation

Municipal recreation is a key delivery agent for sport and provides a variety of supports to local sports organizations. These include access to facilities, early skill development and exposure programs, ongoing sport play, coordination and communication, enhanced coaching capacity, allocation policies and subsidies, joint use agreements, sport hosting and sport tourism.

Many municipalities have worked with partners in public health, sport and education to develop comprehensive community plans for active living. These plans include awareness campaigns, program opportunities and events, initiatives aimed specifically at inactive and vulnerable populations, and the development of supportive indoor and outdoor environments.

Municipalities are the primary owners and operators of the sport and recreation infrastructure in Canada. They provide fitness centres, indoor and outdoor pools, water parks, sports fields, courts, ball diamonds, preschool program spaces, and a variety of other places and spaces that support active choices. Safe, well kept outdoor environments including parks with playgrounds and trails are equally important.

– National Framework for Recreation in Canada

Benchmark Insights for the Future

Valuable insights into our future outdoor sport facility needs can be gained by studying the current outdoor sport facility systems in other cities. Four cities within Alberta – Airdrie, St. Albert, Grande Prairie and Fort McMurray – were invited to take part in a survey that was used to evaluate our current service levels with what might be needed in the future. Three of the four responded. Each of these communities has experienced tremendous growth and, with a population between 40,000 – 62,000, are generally consistent with Spruce Grove’s high growth population predictions for the next five years. An online survey was administered to attain insights into facility supply, design and operations; facility provisioning guidelines; service delivery and operational costs, rental rates and cost recovery. Here is what we learned.

Only one of the communities has a long range outdoor sport facility strategy. The annual operational budgets reported ranged from a low of \$112,820 to a high of \$200,000. Reported revenues ranged from a low of \$55,000 to a high of \$111,000. Using these numbers, the average annual cost recovery rate was approximately 49%. The supply of facilities reported in each community by type are shown below (Table 3).

Table 3 Supply of Outdoor Sport Facilities in Cities Benchmarked

Facility Type	Community		
	A	B	C
Softball Diamonds	11	4	26
Baseball Diamonds	3	16	
Football Field	2	2	6
Rugby Field	2	1	
Mini – Soccer Fields	14	18	9
Senior Soccer Fields	4	7	19
Tennis	4 (joined with pickleball)	6	18
Lacrosse Boxes	0	0	0
Field Hockey	0	0	0
Pickle Ball Court	4 (joined with Tennis)	0	4
Cricket Pitch	0	0	0
Track and Field	1	1	1
Outdoor Skating Rink	14	15	27
Toboggan Hill	4	2	0
Down Hill Ski Area	0	0	0

The respondents reported on rental rates by facility type, as shown on the following page.

Facility Type	Community		
	A	B	C
Softball Diamonds	\$600/adult team, \$400/12-17 team, \$300/11 and under, Weekends — \$150-\$200/day/diamond	Youth \$13 Adult \$17	n/a
Baseball Diamonds	\$600/adult team, \$400/12-17 team, \$300/11 and under, Weekends — \$150-\$200/day/diamond	Youth \$13 Adult \$17	n/a
Football Field	\$15/player	Youth \$13 Adult \$17 Artificial Turf Youth \$35 Adult \$55 Lights \$20.50	n/a
Rugby Field	\$20/player	Youth \$13 Adult \$17 Artificial Turf Youth \$35 Adult \$55 Lights \$20.50	n/a
Mini – Soccer Fields	\$10/player 11 and under, \$15/12-17	Youth \$13 Adult \$17	n/a
Senior Soccer Fields	\$20/player or \$30/hour	Youth \$13 Adult \$17 Artificial Turf Youth \$35 Adult \$55 Lights \$20.50	n/a
Tennis	no charge, not bookable, spontaneous use only	n/a	n/a
Lacrosse Boxes	n/a	n/a	n/a
Field Hockey	n/a	n/a	n/a
Pickle Ball Court	no charge, not bookable, spontaneous use only	n/a	n/a
Cricket Pitch	n/a	n/a	n/a
Track and Field	\$15/member	Youth \$20 Adult \$33	n/a
Outdoor Skating Rink	with ice Youth \$25 Adult \$30; no ice (field) Youth \$13 Adult \$17	n/a	n/a
Toboggan Hill	n/a	n/a	n/a
Down Hill Ski Area	n/a	n/a	n/a

None of the communities reported that they use pre-set per-capita facility ratios to determine facility supply / needs. Based on the responses, it does not appear that participating cities have developed usage capacities for their outdoor sport facilities.

We were also interested in lighting practices. Lighting is provided at a small number of facilities identified above. Football fields, baseball diamonds and outdoor rinks were the most popular facilities with lighting. When asked about user association / club involvement in facility maintenance, it appeared that few to none of the facilities in the cities surveyed were maintained by a user association or club. Where user maintenance was reported, it was associated with efforts such as field lining, mound work and provision of portable washrooms.

When asked how access to facilities was allocated, it was clear that all respondents have established priorities to guide facility allocation. In all cases, the priorities were reported to be as follows 1) local youth, 2) local adult and 3) non-local use. In one community, for-profit was prioritized after non-local use but before non-profit use. Another community went one step further to also set a priority based on usage type. In this case, the order of priority was 1) tournaments / special events, 2) registered programs, 3) public drop in programs, 4) junior users and 5) minor sport. When asked about trends that outdoor sport managers should be aware, the communities responded:

- Users are demanding higher quality facilities
- Pickleball is an up and coming activity
- Competitive slo-pitch events are on the rise
- The importance for planning age-appropriate supply of facilities is growing
- Soccer, football and rugby are reported to be growing

Facility Classification + Level of Service



The City manages many different outdoor sport facilities. However, all facilities are not created equal. Some provide a high level of service capable of attracting national and provincial tournaments, competitions and regional use while others provide a much lower level of service and are intended to be used mostly by local residents for practice or recreational purposes.

An Outdoor Sport Facility Classification System is used to communicate the differences between facilities and to justify variable maintenance, investment and user fees. To date, the City has utilized a generalize classification system to guide level of service decisions and users fees:

Classification System

—is used to guide design, maintenance, investment and user fee decisions.

The City's past outdoor sport facility classification system has served the City well; however, we recognize the opportunity to enhance the system to ensure it provides clear design, level of service and maintenance direction. Specifically, the classification system is being enhanced to ensure it references all outdoor sport facilities and to more clearly communicate the:

- Expected Catchment Area
- Level of Play
- Degree of Design + Engineering
- Player Amenities
- Comfort and Convenience Amenities + Site Servicing
- Maintenance + Capacity
- Level of Investment

The City's revised Outdoor Sport Facility Classification is shown on the following page.

		OUTDOOR SPORT FACILITY CLASSIFICATION			
		AA	A	B	C
CATCHMENT		Regional +	Regional / City	City / Local	Local
LEVEL OF PLAY		Provincial +	Regional Tournament / Recreational	Recreational	Spontaneous / Practice
DESIGN	SURFACE (where relevant)	Synthetic	Natural Grass	Natural Grass	Natural Grass / Gravel
	IRRIGATION (where relevant)	Yes	Preferable	Preferable	No
	DRAINAGE (where relevant)	Yes	Preferable	Not Required	No
	LIGHTING	Yes	Preferable	Not Required	No
	FENCING	Yes	Yes	Not Required	No
	SCOREBOARD	Yes	Preferable	Not Required	No
PLAYER AMENITIES	CHANGE ROOMS	Yes	Preferable	Not Required	No
	SHOWERS	Yes	Preferable	Not Required	No
	PLAYER BENCHES	Yes	Yes	Not Required	No
COMFORT + CONVENIENCE AMENITIES	BLEACHERS	Yes	Preferable	No	No
	WASHROOMS	Flush / Fixed Service Center	Flush / Fixed Service Center, Portable toilets acceptable	Preferable (portable)	No
	CONCESSION	Yes	If site can accommodate.	Not Required	No
	WATER FOUNTAINS	Yes	Preferable	Not Required	No
	SPONTANEOUS RECREATION AMENITIES	Yes	Preferable	Not Required	No
	EVENT / CLUB SPACE	Yes	Potentially Available	Not Required	No
	ON-SITE PARKING	Yes	Preferable	Not Required	No
SERVICING	POWER	Yes	Yes	Not Required	No
	SEWER	Yes	Yes	Not Required	No
	POTABLE WATER	Yes	Preferable	Not Required	No
INCLEMENT WEATHER AVAILABILITY		Available	Potentially Available	Unlikely	Unlikely
MAINTENANCE INVESTMENT		High	High	Moderate – Low	Low
CAPITAL INVESTMENT		\$\$\$\$	\$\$\$	\$\$	\$

Facility condition is considered separately from the classification scheme, and is detailed further in the following section.



Inventory, Distribution, Condition + Access

Inventory



















Before we are able to consider the future needs of our outdoor sport facilities, we need to fully understand the current supply, distribution, condition, utilization and capacity of each facility in our inventory. To this end, a detailed inventory and a high-level condition and functional assessment were undertaken.

Currently, there are 77 outdoor sport facilities on 22 individual sites within the City. Outdoor sports are delivered through the City's outdoor sport system. This system is comprised of both City and school board facilities. As Table 4 illustrates, ownership and operations of facilities within the City occur under a number of different arrangements. Collectively, these sites provide opportunities for summer and winter outdoor sport and recreation activities.

Within the City's programmable outdoor sport system, we have 9 multipurpose sports fields accommodating soccer and football, 13 baseball diamonds, 9 soccer fields, 18 mini soccer fields, 9 tennis courts, 6 pickleball courts and 1 beach volleyball court. Winter based outdoor sport and recreation facilities include 3 outdoor rinks, 5 sledding hills, 3 leisure ice surfaces and 1 skating trail (Figure 11). A complete listing of facilities can be found in Appendix A.

Table 4 Facility Ownership + Operations

Ownership + Operations	% Facilities	# Facilities
City Owned + Operated on City Lands	57%	44
City Owned + Operated on Joint Use Lands	35%	27
Jointly Owned by the City + School Board and Operated by the City	7%	5
School Owned + Operated	1%	1

		CLASS AA	CLASS A	CLASS B	CLASS C
Baseball	13				
Soccer	9				
Mini—Soccer	18				
Multi—Purpose	9				
Tennis/Pickleball	16				
Winter Sports	12				

77
Outdoor
Sport Facilities
on 22 Sites

CLASS AA	CLASS A	CLASS B	CLASS C
12% of Inventory (9 Facilities)	22% of Inventory (17 Facilities)	49% of Inventory (38 Facilities)	17% of Inventory (13 Facilities)

71 Municipal Facilities

1 School Facility

5 Jointly Owned Facilities

Figure 11 Facility Inventory by Type and Class

It is important to recognize that, in some cases, our facilities overlap. For example, fields at the Fuhr Sports Park are designed to accommodate both soccer and football or at the Henry Singer complex, the Pickleball Courts may also support tennis. In other cases, a senior soccer pitch might also serve to support two junior soccer pitches. In the instances, only one sport can be played at a time and we need to account for this when thinking about the City's overall capacity to support outdoor sports. Nineteen facilities within the City have been designed to support overlapping uses whether it be senior and junior uses for the same activity or entirely different activities.

Not all outdoor sport facilities in the City have been created equal. Some may be designed to accommodate high performance sport and may include a diversity of comfort and convenience amenities such as parking, concessions, change rooms and washrooms, while other may not. Some may contain irrigation and lighting to extend the facility's capacity and others don't. Outdoor sport demands are diverse and it is important to ensure we have the right mix of facilities to support the level of service required by the activities, athletes and spectators. Using the facility classification introduced in Section 3.0 above, Figure 11 and Figure 12 illustrate the distribution of facilities by class.

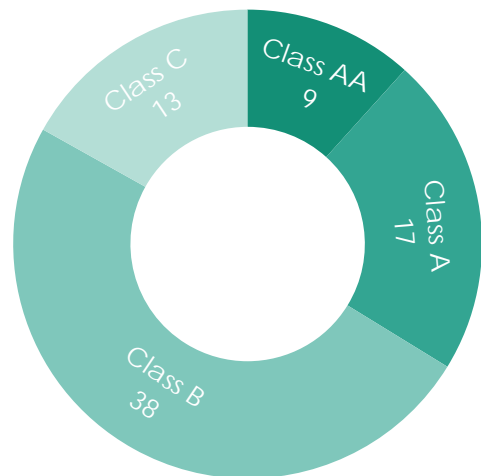


Figure 12 Distribution of Facilities by Facility Class

Spatial Distribution

Experience tells us that the location and distribution of recreation facilities is an important determinant of their utilization. The more accessible the facility is to intended users, the more likely it is to receive significant use and, in turn, the more likely the neighbourhoods are to experience the benefits of recreation. Spatial analysis was used to evaluate the current distribution of outdoor sport facilities (Figure 13). Here is what we learned:

- For the most part, the census zones with the greatest population growth (zones A, B and D) are well served by high quality and newly constructed facilities.
- The exception is Zone N, which, despite experiencing the greatest population growth, has a limited supply of outdoor sport facilities, both in number and quality. It does however have the greatest access to winter sport facilities in Spruce Grove.
- The overall distribution of outdoor facilities is well spread out across most neighbourhoods. However, the distribution of facilities by type varies.
 - Baseball diamonds are generally well represented across the community, with the greatest gap in the northernmost neighbourhoods.
 - Soccer and mini-soccer fields are generally spread out across a wide range of neighbourhoods in the north, with less distribution in the south.
 - Pickleball is available on one site.
 - Tennis courts are available at three locations, southern Spruce Grove, and east-central Spruce Grove.

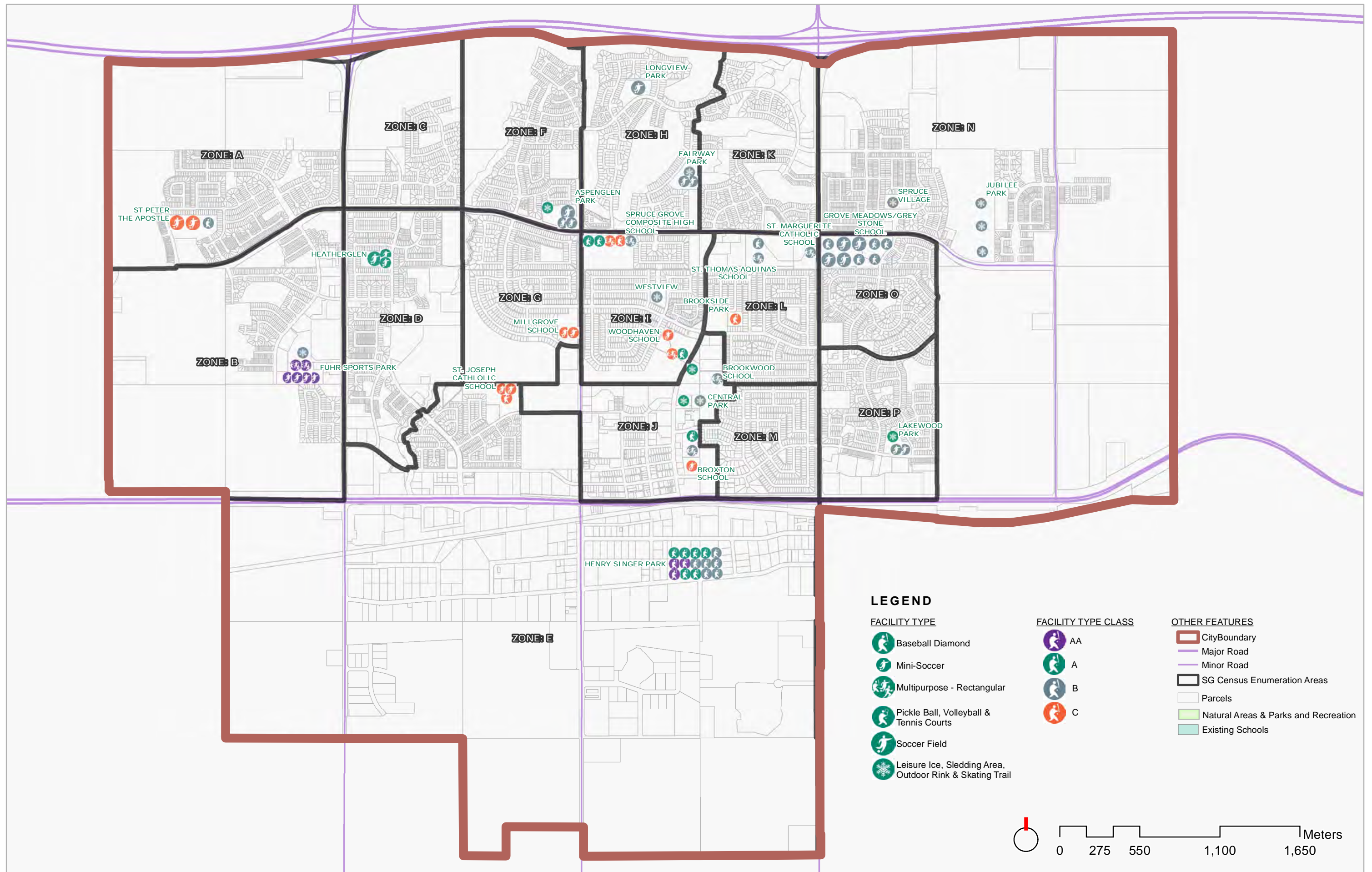


Figure 13 Facility Distribution

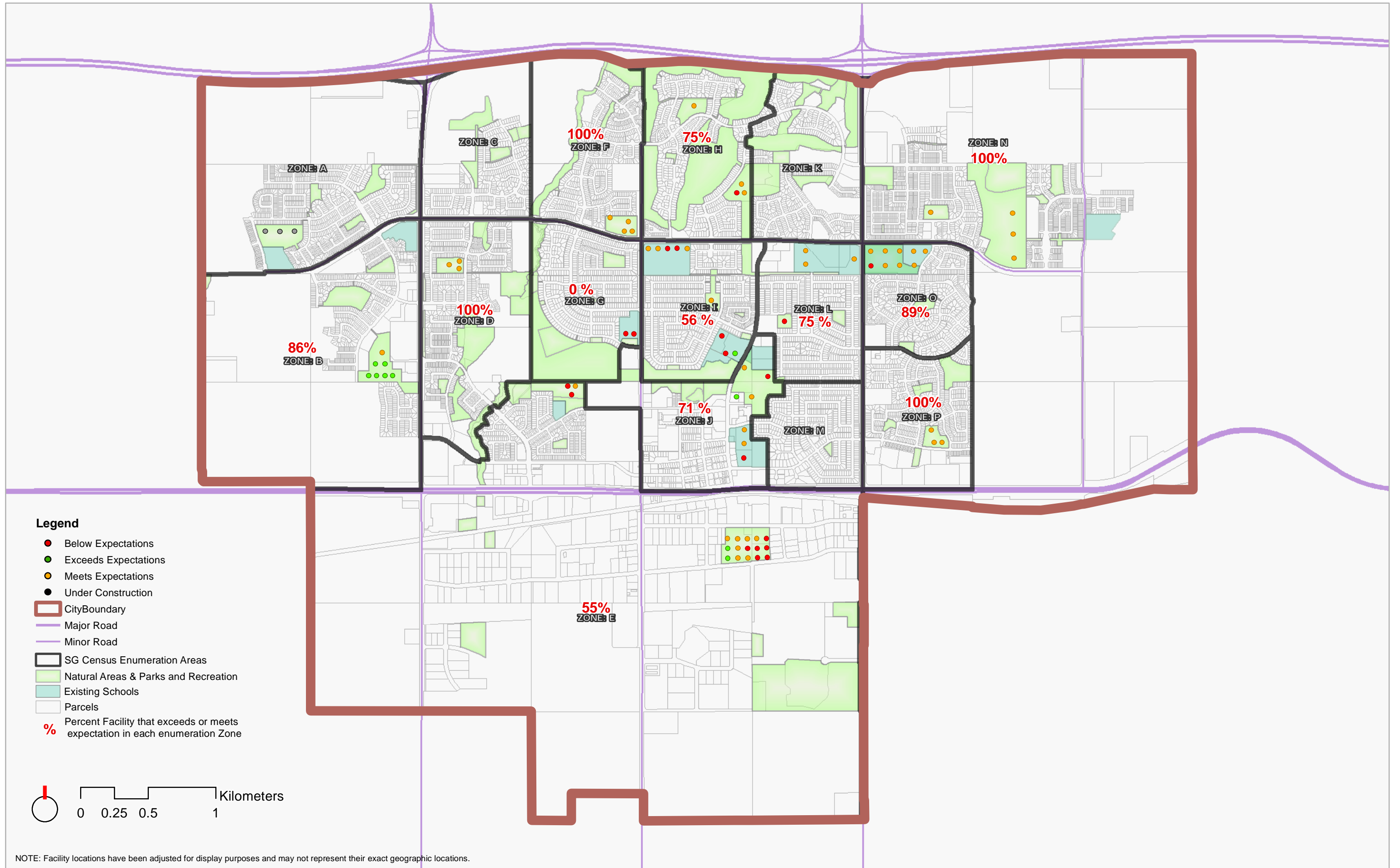


Figure 14 Facility Condition

Conditions

The condition and functionality of each facility in the system was examined during the summer of 2014. The assessment included a high level evaluation of the condition of the facility (Figure 14) and the supply and condition of comfort and convenience amenities, elements to extend use, accessibility and potential for overcrowding. An overall condition rating was assigned to each facility (see Appendix A). Upon evaluating the facilities, we have learned that:

- The majority of the City's outdoor sport facilities meets or exceeds expected conditions for their classification.
- 61% of facilities are meeting expectations.
- 26% of facilities are below expectations.
- 13% of facilities exceeded expectations.
- Facilities identified as being below expectations included soccer fields, mini soccer fields, diamonds as well as the pickleball courts. With the exception of the Henry Singer pickleball courts, all of these facilities were associated with school sites.

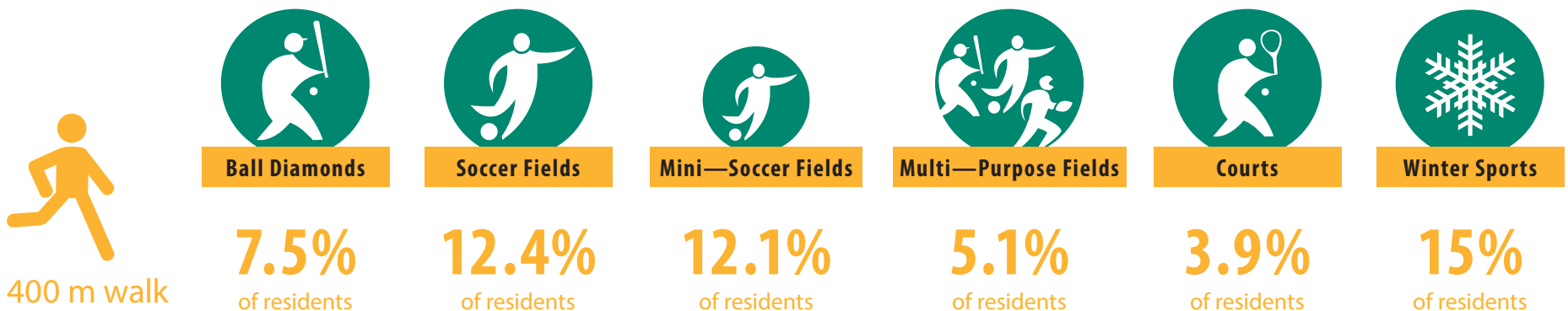
Though the majority of the facilities are identified as meeting or exceeding expectations based on their class of facility, many sites were identified as having issues regarding planarity, safety zones, general safety challenges, drainage, turf degradation, parking and other issues that should be addressed to improve the quality and safety of the facility.

While the primary concerns around quality tend to be for facilities located in central Spruce Grove, there is a greater concentration of facilities in these neighbourhoods, thereby providing more opportunities to book at nearby facilities until conditions can be improved.

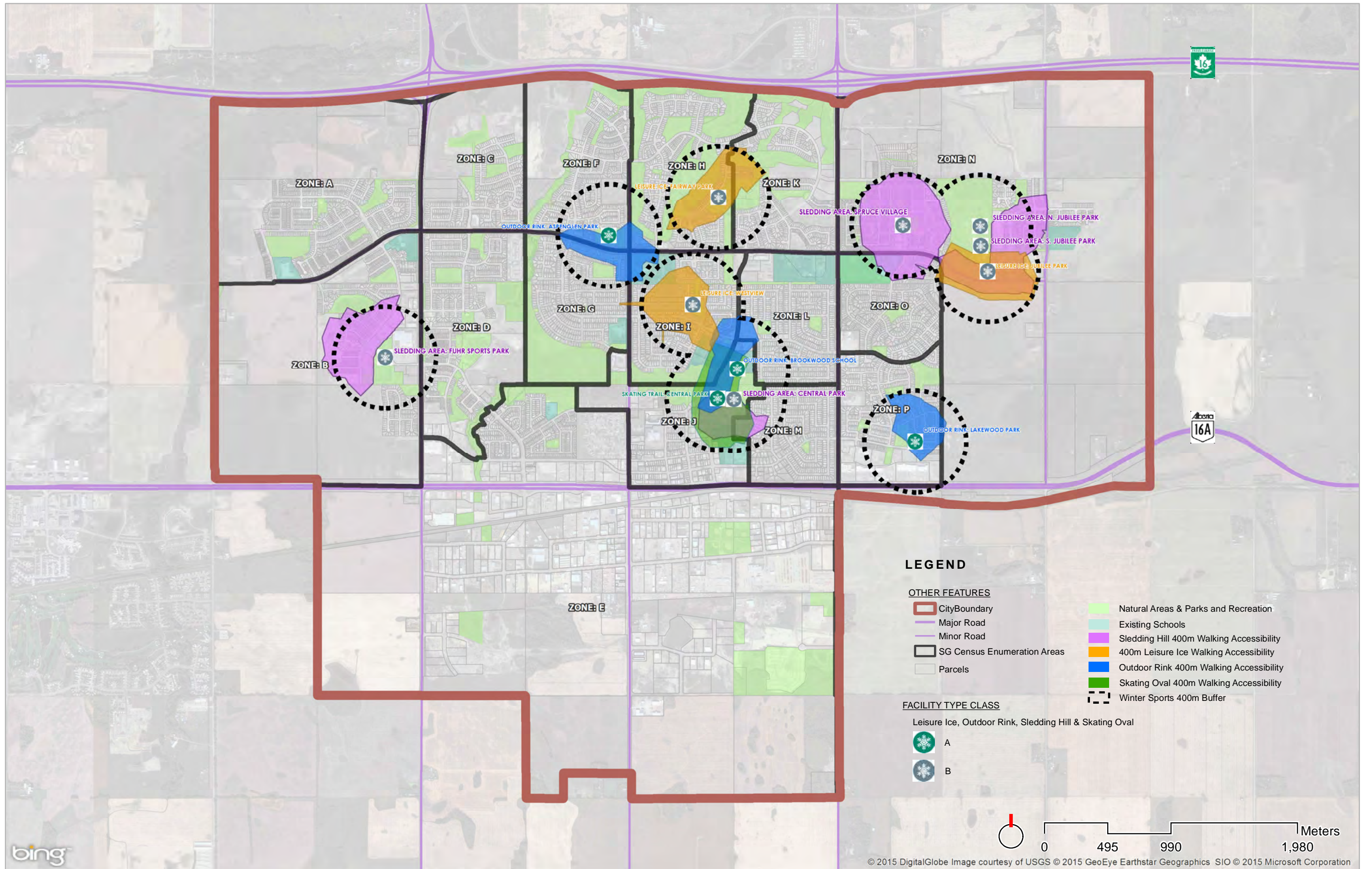
Access

Taking into account the spatial distribution of facilities, along with their condition, we were able to consider what percentage of our residents are within a ten-minute walk (400 metres) to an outdoor sport facility that is meeting or exceeding expectations. The analysis was based on true walkability¹⁰, using sidewalks and trails, rather than a simple 400 metre buffer from each facility (Figure 15). As shown below, we determined that the facilities with the greatest walkability access include winter sport facilities as well as soccer and mini-soccer fields. Ball diamonds, multi-purpose fields, and tennis courts have less than 10% of the population within a ten-minute walk from high-quality facilities.

Winter sport facilities were each further analyzed to determine walking access to leisure ice, outdoor rinks, skating trails and sledding hills (Figure 16). Approximately 9% of residents can walk to a leisure ice or outdoor rink facility within 10 minutes, while only 1% of residents can walk to a skating oval or trail within this time. Nearly 14% of residents have access to a sledding hill within a 10-minute walk. Residents in the northwestern and southern portions of the City do not have walking access to any of these winter facilities, nor do some neighbourhoods within the northeastern portions of the City (Grove Meadows, Prescott, and much of Spruce Village and Broxton Park) (Figure 16).

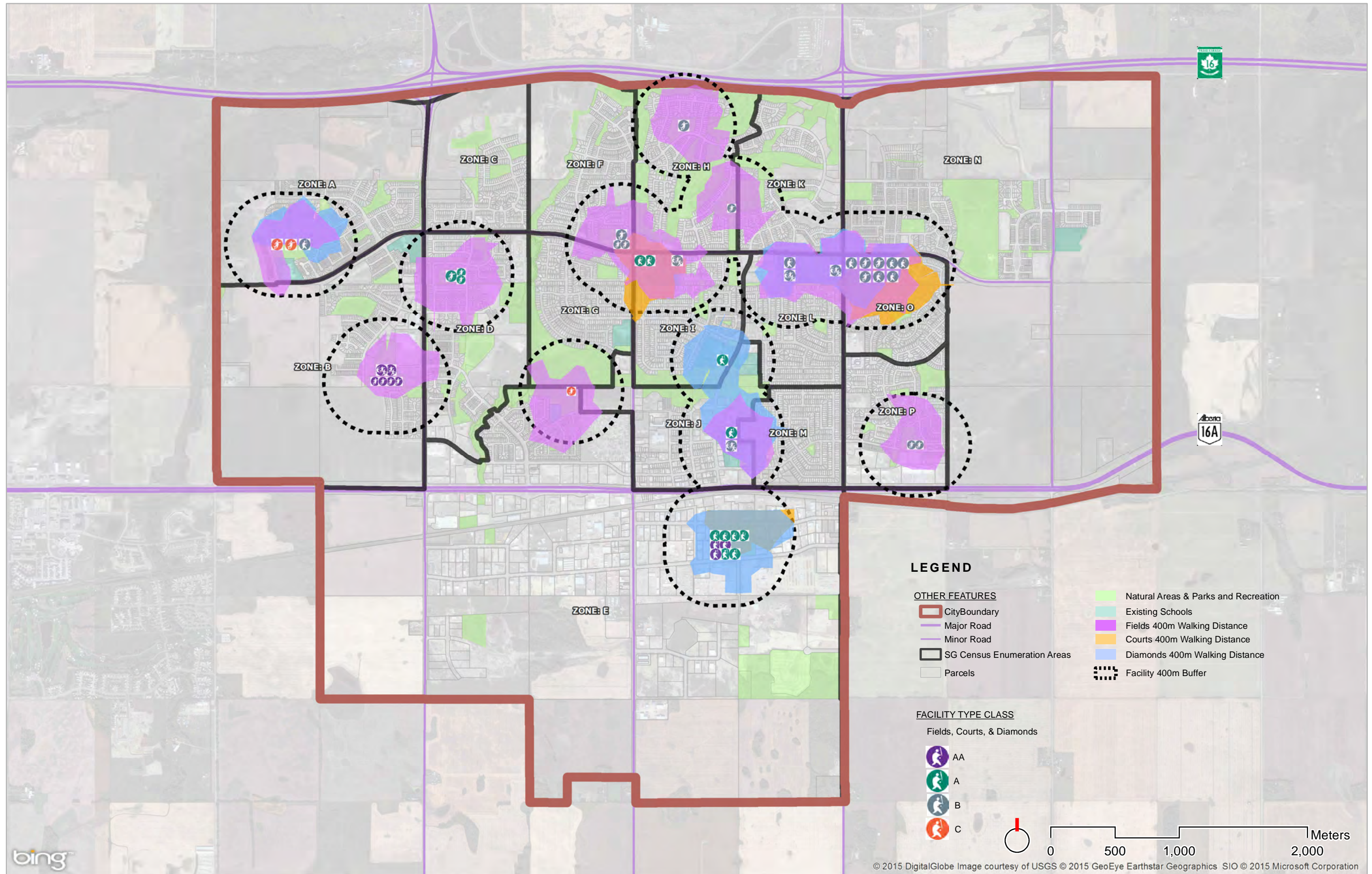






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Figure 15 Accessibility-Winter Facilities



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Figure 16 Accessibility—Rectangular Fields, Diamonds + Courts





Facility Utilization + Capacity

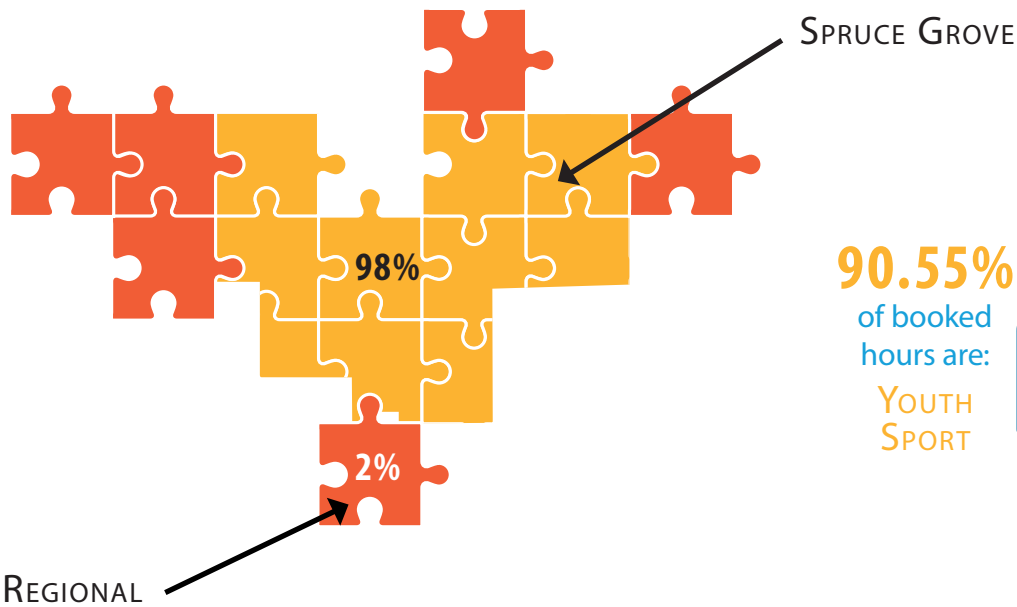
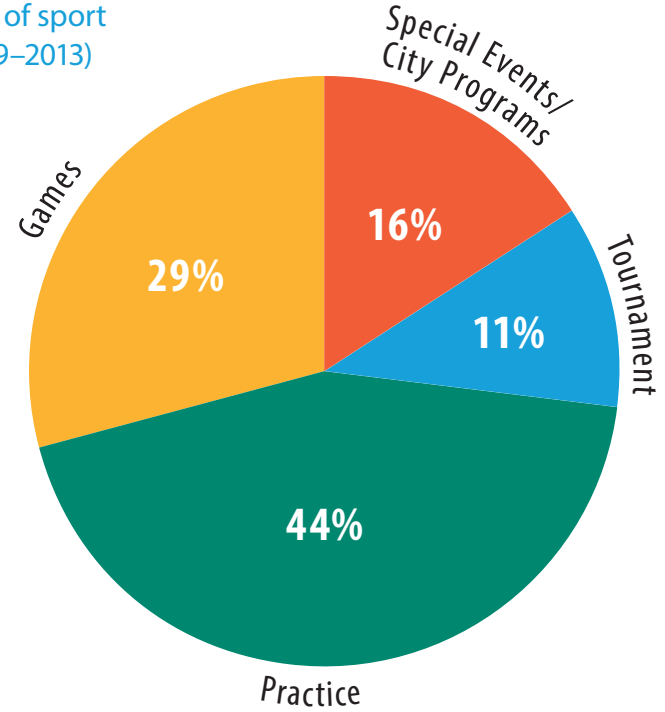
Utilization

Detailed booking data was available for ball diamonds, soccer fields, mini-soccer fields, multi-purpose fields and tennis courts for the years 2009 to 2013. Data collected included the number of hours booked for each facility, the type of play (practice/tournament/game), whether it was youth or adult level play, special events and city programs and local vs. non-local bookings (Figure 17).

Detailed booking information was not available for outdoor rinks, leisure ice, skating trails, sledding, volleyball or pickleball.

The number of hours booked for all outdoor sport facilities in our community averaged more than 5,000 hours over the five-year period (Figure 17). Ninety-eight percent of this was local use, and more than 90% was for youth rather than adult play. Practices accounted for 44% of the bookings, game play for 29%, and tournament play for 11%. Sixteen percent of the total bookings over the five-year period can be attributed to special events and city programs.

5,326
annual hours of sport
(average 2009–2013)



90.55%
of booked
hours are:
YOUTH
SPORT



9.55%
of booked
hours are:
ADULT
SPORT



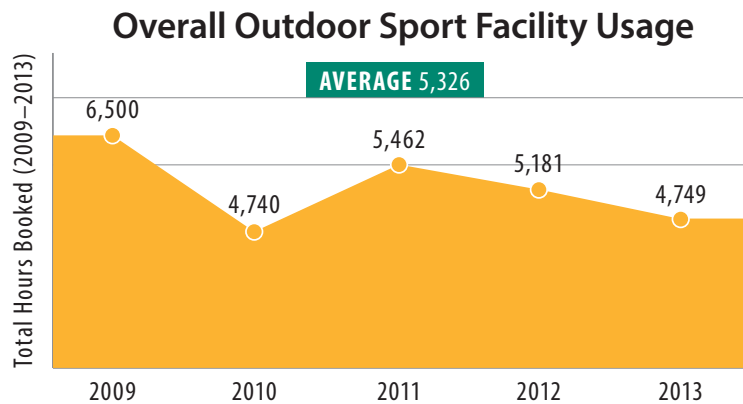
NOTE

Does not include special event or city program hours. youth includes camps, courses, drop-ins, joint-school use, and all other uses not specified as adult use.

Figure 17 Average Facility Utilization

Considering the overall facility utilization trends occurring from 2009 to 2013 (Figure 18), we see that overall utilization is variable, but generally experiencing a decline. Trend lines per sport show a bit more consistency, with baseball and soccer showing the same trends as the City as a whole, and football showing the most consistency, and even an increase in utilization. Mini-soccer includes an unusual year in 2009, and a general increase after the initial drop. Tennis court utilization is showing a steady decrease over time. Special events and city program utilization varies dramatically from year to year, peaking in 2011.

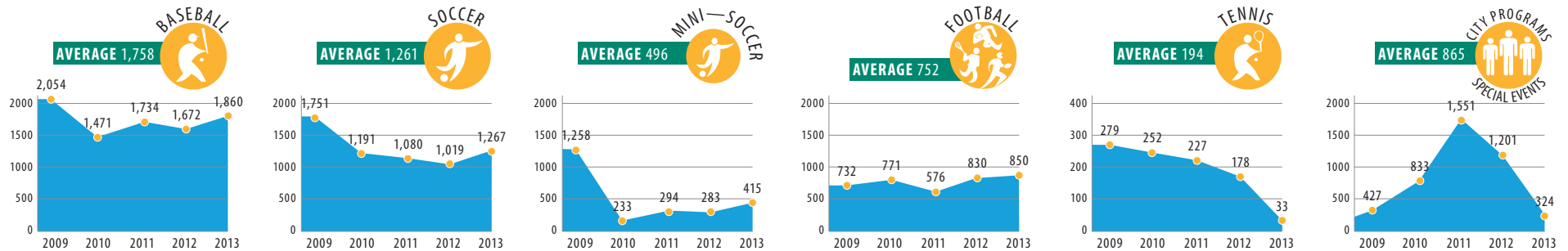
Figure 18 Facility Utilization Trends



facility type, determining the percent of local vs. non-local use, adult vs. youth play, type of play booked, total booked hours, and the contribution to total Spruce Grove bookings for each. Details are shown on the following page in Figure 19.

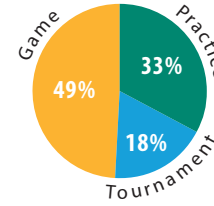
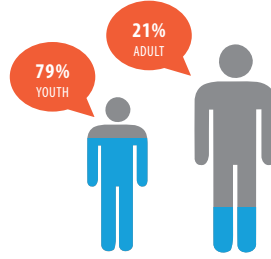
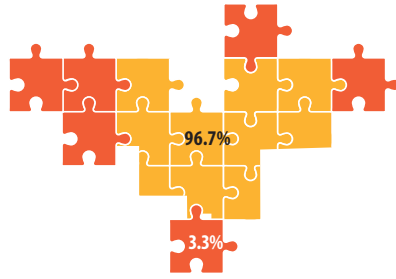


Sport Facility Usage by Field Type



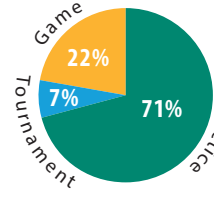
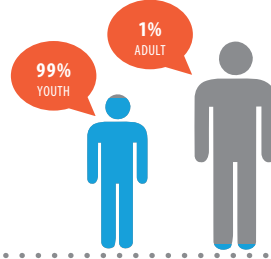
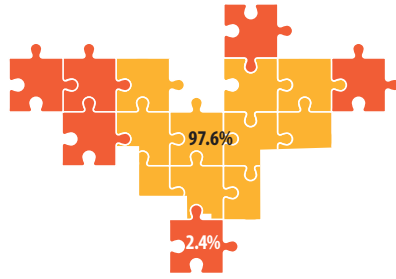
Booking data was also assessed through the perspective of each

Figure 19 Facility Utilization – Rectangular Fields, Diamonds and Courts



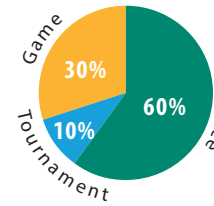
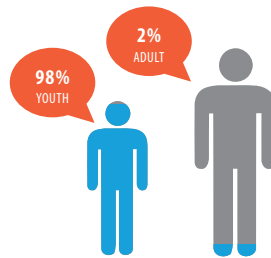
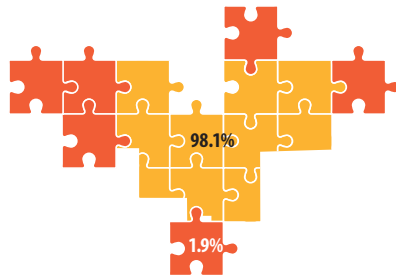
1,758
hours
booked
(on average
2009–2013)

33%
of total Spruce Grove
sport bookings



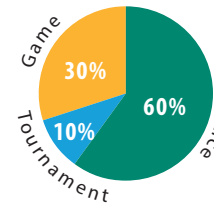
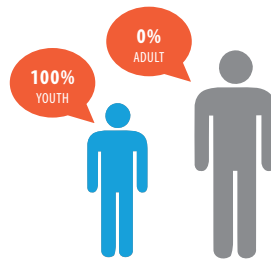
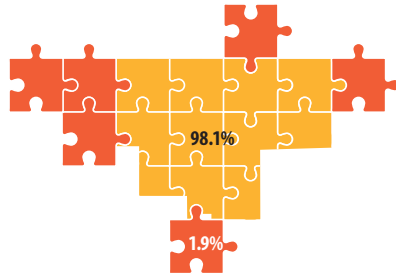
752
hours
booked
(on average
2009–2013)

14.1%
of total Spruce Grove
sport bookings



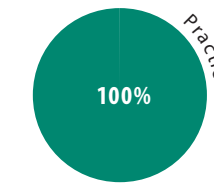
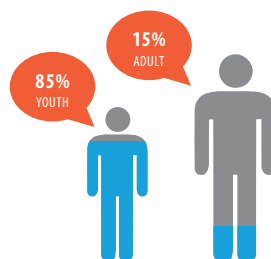
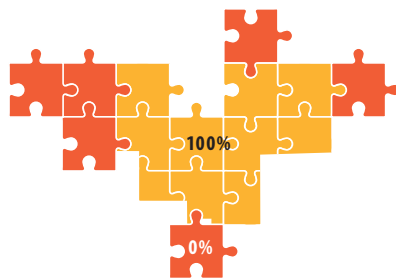
1,261
hours
booked
(on average
2009–2013)

23.7%
of total Spruce Grove
sport bookings



496
hours
booked
(on average
2009–2013)

9.3%
of total Spruce Grove
sport bookings



194
hours
booked
(on average
2009–2013)

3.6%
of total Spruce Grove
sport bookings



Capacity

—the maximum usage that a facility can support before its quality is likely to diminish below acceptable conditions.

Capacity

Scheduled and spontaneous use of the City's outdoor sport facilities needs to be allocated and managed carefully throughout the seasons of play to avoid over-use which can lead to quality and safety concerns as well as expensive maintenance, repairs and replacements. Often, City's utilize capacity as a means to manage the level of use for each facility. Capacity is the maximum usage that a facility can support before its quality is likely to diminish below acceptable conditions. A facility's capacity is influenced by many factors including:

- Local growing conditions and typical weather patterns (e.g. temperatures, precipitation, frost) during the primary season of use,
- Type and intensity of sports / activities utilizing the facility,
- Quality, design and degree of engineering put into the facility's development,
- The ratio of time the facility is in use versus being rested / maintained,
- The length of the facility's operational season,
- Availability of lighting to extend use after sunset,
- Operational hours as prescribed in local bylaws, and
- Lifestyle limitations such as demand for prime time use.

The capacity of a facility is expressed as the acceptable number of hours per week or season that a facility can accommodate. Planning for our City's future outdoor sport facility needs is predicated on a thorough understanding of the current system's capacity to support current and predicted use. This allows us to understand where we are at today and serves as a baseline for projecting where we will need to go over the next 15 years.

As we know, not all facilities are created equally. The capacity of synthetic turf fields, all-weather gravel fields and asphalt courts are largely governed by the availability of lighting, bylaws and lifestyle preferences. As such, their capacities are very different from those facilities with natural grass fields.

In alignment with the factors that influence a facility's capacity, the following criteria and formula were used to estimate the capacity of each outdoor sport facility (calculation shown in Figure 20):

- **Potential Hours in a Season** – is the total number of hours that a facility could be potentially used in a season multiplied by the number of facilities in each facility class. Season lengths were assumed to be May 1 to June 31 for Baseball and Soccer, April 1 – June 31 and August 1 – October 31 for Football, May 1 – October 31 for all court activities and December 5 – February 28 (weather permitting) for outdoor rinks. The daily maximum daily hours of operation (10 AM–10 PM) are prescribed in the City's Outdoor Natural Sports Fields Policy and Fees and Charges schedule. The total potential for use is most effectively analyzed based on prime-time hours and the combination of prime-time and non-prime time hours. Potential prime-time (Monday – Friday from 6 PM –10 PM and Saturday – Sunday from 12 PM –10 PM) and non-prime time hours are calculated in accordance the City's Fees and Charges Policy.
- **Ownership Modifier** – As many facilities within the City exist on school board lands, these facilities are not available for public use while school is in session (8:00 AM – 4:30 PM on Monday to Friday during the months of May, June, September and October). Potential capacity is therefore adjusted to account for this lost time for each facility type.
- **Weather + Maintenance Modifier** – Though efforts are made to minimize the impact of maintenance on the capacity of each facility, resting and rehabilitation are necessary particularly on higher level of play facilities with natural turf. In addition, it can be necessary to temporarily restrict the use of facilities during

periods of inclement weather to avoid damage to those facilities. Therefore, potential capacity estimates are adjusted to account for the time required for both inclement weather and required maintenance and resting periods.

- **Overlap Modifier** – Multipurpose fields are designed to accommodate multiple activities and these facilities need to be accounted for in the facility inventory; however, the facility cannot accommodate simultaneous overlapping use. As such, each facility's total potential hours is reduced to account for the overlapping use.
- **Spontaneous Use Modifier** – Not all use of the City's outdoor sport facilities is booked use. Outdoor sport facilities play an important role in enabling spontaneous recreation opportunities. However, this use, though typically occurring at a much lower intensity, needs to be accounted for in capacity estimates to improve the accuracy of total use.
- **Lighting Modifier** – The capacity of facilities can be extended with the inclusion of lighting systems particularly during shoulder seasons of May, September and October. Lighting's ability to enhance facility capacity, as well as the implications of the absence of lighting, needs to be accommodated in capacity estimates.



Figure 20 Capacity Estimation Formula



Utilization + Capacity

A comparison of potential capacity with average hours booked, also known as utilization, between 2009 + 2013 provides robust insights into how well the City is positioned to meet current and future demands. Capacity utilization was determined by dividing the total hours booked for each facility by the total capacity available for each field type. The capacity analysis was undertaken separately to evaluate trends in prime-time capacity and total capacity (prime-time and non-prime-time). It was assumed that 80% of all hours a facility is booked are prime-time hours.

As illustrated in Table 5, here is what we found:

- The City's supply of outdoor sport facilities is, for the most part, underutilized.
- With the exception of the AA multipurpose fields at Fuhr Sports Park and the City's AA diamonds, most facility facilities, irrespective of class, currently operate at or below 50% of potential prime-time and total capacity.
- The Fuhr Sports Park fields (AA football and soccer fields) are operating at 144% of prime-time capacity and 107% of total capacity (prime-time and non-prime-time).
- The City's AA diamonds are operating at 54% of prime-time capacity and 28% total capacity.
- Though Pickleball has experienced considerable recent growth, only 7% of available prime-time capacity and 4% of total capacity is being utilized currently.

Table 5 Outdoor Sport Facility Utilization

Facility Class	Total Capacity (hrs/season)	Prime-time Capacity (hrs/season)	Total Capacity Utilization	Prime-time Capacity Utilization
FOOTBALL FIELD				
AA	727	430	39%	62%
A	—	—	—	—
B	2,115	359	11%	14%
C	846	144	14%	18%
SOCCER FIELDS				
AA	727	430	101%	170%
A	393	162	58%	103%
B	7,083	1,585	15%	26%
C	2,538	431	2%	4%
MINI—SOCCER FIELDS				
AA	2,011	826	6%	10%
A	787	323	26%	46%
B	5,553	2,281	10%	18%
C	5,075	862	14%	14%

Facility Class	Capacity (hrs/season)	Prime-time Capacity (hrs/season)	Total Capacity Utilization	Prime-time Capacity Utilization
DIAMONDS				
AA	4,570	1,877	71%	125%
A	4,075	1,266	41%	58%
B	2,538	431	20%	21%
C	2,883	777	14%	18%
TENNIS COURTS				
AA	—	—	—	—
A	6,906	3,318	0.3%	0.4%
B	6,113	2,428	6%	7%
C	—	—	—	—
PICKLEBALL COURTS				
AA	—	—	—	—
A	—	—	—	—
B	4,570	1,877	3%	7%
C	—	—	—	—

- Planning for additional capacity is required
- Planning for additional capacity should be considered in the planning horizon
- Additional capacity is not required
- No facilities or data is not available

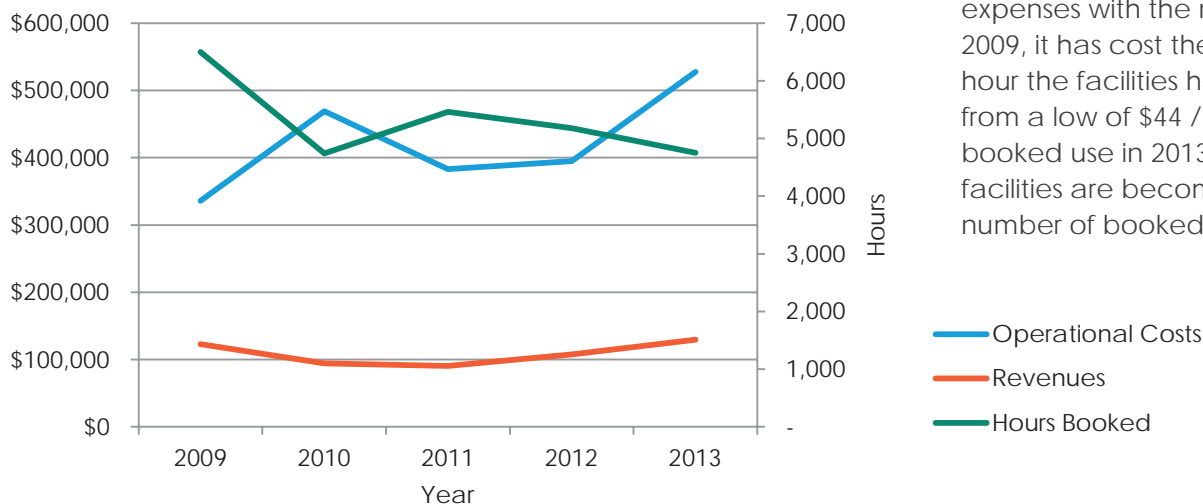
Staffing, Operational Budgets



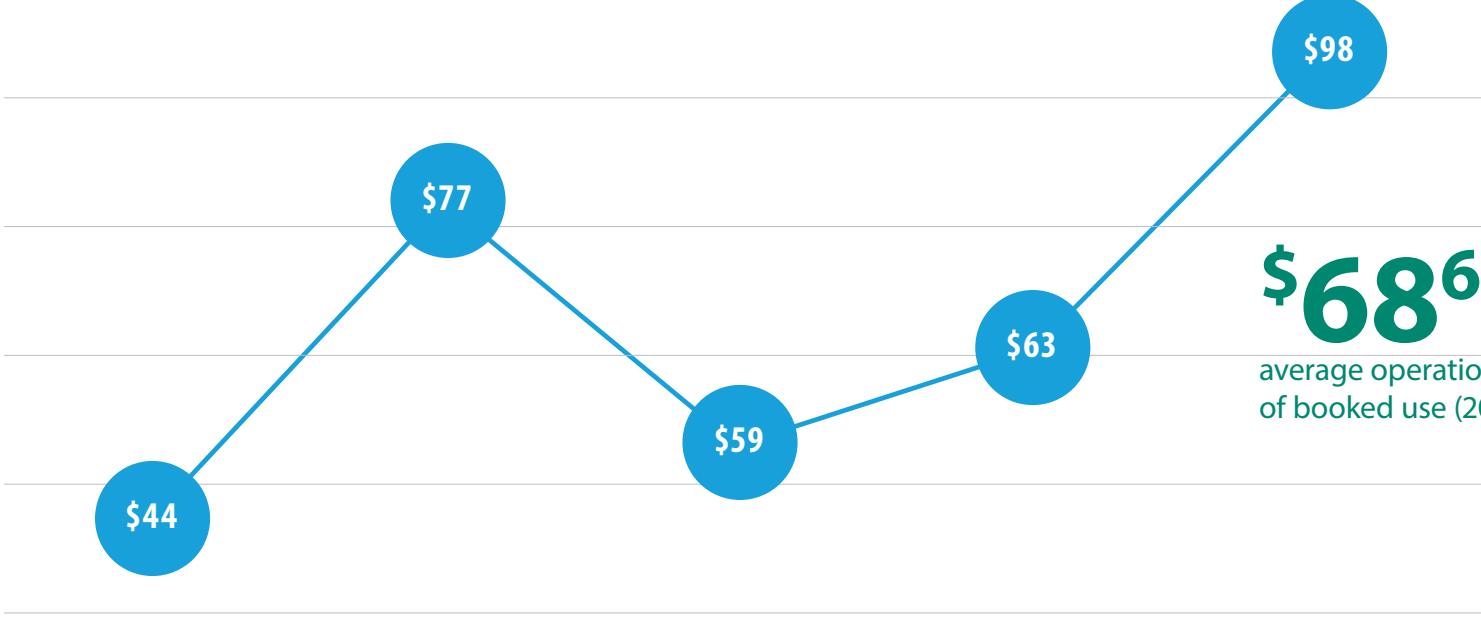
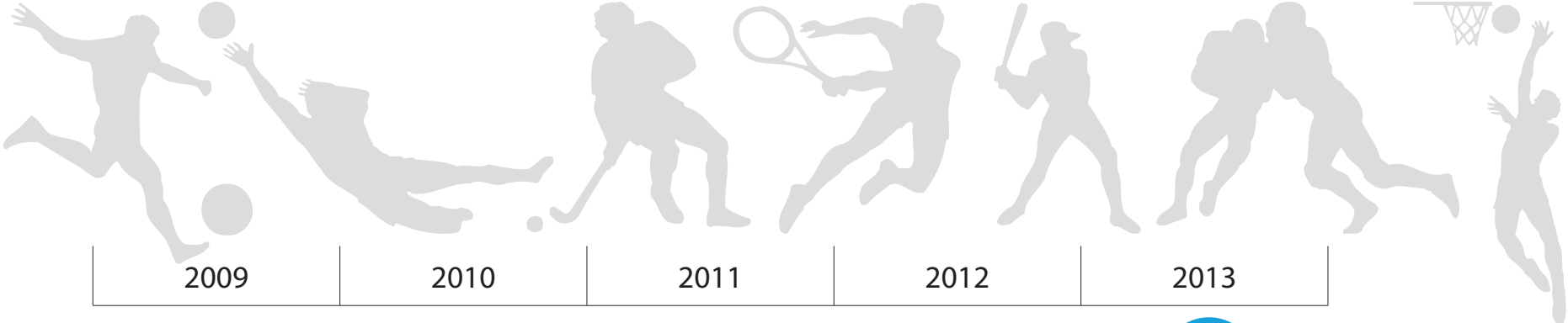
We take pride in providing the high quality outdoor sport facilities for our residents. In the past five years (2009–2013), we have invested over \$1.7 million in the maintenance of our facilities (excludes major and minor capital investments). Each year, we retain 4.4 to 4.7 full time equivalent staffing positions dedicated to the maintenance of our facilities and program administration. On average, we invest over \$355,000 per year in operational costs with the Fuhr Sports Park accounting for approximately 65% of total operational expenses.

We work hard to ensure the City's outdoor sport facilities earn a reasonable return on investment for the community. In the last five years (2009–2013), our facilities have generated over \$544,000 in revenues. The facilities generate, on average, \$181,552 in revenues per year with Fuhr Sports Park accounting for 76% of total revenues. These revenues and expenses translate into an average annual cost-recovery ratio of 26%. This ratio has fluctuated from as high as 36.5% in 2009 to as low as 20% in 2000.

Though it is important to understand the trends associated with our annual operational expenses, it is equally important to baseline these expenses with the number of hours of use our facilities support. Since 2009, it has cost the City, on average, \$68 in maintenance for every hour the facilities have been booked for use. This number has ranged from a low of \$44 / hr of booked use in 2009 to a high of \$98 / hr of booked use in 2013. As shown in Figure 21 it appears as though our facilities are becoming increasingly expensive to maintain as the number of booked hours are trend down.



BY THE NUMBERS | REVENUES + OPERATING EXPENSES



OPERATING COST PER HOUR OF BOOKED USE

<p>5,326 hrs Average Hours of Booked Use (09-13)</p>	<p>\$181,552 Average Annual Revenue (09-13)</p>	<p>\$355,000 Average Operational Costs (09-13)</p>	<p>74% Average Operating Loss (09-13)</p>	<p>26% Average Cost Recovery (09-13)</p>
Including 4.6 average full time equivalents				

Figure 21 Cost Recovery



What We Heard

Outdoor Sport Surveys

Listening to the outdoor sport associations and their members who live, play and volunteer with outdoor sports in the City were an essential component in developing this plan. Two online surveys targeting outdoor sport associations and outdoor sport participants were hosted from August, 2014 to October 2014. Nineteen organizations were invited (see Appendix B for a list of organizations) to respond to the survey; 8 associations submitted responses. A total of 195 participant surveys were submitted with strong participation from male and females as well as a diversity of age cohorts. Members from the Spruce Grove Minor Ball Association, Spruce Grove Soccer Association and Spruce Grove and District Minor Football Association were the dominant participants though there was input from members of 18 different outdoor sport related organizations in the City.

The following associations or user groups submitted surveys:

- Parkland Whitesox
- Metro Athletics Association
- Spruce Grove + District Minor Football Association
- Drayton Valley Men's Soccer
- Spruce Grove Soccer Association
- Drop-in Pickleball

We listened carefully to both the outdoor sport community's and our staff concerns and ideas. Here is what we heard!

Plans for Growth

- Most (71%) of the outdoor sport associations who utilize facilities in the City, and completed the survey, are expecting their current memberships to expand. However, facility supply, condition, level of play, availability, comfort and convenience amenities and costs were identified by respondents as barriers that need to be addressed to avoid constraining expected growth.

Accessing Facilities

- The overwhelming majority (94.8%) of participants travel to outdoor sport facilities via their personal vehicle with the majority (75.8%) typically travelling up to 10 km to access their facility. When asked how far they were willing to travel to access their facility of choice, respondents were equally split between 0–10 km and 10 + km.

Facility Condition + Satisfaction

- The City's outdoor sport associations and their members are marginally satisfied with the quality and functionality of outdoor sport facilities in the City. 57.1 % of responding associations indicated that they are dissatisfied with the facilities ability to meet the functional requirements of their activities while 42.9% were satisfied (28.6%) or very satisfied (14.3%). 54.6% of association members who responded were in agreement (11.4 %) or somewhat agreement (43.2%) that the facilities are meeting their expectations. Interestingly, 75.1% of member respondents rated the outdoor sport facilities as exceptional (10.7%) or good (64.4%) condition.
- Outdoor sport participants clearly believe that there are not enough facilities and new and, in some cases, repurposed facilities are required if the City is to meet future demands.

- Participants indicated that facilities at the highest and mid-level of play are the greatest need. Only 6 out of the 177 respondents that answered the question believed that the current level of play composition is appropriate.
- Participants and the associations were in agreement that supply and condition of both player and spectator amenities require further attention. Washrooms, player seating, off street parking, equipment storage, facility lighting, spectator seating, shade and spontaneous recreation amenities were identified as the most important amenities to be included at the facilities.

Rental Rates + Cost Recovery

- The association's (71.5%) and association members (86.6%) agreed or somewhat agreed that the costs for using the facilities provide good value for the rental rates charged.
- When asked to consider an appropriate public subsidy level for the operation of the city's facilities, the associations and the participants generally agreed that this should be borne by a combination of the user and the taxpayer. 72.3% of participants and 83.4% of association respondents felt that user fees should cover between 25% and 50% of total operating costs. Only 4 respondents out of the 170 that answered the question felt that operations should be funded entirely by user fees. It is important to note that general public consultation did not occur and could have resulted in different opinions.

Priorities + Required Improvements

- Upgrading current facilities, increasing the supply of facilities, extending field capacity, increasing the number of competition quality facilities and enhancing the maintenance on facilities were identified by the participants and associations as the top five priorities for the outdoor sport system. Improving player and spectator amenities was identified as an additional priority by association respondents.





Outdoor Sport Conversation + Workshop

With input received through the first round of engagement, we moved forward with drafting a preliminary vision and suite of strategies and actions. It was important that we test these ideas with our outdoor sport partners. A two hour workshop was held on December 11, 2014 to do just that. Nine participants attended including representatives from:

- Spruce Grove Soccer Association
- Drop-in Soccer
- Spruce Grove and District Minor Football Association
- Parkland Football,
- Capital District Minor Football Association
- Parkland Pickleheads

The interactive workshop focused on bringing attendees up to speed on the findings of all background analysis while focusing obtaining their ideas and input on the draft vision, strategies and actions.

There was general agreement on the vision, with no concerns noted. For each strategy, participants had the opportunity to discuss the overarching strategy and vote relative to their extent of agreement or disagreement, as summarized below:

 Strong Agreement	 Agreement	 Neutral	 Disagreement	 Strong Disagreement	 Confusion
Strategy 1: Maximize Use and Expand Capacity at Existing Facilities					
1 responses	8 responses	—	—	—	—
Strategy 2: Adjust the Supply Outdoor Sport Facilities to Meet Current and Projected Needs.					
9 responses	8 responses	—	—	—	—
Strategy 3: Enhance and Maintain the Quality, Safety and Environmental Sustainability of Outdoor Sports Facilities					
5 responses	4 responses	—	—	—	—
Strategy 4: Control Operational Costs and Ensure Reasonable Cost Recovery					
—	7 responses	1 responses	1 responses	—	—
Strategy 5: Collect and maintain data to prepare for future planning					
1 responses	8 responses	—	—	—	—
Strategy 6: Strengthen existing and pursue new partnerships to support the delivery of outdoor sports					
2 responses	4 responses	3 responses	—	—	—

Comments on each strategy and associated actions can be found in Appendix C, along with a list of invited and participating organizations.





Needs Assessment

Our outdoor sports facility capacity analysis has demonstrated that, as of 2014, we are currently under supplied to meet demands for higher level of play football, soccer and baseball while we are over supplied to meet demands for lower levels of play. Our understanding of today's situation serves as a baseline to project outdoor sport facilities into the future. Future needs will be strongly influenced by population growth in the City which is the dominant driver of the needs analysis. As presented in section 2.0, the City's population will continue to grow but the rate of that growth is uncertain. To accommodate this uncertainty, we have evaluated the implications of both a conservative and high population growth scenarios. Projections have been prepared for 5 year time frames – 2019, 2024 and 2029.

It is important to recognize that the following needs projections are based on informed, but uncertain, assumptions. It is possible that assumptions employed in the model will vary considerably within the City, particularly in the later years of the planning horizon. This variability could lead to considerably different results. To mitigate risk of these projections, the City will maintain reliable booking data and frequently update the projection model to evaluate needs on an ongoing basis and before making major capital investment decisions.

High Growth Scenario

As illustrated in Table 6 below, if we were to retain the current supply of outdoor facilities throughout the planning horizon, and actually experience a high population growth scenario, we would continue to exceed the capacity of our higher level of play football, soccer, and baseball diamonds despite the declining trends in sport participation. Current concerns regarding booking accessibility and facility sustainability would likely be exacerbated considerably under a high population growth scenario.

Table 6 High Growth Scenario Capacity Utilization

Facility Class	Supply	Supply Adjusted for Overlap	Total Potential Seasonal Capacity	Actual Bookings (avg 2009–2013 hrs / season)	Prime-time Projected Capacity Utilization (80% of total hours booked)				Total Capacity Projected Utilization (Prime-time + Non-Prime-time)				
					Current Capacity Status	Projected High Growth Capacity Status (2019)	Projected High Growth Capacity Status (2024)	Projected High Growth Capacity Status (2029)	Current Capacity Status	Projected High Growth Capacity Status (2019)	Projected High Growth Capacity Status (2024)	Projected High Growth Capacity Status (2029)	
FOOTBALL													
AA	2	0.84	1,264	492	62%	86.2%	104%	153%	39%	54.2%	65%	77%	
A	0	0	—	—	—	—	—	—	—	—	—	—	
B	5	2.5	1,556	173	14%	20.1%	24%	36%	11%	15.5%	19%	22%	
C	2	1	622	87	18%	25.3%	31%	45%	14%	19.5%	23%	28%	
SOCCER FIELDS													
AA	2	1.14	652	660	170%	236.4%	285%	336%	101%	140.9%	170%	200%	
A	1	0.33	141	82	103%	143.4%	173%	204%	58%	80.8%	98%	115%	
B	11	7.83	3,353	488	26%	35.7%	43%	51%	15%	20.3%	24%	29%	
C	4	3	1,285	31	4%	6.0%	7%	8%	2%	3.4%	4%	5%	
MINI—SOCCER FIELDS													
AA	4	0.2	109	7	10%	14.6%	18%	26%	6%	8.3%	10%	12%	
A	2	0.66	283	74	46%	64.3%	78%	114%	26%	36.4%	44%	52%	
B	6	4.66	1,996	205	18%	25.2%	30%	45%	10%	14.3%	17%	20%	
C	6	6	1,532	211	14%	20.1%	24%	36%	14%	19.1%	23%	27%	

	Planning for additional capacity is required
	Planning for additional capacity should be considered in the planning horizon
	Additional capacity is not required
—	No facilities or data is not available

Facility Class	Supply	Supply Adjusted for Overlap	Total Potential Seasonal Capacity	Actual Bookings (avg 2009–2013 hrs / season)	Prime-time Projected Capacity Utilization (80% of total hours booked)				Total Capacity Projected Utilization (Prime-time + Non-Prime-time)				
					Current Capacity Status	Projected High Growth Capacity Status (2019)	Projected High Growth Capacity Status (2024)	Projected High Growth Capacity Status (2029)	Current Capacity Status	Projected High Growth Capacity Status (2019)	Projected High Growth Capacity Status (2024)	Projected High Growth Capacity Status (2029)	
DIAMONDS													
AA	3	3	1,285	911	125%	174.1%	210%	310%	71%	98.7%	119%	140%	
A	4	4	1,367	565	58%	81.1%	98%	144%	41%	57.6%	70%	82%	
B	3	3	766	153	21%	29.3%	35%	52%	20%	27.8%	34%	40%	
C	3	3	939	129	18%	24.7%	30%	44%	14%	19.2%	23%	27%	
TENNIS COURTS													
AA	0	0	—	—	—	—	—	—	—	—	—	—	
A	6	6	7,079	19	0.4%	0.5%	0.6%	0.9%	0%	0.4%	0%	1%	
B	3	3	2,797	175	7%	10.4%	13%	18%	6%	8.7%	10%	12%	
C	0	0	—	—	—	—	—	—	—	—	—	—	
PICKLEBALL COURTS													
AA			—	—	—	—	—	—	—	—	—	—	
A			—	—	—	—	—	—	—	—	—	—	
B	6	6	9,139	312	7%	9.3%	11%	16%	3%	4.8%	6%	7%	
C			—	—	—	—	—	—	—	—	—	—	

Conservative Growth Scenario

As illustrated in Table 7 even under a conservative population growth scenario, utilization of our higher level of play football, soccer and baseball diamonds are projected to reach and exceed capacity if they aren't already. Current concerns regarding booking accessibility and facility sustainability would likely be exacerbated considerably under a high population growth scenario.

Table 7 Conservative Growth Scenario Capacity Utilization

Facility Class	Supply	Supply adj Overlap	Total Potential Seasonal Capacity	Actual Bookings (avg 2009–2013 hrs / season)	Prime-time Projected Capacity Utilization (80% of total hours booked)					Total Capacity Projected Utilization (Prime-time + Non-Primetime)			
					Current Capacity Status	Projected Conservative Growth Capacity Status (2019)	Projected Conservative Growth Capacity Status (2024)	Projected Conservative Growth Capacity Status (2029)	Current Capacity Status	Projected Conservative Growth Capacity Status (2019)	Projected Conservative Growth Capacity Status (2024)	Projected Conservative Growth Capacity Status (2029)	
FOOTBALL													
AA	2	0.84	1,264	492	62%	82%	96%	108%	39%	52%	60%	68%	
A	0	0	—	—	—	—	—	—	—	—	—	—	
B	5	2.5	1,556	173	14%	19%	22%	25%	11%	15%	17%	19%	
C	2	1	622	87	18%	24%	28%	32%	14%	19%	22%	24%	
SOCCER FIELDS													
AA	2	1.14	652	660	170%	226%	263%	295%	101%	135%	157%	176%	
A	1	0.33	141	82	103%	137%	160%	179%	58%	77%	90%	101%	
B	11	7.83	3,353	488	26%	34%	40%	45%	15%	19%	23%	25%	
C	4	3	1,285	31	4%	6%	7%	7%	2%	3%	4%	4%	
MINI—SOCCER FIELDS													
AA	4	0.2	109	7	10%	14%	16%	18%	6%	8%	9%	10%	
A	2	0.66	283	74	46%	61%	72%	80%	26%	35%	41%	46%	
B	6	4.66	1,996	205	18%	24%	28%	32%	10%	14%	16%	18%	
C	6	6	1,532	211	14%	19%	22%	25%	14%	18%	21%	24%	

	Planning for additional capacity is required
	Planning for additional capacity should be considered in the planning horizon
	Additional capacity is not required
—	No facilities or data is not available

Facility Class	Supply	Supply adj Overlap	Total Potential Seasonal Capacity	Actual Bookings (avg 2009–2013 hrs / season)	Prime-time Projected Capacity Utilization (80% of total hours booked)					Total Capacity Projected Utilization (Prime-time + Non-Primetime)				
					Current Capacity Status	Projected Conservative Growth Capacity Status (2019)	Projected Conservative Growth Capacity Status (2024)	Projected Conservative Growth Capacity Status (2029)	Current Capacity Status	Projected Conservative Growth Capacity Status (2019)	Projected Conservative Growth Capacity Status (2024)	Projected Conservative Growth Capacity Status (2029)		
DIAMONDS														
AA	3	3	1,285	911	125%	166%	194%	217%	71%	94%	110%	123%		
A	4	4	1,367	565	58%	77%	90%	101%	41%	55%	64%	72%		
B	3	3	766	153	21%	28%	33%	37%	20%	27%	31%	35%		
C	3	3	939	129	18%	24%	28%	31%	14%	18%	21%	24%		
TENNIS COURTS														
AA	0	0	—	—	—	—	—	—	—	—	—	—		
A	6	6	7,079	19	0.4%	0.5%	0.6%	0.6%	0.3%	0.4%	0.4%	0.5%		
B	3	3	2,797	175	7%	10%	12%	13%	6%	8%	10%	11%		
C	0	0	—	—	—	—	—	—	—	—	—	—		
PICKLEBALL COURTS														
AA			—	—	—	—	—	—	—	—	—	—		
A			—	—	—	—	—	—	—	—	—	—		
B	6	6	9,139	312	7%	9%	10%	12%	3%	5%	5%	6%		
C			—	—	—	—	—	—	—	—	—	—		

Facility Optimization

Table 8 illustrates how the supply of facilities can be optimized to meet the projected needs throughout the planning horizon by developing, repurposing and in some case the reduction of facilities. The general timing of actions is also shown.

Winter outdoor recreation facility optimization is based on the spatial distribution and projected population growth patterns as there is no current data available regarding the demand for additional winter recreation. This optimization can be revised should such research be conducted by the City in the near future.

Table 8 Facility Supply Optimization

Facility Class		Current Supply	Supply Adjusted for Overlap	Facility Equivalent Required–2019	Facility Equivalent Required–2024	Facility Equivalent Required–2029	Net Change from Current Supply (2014)	Notes
Football Fields	AA	2	0.33	.5	0	.5	1	Develop a new multipurpose football / soccer facility in the 2014 – 2019 time period and evaluate the need to develop a second similar facility during the 2024 – 2029 period.
	A	0	0		.5	0	.5	Develop a new or re-purpose an existing lower class facility into a multipurpose football / soccer facility in the 2019 – 2012 period. As there is currently no class A football field, this would provide an additional high level of play facility.
	B	5	2.5	-1	0	0	-1	Reduce the supply of B class fields by 2 to improve capacity. Accommodate current bookings from C class facility that will be rationalized.
	C	2	1	-1	0	0	-1	Consider re-purposing of C class City owned site to A class facility. Distribute bookings to B class facility to optimize capacity.
Total Supply				7.5	8	8.5	-5	
Soccer Fields	AA	2	0.33	.5	0	.5	1	Develop a new multipurpose football / soccer facility in the 2014 – 2019 time period and evaluate the need to develop a second similar facility during the 2024 – 2029 period.
	A	1	0.33	0	.5	0	.5	Develop a new or re-purpose an existing lower class facility into a multipurpose football / soccer facility in the 2019 – 2014 period.
	B	11	7.83	-4	0	0	-4	Reduce the number of B class fields. If prime-time capacity proves problematic, consider installation of field lighting to enhance prime-time capacity. Focus reduction efforts on joint use fields as this will ensure greater overall capacity per field as capacity losses associated with school hours will be avoided.
	C	4	3	-2	0	0	-2	Reduce the supply of C class fields in the City to 2. Focus reduction efforts on joint use fields as this will ensure greater overall capacity per field as capacity losses associated with school hours will be avoided.
Total Supply				12.5	13	13.5	-4.5	

	Facility Class	Current Supply	Supply Adjusted for Overlap	Facility Equivalent Required-2019	Facility Equivalent Required-2024	Facility Equivalent Required-2029	Net Change from Current Supply (2014)	Notes
Mini Soccer Fields	AA	4	0.2	0	0	0	0	Consolidate booking of Mini Soccer fields onto A and B class Mini fields. Reduce supply of all C class Mini fields. Discourage mini-soccer use of Fuhr sports park to retain capacity for football and intermediate and senior soccer.
	A	2	0.66	0	0	0	0	
	B	6	4.66	0	0	0	0	
	C	6	6	-6			-6	
Total Supply				12	12	12	-6	
Diamonds	AA	3	3	1	0	0	1	Consider the development of 1 AA class diamond by 2019.
	A	4	4	1	0	0	1	Monitor the need to develop 1 A class diamond by 2019.
	B	3	3	-2	0	0	-2	Reduce the supply of B class diamonds. Focus reduction efforts on joint use fields as this will ensure greater overall capacity per field as capacity losses associated with school hours will be avoided.
	C	3	3	-2	0	0	-2	Reduce the supply of C class diamonds. Focus reduction efforts on joint use fields as this will ensure greater overall capacity per field as capacity losses associated with school hours will be avoided.
Total Supply				11	11	11	-2	
Tennis Courts	AA	0	0	0	0	0	0	Retain the current supply of Tennis Courts.
	A	6	6	0	0	0	0	
	B	3	3	0	0	0	0	
	C	0	0	0	0	0	0	
Total Supply				9	9	9	0	
Pickleball Courts	AA	0	0	0	0	0	0	Though utilization does not require additional capacity, redevelopment of the current pickleball facilities or the development of a new facility and closure of the existing facility should be considered.
	A	0	0	0	0	0	0	
	B	6	3	1	0	0	1	
	C	0	0	0	0	0	0	
Total Supply				7	0	0	1	
Outdoor Rinks	A	3	N/A	1	0	1	+2	Additional rink in the NW and NE of the City to accommodate projected population growth and fill the existing gaps. This can be refined based on input received from a future outdoor winter recreation demand study.
Total Supply				4	4	5	2	

Facility Class		Current Supply	Supply Adjusted for Overlap	Facility Equivalent Required–2019	Facility Equivalent Required–2024	Facility Equivalent Required–2029	Net Change from Current Supply (2014)	Notes
Leisure Ice	B	3	N/A	0	1	0	+1	Additional leisure ice in the NW of the City to accommodate projected population growth and fill the existing gap. This can be refined based on input received from a future outdoor winter recreation demand study.
Total Supply				3	4	4	1	
Skating Oval or Trail	A	1	N/A	0	1	0	+1	Additional skating or x-country trail in the north-central portion of the City to take advantage of contiguous green spaces, accommodate projected population growth and fill the existing gap in this type of facility. This can be refined based on input received from a future outdoor winter recreation demand study.
Total Supply				1	2	2	1	





The City's Outdoor Sport Facility Play Book ... to 2029

City Role In Outdoor Sport

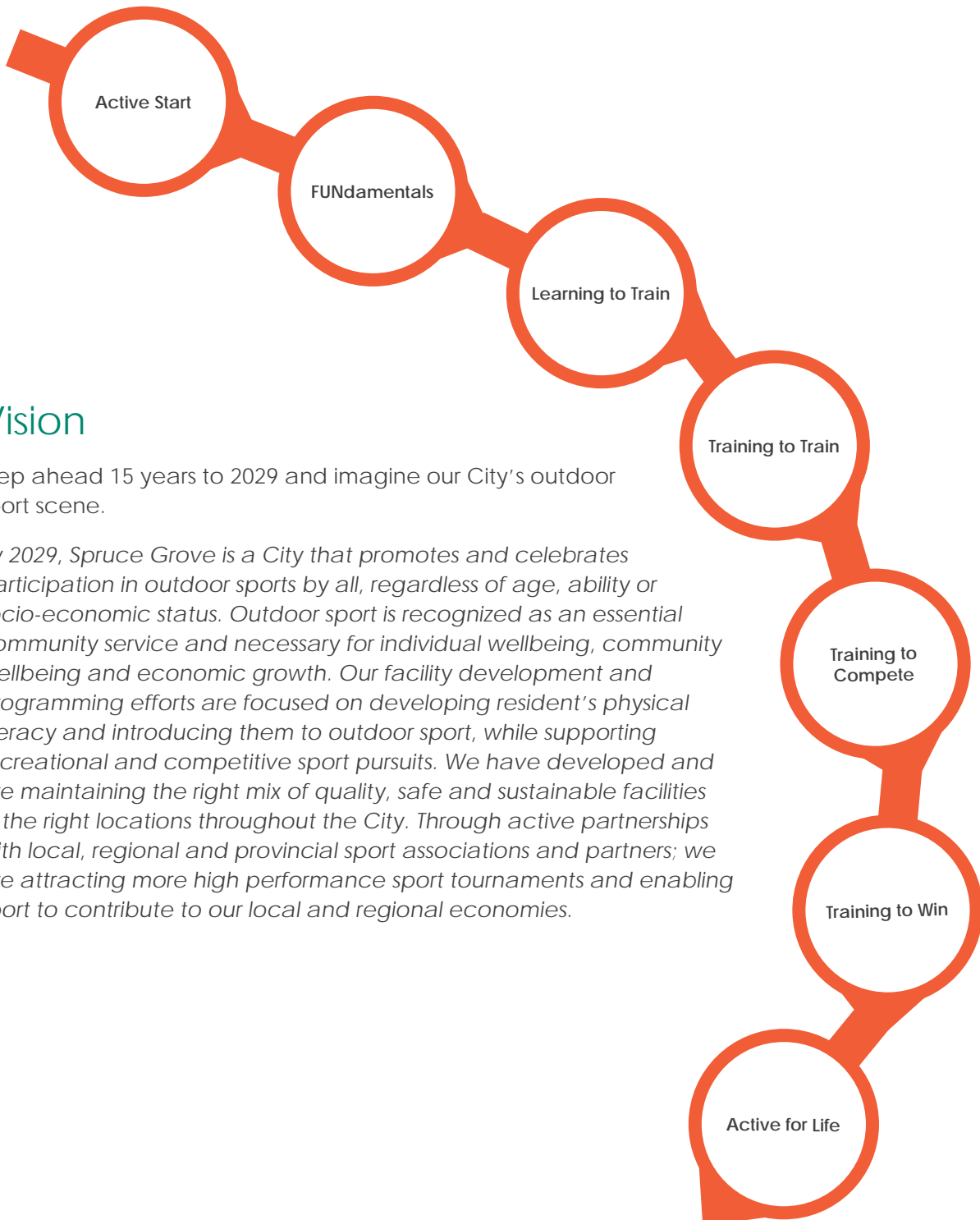
The outdoor sport demands on the City are, at times, intense. From introductory programs to high performance sporting events, expectations for the City to provide the full spectrum of sport opportunities are growing. However, resources and capacity to support the development and operation of outdoor sport facilities and programs are limited. As such, we must remain focused on our priorities and achieving the goals set in this strategy. Through our discussions with the outdoor sport associations and participants, support for prioritizing our resources was clear.

In keeping with the Canadian Sport for Life movement and the Long-Term Athlete Development (LTAD) framework, our focus is clear – our priority is to provide and maintain outdoor sports facilities and programs that support participant's introduction to outdoor sport and participation in recreational sport. By focusing the resources of the City on this priority, we will be supporting multiple stages of the LTAD framework including:

- Active Start
- FUNdamentals
- Learn to Train
- Train to Train, and
- Active for Life.

Participation in outdoor sport declines as the level of play transitions from recreational to competitive sport and declines further when moving into high performance sport. Public investment in recreation is best spent where this investment can yield the greatest benefits to the community and our residents – including residents who do not take part in outdoor sport. By focusing public resources on reaching the greatest number of participants, we are better positioning ourselves to ensure the greatest public good.

The importance, benefits and opportunities associated with competitive and high performance sporting events are immense. In alignment with the Regional Event Hosting Strategy (2014), the City will work through regional and sport association partnerships to attract and host major regional and national outdoor sporting events.



Vision

Step ahead 15 years to 2029 and imagine our City's outdoor sport scene.

By 2029, Spruce Grove is a City that promotes and celebrates participation in outdoor sports by all, regardless of age, ability or socio-economic status. Outdoor sport is recognized as an essential community service and necessary for individual wellbeing, community wellbeing and economic growth. Our facility development and programming efforts are focused on developing resident's physical literacy and introducing them to outdoor sport, while supporting recreational and competitive sport pursuits. We have developed and are maintaining the right mix of quality, safe and sustainable facilities in the right locations throughout the City. Through active partnerships with local, regional and provincial sport associations and partners; we are attracting more high performance sport tournaments and enabling sport to contribute to our local and regional economies.



Strategies + Actions

The following strategies and actions are the foundation of our outdoor sport facility playbook and will guide us to 2029. Emerging through our engagement and analysis were seven strategies.

- Maximize Use and Expand Capacity at Existing Facilities
- Adjust the Supply of Outdoor Sport Facilities to Meet Current and Projected Needs
- Enhance and Maintain the Quality, Safety and Environmental Sustainability of Outdoor Sport Facilities
- Control Operational Costs and Ensure Reasonable Cost Recovery
- Collect and Maintain Data to Prepare for Future Planning
- Winter Sport and Recreation Facilities
- Strengthen Existing and Pursue New Partnerships to Support the Delivery of Outdoor Sports

More specific actions are identified under each strategy. The actions identified in this plan set out potential direction to address projected capital investments as well as operations well into the future. It is important to be clear that inclusion of these strategies and actions in this plan does not constitute Council approval of individual capital or operational initiatives. Decisions by current and future Councils will be made, in some cases, based on more detailed studies and, in all cases, based on the availability of fiscal resources.

1. Maximize Use and Expand Capacity at Existing Facilities

As the City encounters capacity constraints, attention will be paid to examining whether the use of existing facilities has been maximized and by exploring if and how capacity at our existing facilities can be expanded. Key actions that will be undertaken include:

- a) Utilize the facility capacities identified in this strategy to evaluate facility utilization, direct / prioritize the fields that can support additional programming, identifying facilities that are over-programmed and determining needs for adjusted supplies.
 - b) To provide a transparent process for assigning equitable access to facilities between sports, age groups, residents and non-residents, programmed and spontaneous use and special events, the City will proceed with the development of an outdoor sport facility allocation policy and use guidelines.
 - c) City staff will proactively work with sport associations to identify strategies that can be used to better distribute usage between prime-time and non-prime-time capacity.
 - d) To enhance our current capacity, City staff will work with Parkland School Division and the Evergreen Catholic Separate Regional School Division and the outdoor sport associations to explore opportunities to upgrade some current B and C class high-school facilities into A class facilities. These sites are ideal sites for upgrades as they already contain many of the expected player and spectator comfort and convenience amenities.
 - e) Outside of the high school sites, investment in facility upgrades and enhancements should be focused on City owned facilities that are located on City lands. As the capacity of these facilities is not constrained by school hours, this prioritization will enhance the appeal of facilities which have the greatest capacity to meet demands.
- f) Where utilization is approaching maximum capacity and the development of new, or repurposing / upgrading of existing facilities would result in excessive capacity, the City will evaluate the appropriateness of installing lighting at class A and B facilities to increase capacity.
 - g) Opportunities to upgrade undersized outdoor sport facilities to accepted adult sized standards will be identified and pursued as capacity needs dictate.
 - h) The spontaneous use of class B and C facilities will be actively promoted by the City and its partners as a means to reduce spontaneous demands on and maintain the quality of higher level of play facilities.
 - i) The City will continue to deliver recreational programming on outdoor sport facilities. Sufficient prime-time capacity at facilities will be retained by the City to enable programming. Unless necessary for the success of City programs, programming will be facilitated on lower level of play facilities as appropriate.
 - j) The City will undertake the development and implementation of a marketing strategy to promote the City's outdoor sport facilities and their availability for booking to City and regional sport organizations. The goal of the strategy is to increase the number of bookings by regional sport associations for both competition and practice.
 - k) As committed to in the Regional Event Hosting Strategy (2014), City staff will work with sport partners to identify, attract and host regional, provincial and national tournaments.

2. Adjust the Supply of Outdoor Sport Facilities to Meet Current and Projected Needs

Currently, our higher level of play football, soccer and baseball facilities are at or exceeding their capacities. Despite general trends showing a decline in some organized outdoor sport, needs are expected to increase with population growth. New, repurposed and / or upgraded facilities will be required to meet both current and future needs.

In the case of lower level of play facilities such as B and C class soccer and baseball fields and courts, utilization levels are far below capacities. In these cases, facility rationalization would be beneficial. A review of booking trends suggests that many C class and some B class joint use facilities contribute little to meeting programmed sport needs. The facilities are often below standards and cannot be used to facilitate recreational sport and the City has little control over the levels of use by the schools. As such, the role that these facilities play in meeting City sport needs and the appropriateness of the current levels of City maintenance investment needs to be reviewed. If unsuitable joint use facilities are removed from the City supply, the City could be in a position to reallocate some upgrading and maintenance costs from these facilities to other higher use facilities. It is recognized that, in some cases, these facilities provide important local open space. In some cases, joint use sites that are removed from the City supply could be reviewed for their potential repurposing into passive open space and community parks. In turn, local neighborhoods would benefit by these sites returning to neighborhood use rather than organized sport.

Key actions that will be undertaken include:

- a) Where possible, new and upgraded facilities should be clustered together, multipurpose and designed to adult standards or larger to enable configuration for senior and junior sport. Facilities should be designed to be universally accessible and contain lighting, player and spectator comfort and convenience amenities, shade, spontaneous recreation amenities, equipment storage, scoreboards, off street parking and concession opportunities.
- b) Work with the Parkland School Division and the Evergreen Catholic Separate Regional School Division to identify which B and C class facilities will be removed from the City's supply and potentially repurposed for neighborhood passive recreational

use. Consideration must be given to ensuring school physical education programs can continue.

- c) Continue with plans to develop a new AA multipurpose football/ soccer field by 2019 at South Century Sports Park. Though this siting is not ideal in relation to past and predicted population growth patterns, land is currently available at this site. As this plan is implemented, we will continue to evaluate the potential need to develop one additional AA or A multipurpose football and soccer field between 2024 and 2029.
- d) Continue with plans to develop a new midget A class diamond at Saint Peters High School and a new A class Pee Wee diamond at Central Park.
- e) The current pickleball facility does not meet expectations and is not positioned to meet the needs of an activity that is growing in popularity and contributes to keeping citizens active for life. We will consider upgrading the pickleball courts for increased quality, safety and capacity and evaluate the need to add lighting to extend capacity. Consideration will be given to expanding the supply to 8 courts to better support tournament play. We will also consider the potential re-location of a new Pickleball facility at the site of the proposed new AA multipurpose soccer and football facility at South Century Park in the long-term.
- f) When making facility reduction decisions, consideration will be given to ensuring an appropriate supply of facilities that will enable sufficient resting and recovery periods for natural turf facilities while minimizing the interruption of sport seasons.
- g) When considering the siting of new facilities, repurposing and upgrading of existing facilities and / or facility reductions, particular attention will be paid to ensuring facilities are equitably distributed through the City in accordance with population growth and demographic patterns.
- h) Continue working closely with the City planning department through regular planning and development processes to ensure an adequate supply of land is acquired to meet future facility needs in appropriate areas of the City. Land assembly should be prioritized in underserved areas that have experienced

considerable population growth and maintain appropriate demographic cohorts for the facility type(s) being developed.

- i) Continue to plan for growth, particularly in regard to initiating conceptual planning for the South Century municipal reserve, and considering additional opportunities for Henry Singer Park due to the expansion of the City's water reservoir.

3. Enhance and Maintain the Quality, Safety and Environmental Sustainability of Outdoor Sport Facilities

Though our outdoor sport associations and their members are generally satisfied with the quality and sustainability of our current facilities, it was clear that there were opportunities to improve the quality, safety, sustainability and overall appeal of our facilities. We recognize that these enhancements will promote greater participation in sport, improve facility utilization and contribute to increasing revenues. Key actions that will be undertaken include:

- a) Develop a phased outdoor sports facility capital improvement plan. The plan should prioritize improvements on City owned class A and B facilities on City lands. The goal of the plan would be to bring the City's facilities in line with quality standards by:
 - i) Improving playing surfaces (e.g. addressing planarity issues, resurfacing court surfaces),
 - ii) Identifying servicing requirements such as irrigation,
 - iii) Upgrading player and spectator convenience and comfort amenities including seating, washrooms, potable water, off street parking, shade, scoreboards and change rooms,
 - iv) Addressing player and spectator safety concerns (e.g. ensuring appropriate safety zones),
 - v) Consider support amenities such as concessions and equipment storage and the
 - vi) Availability of spontaneous recreation amenities.
 - vii) Minimizing environmental impacts by procuring environmentally friendly materials, managing storm water, reducing irrigation requirements, minimizing herbicide and pesticide use, reducing energy consumption and emissions and implementing waste diversion and recycling programs.
- b) Undertake the development of a maintenance standards protocol outlining the maintenance requirements by facility type and facility class.
- c) Stay up to date on emerging sport field technologies and trends (hybrid turf, synthetic lines on natural fields, turf and soil varieties, etc.) so that these can be applied during the development of new fields and for field upgrades, where appropriate.
- d) Work with sport associations to examine the feasibility of innovative and mutually beneficial upgrade and maintenance arrangements (e.g. home base / field program). If such arrangements are pursued, the City will support the provision of training to sport partners on facility maintenance practices.
- e) Continually monitor facility conditions and evaluate the appropriateness of established facility utilization capacities. Adjust facility capacities as facility conditions warrant.

4. Control Operational Costs and Ensure Reasonable Cost Recovery

- a) In keeping with input received during the development of this plan and by implementing identified strategies, the City will strive to achieve an annual operational cost recovery rate of between 30% and 50%.
- b) The City's outdoor sport facility fees and charges process will be reviewed and, if deemed necessary, updated to 1) ensure the City is charging appropriate fees for rentals in light of rising operational costs, 2) incentivize usage during non-prime-time hours and 3) minimize disincentives to booking facilities by regional sport organizations and 4) to ensure the City's facility seasons are consistent with the City's competition.
- c) Reallocate resources (financial and staff) achieved through facility reductions to maintaining and / or upgrading the highest used AA, A and B class facilities.
- d) Explore and pursue alternative funding sources such as private sector, developer, government and association / team sponsorship, naming rights, donations and contributions to support future facility development, upgrades and maintenance.
- e) Undertake initiatives to educate residents, sport associations and sport participants about the operational and capital costs for maintaining the City's outdoor sports facility supply.

5. Collect and Maintain Data to Prepare for Future Planning

Good planning is based on good data. Data is the foundation on which future needs are projected and capital and operational decisions are made. Opportunities to improve the availability, quality and user friendliness of data became clear through this planning process. Key actions related to outdoor sport facility data include:

- a) Review the facility booking system and coding procedures to ensure booking data can be easily analyzed by facility type, facility class, activity type, level of play (e.g. senior or junior use), prime-time and non-prime-time and by rental groups and their origins through appropriate coding. Additional attribute data collected for each booking can provide useful analyses related to adult vs. youth, local vs. non-local, and games vs. practice vs. tournaments. It is also important to understand the nature of City programs and special events and which facilities these occur on.
- b) Review the financial procedures and coding processes related to tracking facility maintenance expenditures and revenue generation. Ensure expenditures and revenues are accurately tracked and can be easily analyzed by facility type and facility class.
- c) Maintain an up to date spatial inventory of facilities. Consider the acquisition or development and deployment of a GIS based mobile facility asset management program that is capable of tracking the supply of assets and servicing at each facility, facility and asset condition, facility characteristics, maintenance backlogs and maintenance reports.
- d) Consider the implementation of an annual survey to maintain an understanding of residents' changing demands for outdoor sport facilities, outdoor sport participation and residents, users and sport association satisfaction with outdoor sport facility conditions and anticipated needs.

6. Strengthen Existing and Pursue New Partnerships to Support the Delivery of Outdoor Sports

- a) Consider the establishment of an outdoor sports working committee. Develop clear governance and communications model between the City, school boards and outdoor sport associations. The purpose of the working committee would be to:
 - i) Provide recommendations to the City on all matters that impact the operation of outdoor sport facilities,
 - ii) Recommend solutions to address and resolve allocation, development or redevelopment and stewardship issues brought forward by sport associations and users.

7. Winter Sport and Recreation Facilities

- a) Develop a winter outdoor recreation facility program for the City. This would include several actions and considerations:
 - i) Conduct research regarding the local demand for outdoor winter opportunities
 - ii) Ensure equitable distribution of outdoor winter recreation within the City, while recognizing that quality is generally prioritized over close access by residents of Spruce Grove
 - iii) Locate additional outdoor rinks for community use in neighbourhoods without current close access and that are projected to experience a high degree of growth (Harvest Ridge, Spruce Ridge, Legacy Park, Heatherglen, McLaughlin and Aspenglen in the NW; and Spruce Village, Greenbury and Prescott in the NE)
 - iv) Manage user conflicts through programming as well as through facility design to ensure the intended use matches the actual use (i.e. design leisure ice facilities with curves rather than rectangular format to encourage leisure skating over organized hockey)
 - v) Consider the proximity of outdoor ice rinks in relation to existing indoor ice rinks so that they can be booked and therefore reduce the demand for ice time
 - vi) Where possible, establish leisure ice facilities in close proximity to outdoor rinks.
 - vii) Consider the potential impacts of climate change relative to development and maintenance costs
 - viii) Direct additional leisure ice facilities and skating trails to parks with a regional draw to allow provision of amenities such as places to warm up, off street parking, lighting, firepits, etc.
 - ix) Design sledding hills in accordance with best practices for safety and ensure that they are 'right-sized' according to the park they are located in (i.e. small to medium sized sledding hills without additional amenities are best suited for neighborhood and community parks)



Capital Implementation Plan

Key capital improvement actions are identified below for some sites, as well as an indication of their general timing. However, Strategy #3 in the Plan identifies the importance of developing a phased outdoor sports facility capital improvement plan. This plan will identify more specific capital improvements and priorities in addition to what is identified below in Table 9.

Table 9 Capital Implementation

Facility Type	Facility Name	Capital Improvement Action	Timing
Strategy 1. Maximize Use and Expand Capacity at Existing Facilities			
Several Class B and C High School Facilities	TBD, (identify in conjunction with the School Divisions and outdoor sport organizations)	Upgrade to a Class A	Medium-term: 2019–2024
Class A and B facilities that are approaching maximum capacity (but are located in areas where new or repurposed facilities would result in excessive capacity)	TBD	Add lighting	Short-term: 2015–2019
Several facilities	TBD, based on capacity issues	Upgrade from undersized to standard	Medium-term: 2019–2024
Strategy 2. Adjust the Supply of Outdoor Sport Facilities to Meet Current and Projected Needs			
Some B and C class facilities	TBD, (identify in conjunction with the School Divisions)	Remove from supply, potentially repurposing for neighborhood passive recreational use	Medium-term: 2019–2024
AA multipurpose artificial turf football / soccer field	South Century Sports Park	New construction	Short-term: 2015–2019
AA or A multi-purpose football/soccer field	n/a	New construction	Long-term: 2024–2029
Class A midget diamond	Saint Peters High School	New construction	Short-term: 2015–2019
Class A pee wee diamond	Central Park	New construction	Short-term: 2015–2019
Pickleball	Henry Singer	Upgrade, add lighting, and expansion	Short-term: 2015–2019
Pickleball	Consider co-locating a new Pickleball facility at the site of the new AA multipurpose field at South Century Sports Park	New construction	Long-term: 2024–2029

Acknowledgements

This Playbook 2029 is the result of a collaborative visioning and planning process for the continued provision of outdoor sport facilities in our City over the next 15 years. The inspired and collective efforts of the City's sports organizations, residents, planning staff, and the project team from Stantec Consulting Ltd. have resulted in a strong foundation and a clear path forward for outdoor sports and recreation in Spruce Grove.

Thank you to everyone who took part in developing this strategy and sharing your expertise, vision, aspirations and concerns throughout the planning process.



References and Notes

1. A discrepancy exists between the Federal and Municipal census for 2013, whereby Statistics Canada undercounted and Spruce Grove revised the population count using the number of dwelling units and average household size to project what they felt was more accurate.
2. Source: Statistics Canada. 2011. The Canadian Population in 2011: Population Counts and Growth. Catalogue no. 98-31-0-X2011001.
3. Other more conservative population projections based on population projections per municipality and updated based on trends from 2009 to 2013 for Spruce Grove project a population of 39,300 to 48,100 for Spruce Grove in 2029 (low vs. high growth scenario). (Stokes Economic Consulting and Strategic Projections Inc., 2013. Capital Region Population and Employment Projections. Accessed May 3, 2014 via <http://capitalregionboard.ab.ca/about#the-growth-plan>.)
4. Source: Stokes Economic Consulting, Strategic Projections. September 12, 2013. Capital Region Population and Employment Projections. Accessed online June 4, 2014 at <http://capitalregionboard.ab.ca/priorities/population-employment-forecast>
5. Statistics Canada. 2005. General Social Survey on Time Use: Overview of the Time Use of Canadians. Accessed online May 7, 2014 via <http://www.statcan.gc.ca/pub/12f0080x/12f0080x2006001-eng.pdf>.
6. The 5–10 and 11–14 age cohorts sport participation rates based on the 2005 General Social Survey
7. The 2005 General Social Survey did not include information on the level of sport participation for children age four and under. A 15% participation rate is assumed based on half of four year olds participating in sport.
8. The 2005 General Social Survey from Statistics Canada, shows that expected sport participation across Canada varies per age group, with more males participating than females (though this gender gap is narrowing), and with the greatest participation occurring in the 11 to 19 age range (56.5%), followed by the 5–10 age cohort (47.5%), then the 20–24 (41.5%) age cohort, with participation declining per age cohort thereafter
9. Statistics Canada. June 3, 2008. Canadian Social Trends: Kids' Sports. Accessed May 7, 2014 via <http://www.statcan.gc.ca/pub/11-008-x/2008001/article/10573-eng.htm>
10. The facility centrepoint was used in the walkability analysis.
11. Estimated pickleball booking information was provided for 2014 bookings.

Appendix A

Facility Conditions

FACILITY	PROPOSED CLASS	QUALITY / CONDITION
Fuhr Sports Park: Melcor Field (previously called Beaverbrook Field West) Mini-Soccer #1	AA	Exceeds Expectations
Fuhr Sports Park: Melcor Field (previously called Beaverbrook Field West) Mini-Soccer #2	AA	Exceeds Expectations
Fuhr Sports Park: Melcor Field (previously called Beaverbrook Field West) Senior Sports Field	AA	Exceeds Expectations
Fuhr Sports Park: Moloney Electric Field (East) Mini-Soccer #1	AA	Exceeds Expectations
Fuhr Sports Park: Moloney Electric Field (East) Mini-Soccer #2	AA	Exceeds Expectations
Fuhr Sports Park: Moloney Electric Field (East) Senior Sports Field	AA	Exceeds Expectations
Henry Singer Park: Ball Diamond #1	AA	Exceeds Expectations
Henry Singer Park: Ball Diamond #2	AA	Meets Expectations
Henry Singer Park: Ball Diamond #4	AA	Exceeds Expectations
Aspenglen Park: Outdoor Rink	A	Meets Expectations
Brookwood School: Outdoor Rink	A	Meets Expectations
Broxton School: Rick Delorme Ball Diamond	A	Meets Expectations
Central Park: Skating Oval	A	Exceeds Expectations
Heatherglen: Mini-soccer #1 (West)	A	Meets Expectations
Heatherglen: Mini-soccer #2 (East)	A	Meets Expectations
Heatherglen: Senior Soccer	A	Meets Expectations
Henry Singer Park: Ball Diamond #3	A	Meets Expectations
Henry Singer Park: Ball Diamond #5	A	Meets Expectations

FACILITY	PROPOSED CLASS	QUALITY / CONDITION
Henry Singer Park: Tennis Court #1	A	Meets Expectations
Henry Singer Park: Tennis Court #2	A	Meets Expectations
Henry Singer Park: Tennis Court #3	A	Meets Expectations
Henry Singer Park: Tennis Court #4	A	Meets Expectations
Lakewood Park: Outdoor Rink	A	Meets Expectations
Spruce Grove Composite High School: Tennis Courts #1	A	Meets Expectations
Spruce Grove Composite High School: Tennis Courts #2	A	Meets Expectations
Woodhaven School: Ball Diamond	A	Exceeds Expectations
St Peter the Apostle: Ball Diamond (Not Yet Built - WILL BE BUILT 2015)	B	n/a
Aspenglen Park: Mini-Soccer #1 (North)	B	Meets Expectations
Aspenglen Park: Mini-Soccer #2 (South)	B	Meets Expectations
Aspenglen Park: Senior Soccer	B	Meets Expectations
Brookwood School: Senior Sports Field	B	Below Expectations
Broxton School: Senior Sports Field (North)	B	Meets Expectations
Central Park: Hamburger Hill	B	Meets Expectations
Fairway Park: Mini-soccer #2 (East)	B	Meets Expectations
Fairway Park: Leisure Ice	B	Meets Expectations
Fairway Park: Mini-Soccer #1 (West)	B	Below Expectations
Fuhr Sports Park: Sledding Hill	B	Meets Expectations
Grove Meadows/Grey Stone School: Grey Stone Ball Diamond	B	Meets Expectations
Grove Meadows/Grey Stone School: Grey Stone Soccer #1	B	Meets Expectations
Grove Meadows/Grey Stone School: Grey Stone Soccer #2	B	Meets Expectations
Grove Meadows/Grey Stone School: Grey Stone Soccer #3	B	Below Expectations
Grove Meadows/Grey Stone School: Grey Stone Soccer #4	B	Meets Expectations
Grove Meadows/Grey Stone School: Grey Stone Tennis Courts #1	B	Meets Expectations
Grove Meadows/Grey Stone School: Grey Stone Tennis Courts #2	B	Meets Expectations
Grove Meadows/Grey Stone School: Grey Stone Tennis Courts #3	B	Meets Expectations
Grove Meadows/Grey Stone School: Greystone Beach Volleyball Court	B	Meets Expectations
Henry Singer Park: Pickleball Court #1	B	Below Expectations
Henry Singer Park: Pickleball Court #2	B	Below Expectations
Henry Singer Park: Pickleball Court #3	B	Below Expectations
Henry Singer Park: Pickleball Court #4	B	Below Expectations
Henry Singer Park: Pickleball Court #5	B	Below Expectations
Henry Singer Park: Pickleball Court #6	B	Below Expectations
Jubilee Park: North Hill	B	Meets Expectations

FACILITY	PROPOSED CLASS	QUALITY / CONDITION
Jubilee Park: Skating Pad	B	Meets Expectations
Jubilee Park: South Hill	B	Meets Expectations
Lakewood Park: Mini-Soccer #1 (North)	B	Meets Expectations
Lakewood Park: Mini-Soccer #2 (South)	B	Meets Expectations
Longview Park: Senior Soccer	B	Meets Expectations
Spruce Grove Composite High School: East Field	B	Meets Expectations
Spruce Village: Sledding Hill	B	Meets Expectations
St. Marguerite Catholic School: Senior Sports Field	B	Meets Expectations
St. Thomas Aquinas School: Ball Diamond	B	Meets Expectations
St. Thomas Aquinas School: Senior Sports Field	B	Meets Expectations
Westview: Leisure Ice	B	Meets Expectations
St Peter the Apostle: Soccer #1	C	n/a
St Peter the Apostle: Soccer #2	C	n/a
Brookside Park: Ball Diamond	C	Below Expectations
Broxton School: Mini-Soccer (South)	C	Below Expectations
Millgrove School: Mini-soccer #1 (West)	C	Below Expectations
Millgrove School: Mini-soccer #2 (South)	C	Below Expectations
Spruce Grove Composite High School: Ball Diamond	C	Below Expectations
Spruce Grove Composite High School: West Field	C	Below Expectations
St. Joseph Catholic School: Ball Diamond	C	Below Expectations
St. Joseph Catholic School: Mini-soccer #1 (East)	C	Below Expectations
St. Joseph Catholic School: Mini-soccer #2 (West)	C	Meets Expectations
Woodhaven School: #1 Track Football/Soccer Field	C	Below Expectations
Woodhaven School: #2 Mini-Soccer	C	Below Expectations

Appendix B

Organizations Invited to Respond to Survey

Regular Sport Organizations
Ball:
Parkland Fun Ball & Soccer League
Parkland Whitesox
Spruce Grove Eagles
Spruce Grove Minor Ball Association
Football:
CDMFA – Capital District Minor Football Association
Metro Athletics Association
Parkland Football Association
Spruce Grove & District Minor Football Association
Stony Plain Minor Football Association
Soccer:
DV Youngmen/DV Legends (Drayton Valley Men's soccer)
Spruce Grove Soccer Association (Adult and minor)
City Led Programs:
Drop-in Soccer (Fuhr Sports Park)
Drop-in Pickelball (Henry Singer Ball Park)

Casual Sport Organizations
Alberta Soccer Association
Edmonton Drillers Youth Soccer Club
FC Edmonton/EMSA
Inter Cities Master Soccer League
Strikers Master 50+ Mens Soccer Team
City Led Programs:
Drop-in Ultimate Frisbee (Fuhr Sports Park)

Appendix C

Workshop Notes

Vision







- General agreement, no concerns of note
- Clarifying Question: If we heard in the survey that people were willing to drive across town for games etc., why is the 'right location' an element of the vision?

Strategy 1: Maximize Use and Expand Capacity at Existing Facilities

					
Strong Agreement	Agreement	Neutral	Disagreement	Strong Disagreement	Confusion
1 responses	8 responses	—	—	—	—



Strengths and Opportunities	Concerns and Weaknesses
<ul style="list-style-type: none"> • Upgrade existing B & C high school facilities • Upgrade B & C: higher capacity usage with a better venue • Support sport tourism • Spontaneous use of C facility only • Allocation policy creates: <ul style="list-style-type: none"> – Fair utilization practice – Optimization of AA fields • Existing location of the pickle ball courts are ideal for future use. Good parking, easily accessible. We have a working relationship with Minor Ball in that they have run a concession as a fundraiser during our tournaments, and would like to continue working with them. Good opportunity to increase to 8 courts on that site for tournaments etc., and could add lighting to extend capacity in the shoulder season (located in a non-residential area) 	<ul style="list-style-type: none"> • Create allocation policy for distribution of usage • Lighting shortage • Lights needed at Spruce Grove Composite High • Allocation Policy Metrics: <ul style="list-style-type: none"> – Seasonality – Age groups – Games should have precedence – Duration • Upgrade B & C • Cost Expenditures

Strategy 2: Adjust the Supply Outdoor Sport Facilities to Meet Current and Projected Needs.

					
Strong Agreement	Agreement	Neutral	Disagreement	Strong Disagreement	Confusion
9 responses	8 responses	—	—	—	—

Strengths and Opportunities	Concerns and Weaknesses
<ul style="list-style-type: none"> • New facility design provides funneling for gate control • Upgrading of pickle ball courts allow: <ul style="list-style-type: none"> – Growth of clubs – Large tournaments – Improved safety – Maximize use with lighting • New and upgraded facility design • Some fields and diamonds need rest • Assemble land to enable facility development • Site new or upgrade as the City grows. • Reduce the supply of B & C school sites. 	<ul style="list-style-type: none"> • Must meet regulatory guidelines to meet higher level sporting event needs. • Upgrade pickle ball courts so we are better able to handle new members. With safe courts, more players will join the club increasing membership and adding to economic development. Build it and they will come! • There are soccer fields that SGSA will only use if we absolutely have to (example: Greystone #1, #2, #4).

Strategy 3: Enhance and Maintain the Quality, Safety and Environmental Sustainability of Outdoor Sports Facilities

					
Strong Agreement	Agreement	Neutral	Disagreement	Strong Disagreement	Confusion
5 responses	4 responses	—	—	—	—

Strengths and Opportunities	Concerns and Weaknesses
<ul style="list-style-type: none"> • Maintenance is great if done properly • Partnerships • Facility grant applications • Capital improvement plan (time line) • Facility design and maintenance- must minimize environmental effect • Maintenance standards set • Any partnership should be good (monitor) • Monitor Facility conditions • Enhancing the pickle ball courts for safety and the ability to host major tournaments. 	<ul style="list-style-type: none"> • Implementation Plan. Must be implemented. Not just planned. • Level of maintenance • Pickleball courts are currently unusable for tournaments due to poor condition

Strategy 4: Control Operational Costs and Ensure Reasonable Cost Recovery

Strong Agreement	Agreement	Neutral	Disagreement	Strong Disagreement	Confusion
—	7 responses	1 responses	1 responses	—	—

Strengths and Opportunities	Concerns and Weaknesses
<ul style="list-style-type: none"> • Cost Recovery-if increased due to better facilities as a result of poorer facility closure • User pay ok at 30-50% if the system is efficient 	<ul style="list-style-type: none"> • Determine funding sources. Ability for associations to leverage those same sources for funds. • Naming fields after companies is a concern • More impact on cost • Prioritize local group access • More information on determination of fees

Strategy 5: Collect and maintain data to prepare for future planning

Strong Agreement	Agreement	Neutral	Disagreement	Strong Disagreement	Confusion
1 responses	8 responses	—	—	—	—

Strengths and Opportunities	Concerns and Weaknesses
<ul style="list-style-type: none"> • Accurate data can be used positively • Facility Booking Analysts 	<ul style="list-style-type: none"> • Local groups first

Strategy 6: Strengthen existing and pursue new partnerships to support the delivery of outdoor sports

					
Strong Agreement	Agreement	Neutral	Disagreement	Strong Disagreement	Confusion
2 responses	4 responses	3 responses	—	—	—

Strengths and Opportunities	Concerns and Weaknesses
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- In philosophy it's sound
- Outdoor Sport working committee
- Improve communication

- How much influence would the committee have?

General Comments

- Appreciated clear discussion of so many elements
- Enjoyed having such targeted tasks to work through together

Organizations – Invited + Participated

Baseball	Invitations + Participation
Parkland Fun Ball & Soccer League	Invited
Parkland Whitesox	Invited
Spruce Grove Eagles	Invited
Spruce Grove Minor Ball Association	Invited
Football	
CDMFA – Capital District Minor Football Association	Invited + Participated (2)
Metro Athletics Association	Invited
Parkland Football Association	Invited + Participated (1)
Spruce Grove & District Minor Football Association	Invited + Participated (1)
Stony Plain Minor Football Association	Invited
Soccer	
DV Youngmen/DV Legends (Drayton Valley Men's soccer)	Invited
Spruce Grove Soccer Association	Invited + Participated (2)
Alberta Soccer Association	Invited
Edmonton Drillers Youth Soccer Club	Invited
FC Edmonton/EMSA	Invited
Inter Cities Master Soccer League	Invited
Strikers Master 50+ Mens Soccer Team	Invited
City Led Programs	
Drop-in Soccer (Fuhr Sports Park)	Invited + Participated (1)
Drop-in Pickleball (Henry Singer Ball Park)	Invited + Participated (2)
Drop-in Ultimate Frisbee (Fuhr Sports Park)	Invited



The City of
SPRUCE GROVE