



City of Prince Albert Community Services Master Plan

January 2018





City of Prince Albert
Community Services
Master Plan

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Acknowledgements

Great communities are built upon the active involvement and commitment of their people. This was certainly reflected in Prince Albert as the Community Services Master Plan was developed. The level of engagement was invaluable. Thank you for your involvement.

More specifically, thanks go out to:

- Residents of Prince Albert for participating in the household surveys and public events;
- Representatives of volunteer groups and community services stakeholders;
- The Community Services Advisory Committee; and
- All other key stakeholders who provided information and attended meetings.
- Members of City administration who participated in meetings and interviews; and
- Members of City Council for their interest, contributions, and comments.

Special thanks go to the members of the City of Prince Albert Council and administration who provided advice, information, support, and opinions; who recognized the importance of investing in long-range planning; and who displayed the fortitude to make decisions in the best interest of the City.

Thank you,

The Consulting Team





Executive Summary

The City of Prince Albert, through its Community Services Department, manages recreational programs and indoor and outdoor recreational, parks, and cultural facilities. These services are delivered to a city population in excess of 35,000 and a regional market of approximately 150,000. While the delivery of community services involves multiple partners and players in Prince Albert, it is the City that assumes the single largest role. To most effectively deliver these services municipally, an overall strategy is required.

In 2007, a 10-year Community Services Master Plan was developed and has now approached the end of its intended time frame. This new Community Services Master Plan will not only lay the foundation for service delivery in response to the community's changes and shifting demands, but also respond to the realities inherent with aging infrastructure.

Plan Foundations

Vision

We envision a city in which all community members have the opportunity to participate in affordable and accessible community services (including recreation, sports, arts, cultural, and physical activity) to enhance their personal well-being, the strength and well-being of the community, and the sustainability of the environment (natural and built).

Goals

1. Community Services contributes to individual wellbeing. These opportunities help individuals grow and develop physically, socially, emotionally, creatively, and cognitively. Some opportunities will have a greater emphasis on certain types of well-being compared to others; greater opportunities can help develop well rounded individuals who can contribute to the community.
2. Community Services contributes to community wellbeing. The opportunities may be as a participant or volunteer but in either case individuals are interacting with others and strengthening social networks which contribute to a strong community. A healthy community includes people looking out for one another and working together to enhance their own quality of life and that of others. This is reflected in special events as well as ongoing programming.
3. Community Services contributes to infrastructure and sustainability efforts. Proper planning can help preserve and maintain natural and built environments. It is important to anticipate, encourage and prepare for growth in response to the needs of the community. Investing in infrastructure will support growth while planning for continuous improvement. Our connection to the natural world is important and must be considered in the delivery of community services. Likewise, maintaining and investing in the built environment with a consideration to sustainability is important.
4. Community Services generates economic and employment benefits. Prince Albert is a destination for visitors through the hosting of events at our parks, recreation, arts and culture facilities. These visits generate spending for services at our local businesses which provides a significant return on their investment in the community. The provision of Community Services in Prince Albert increases the quality of life and serves as an attraction for families to call Prince Albert home. Community Services provides employment opportunities for youth, students, professionals and seniors which translates into support for the local economy.



Executive Summary

Strategic Directions

Service Delivery

1. Maintain the current system of program delivery.
2. Address gaps in programming through encouragement of community organizations or through direct delivery.
3. Develop a partnership framework to guide how the City works with other organizations in the delivery of community services.

Promotions

4. Enhance the current promotion of existing community opportunities including facilities and amenities, programming, and activities.
5. Promote the benefits of recreation participation and activities.

Community Group Support

6. Enhance support for volunteer community organizations to ensure their sustainability.
7. Continue to provide grant funding for operations and maintenance (annually).
8. Continue liaising with facility user groups to ensure facilities and bookings are meeting needs.
9. Implement an accountability process whereby groups that receive grant funding and promotional assistance identify how the supports helped achieve City goals.

Community Clubs

10. Recognize the important role that Community Clubs play in the service delivery model.
11. Continue the development of agreements between Community Clubs and the City of Prince Albert.
12. Offer program grant funding to ensure Community Clubs can offer programming that meets community needs.
13. Determine optimal operating models for Community Club indoor ice arenas and other facilities in collaboration with the individual organizations.
14. Create a new Community Development Coordinator position to support Community Clubs and Groups that partner with the City of Prince Albert.



Executive Summary

Strategic Directions

Planning

15. Develop an ongoing, periodic mechanism to complete a community needs assessment.

Infrastructure

16. Use the Facility Disposition Index Framework when making decisions related to reinvestment versus repurposing versus replacement versus closure of facilities.
17. Utilize the Infrastructure Planning Framework to guide the process of contemplating and developing major infrastructure.
18. Use the Facility Prioritization Framework to rank potential infrastructure projects.
19. Refer to the site selection criteria when deciding on a location for major infrastructure.
20. Conduct an accessibility audit of existing City facilities and infrastructure.
21. Develop a master plan for Little Red River Park.

Financial Services

22. Develop a process manual regarding the development of fees for City of Prince Albert Community Services Department.
23. Consider alternative funding sources.



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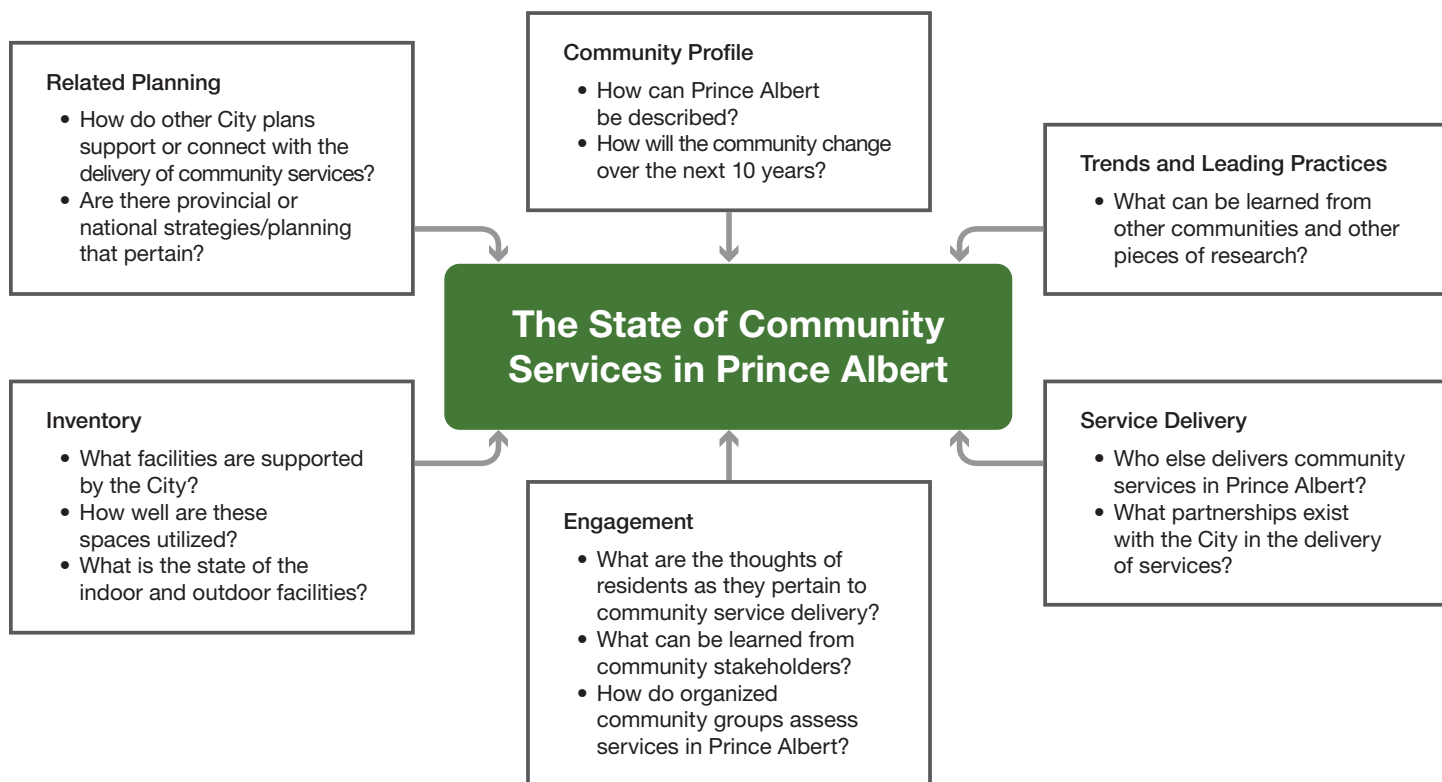
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Introduction

The City of Prince Albert, through its Community Services Department, manages recreational programs and indoor and outdoor recreational, parks, and cultural facilities. These services are delivered to a city population in excess of 35,000 and a regional market of approximately 150,000. While the delivery of community services involves multiple partners and players in Prince Albert, it is the City that assumes the single largest role. To most effectively deliver these services municipally, an overall strategy is required.

In 2007, a 10-year Community Services Master Plan was developed and has now approached the end of its intended time frame. This new Community Services Master Plan will not only lay the foundation for service delivery in response to the community's changes and shifting demands, but also respond to the realities inherent with aging infrastructure.

There is a companion report to this master plan entitled, "The State of Community Services in Prince Albert". That document presents the research conducted through this master plan process; the information included in that document directed the development of the recommendations contained herein. The accompanying graphic has been taken from the research document—it identifies the different topics addressed in that report.



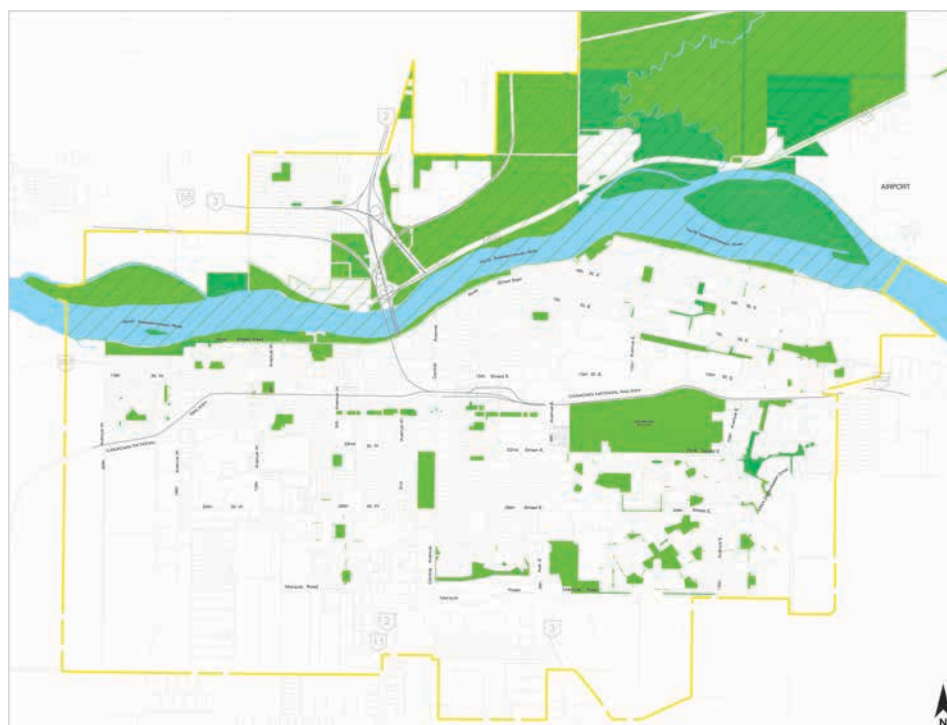
Context—City Profile

Community Description

Prince Albert is the third largest city in Saskatchewan and is situated on the banks of the North Saskatchewan River. Known as the “Gateway to the North”, Prince Albert is the last major centre along the route to northern Saskatchewan making it a hub of service, retail, and distribution. With a population of 35,926 in 2016, Prince Albert saw a 2.3% increase from 2011.¹

The North Saskatchewan River runs directly through the centre of Prince Albert, dividing the town geographically and by two distinct ecosystem communities. To the south of the river, the natural vegetation consists of aspen parkland, with aspen trees, shrubs and grasses, and to the north, the boreal forest with spruce, fir, and copious bodies of water. North of the city is the Prince Albert National Park, which contains a wealth of lakes, wildlife and the boreal forest, and the city serves as a gateway to the Park and provides services to those who work there. The City is bordered by the Rural Municipality of Prince Albert to the south (population 3,562) and the Rural Municipality of Buckland to the north (population 3,375).

Prince Albert is renowned for its high quality parks containing a wide variety of playground, recreational, cultural, and sport facilities. A total of 50+ parks are dispersed around the city, totalling over 1,300 acres. In the winter months, the city accommodates residents and visitors with a large collection of outdoor rinks and various indoor facilities, ensuring people have access to year-round community activities.



1 "2016 Community Profiles". *Canada 2016 Census*. Statistics Canada. Retrieved Feb 8, 2016.

The Saskatchewan River School Division operates thirty-three schools, the Prince Albert Catholic School Division operates nine schools, and the Conseil des écoles fransaskoises operates one school. The city has five high schools, the largest of which, Carlton Comprehensive High, is also the largest in Saskatchewan. Post-secondary schools include Saskatchewan Polytechnic, First Nations University of Canada (Northern Campus), Gabriel Dumont Institute, Saskatchewan Indian Institute of Technologies, and the Saskatchewan Urban Native Teacher Education Program.

Prince Albert has a significant Indigenous community (40.2% identified as Aboriginal in 2011) with First Nations, Metis and Inuit peoples.¹ The Indigenous community is a young population compared to the non-Indigenous in Prince Albert and are more likely to be single parent families.² These factors indicate a need to focus on gaining cross-cultural understanding of needs with the community and beyond.

Aboriginal Identity (2011)	
Prince Albert	40.2%
Saskatchewan	15.6%

Growth (2011 to 2016)	
Prince Albert	2.3%
Saskatchewan	6.3%

Age Distribution: 0 to 14 years (2016)	
Prince Albert	21.7%
Saskatchewan	19.6%

Population and Demographics Analysis

The demographic distribution of Prince Albert influences the direction of community services that are implemented for city residents. Statistics Canada released partial results from the 2016 census in February of 2017. The 2.3% increase in Prince Albert's population from 2011 is below the provincial growth rate of 6.3%.

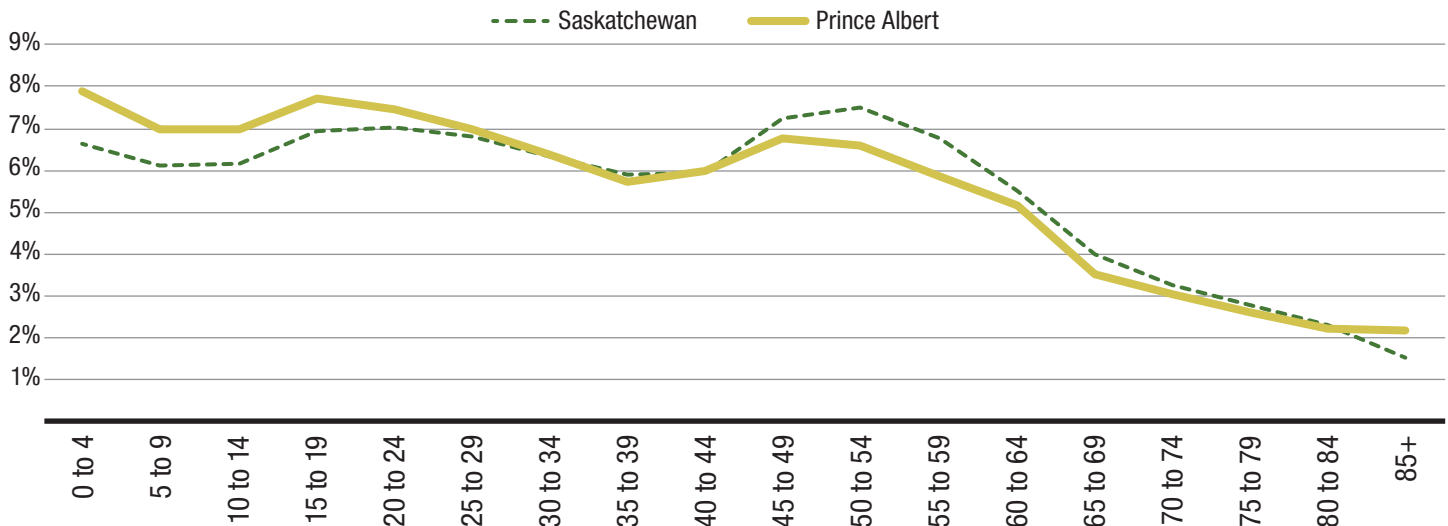
The following graph illustrates the contrast in age distribution between Prince Albert and Saskatchewan in 2011.

As shown from the illustration below, the following indicators reveal that Prince Albert is a relatively young community:

- The percentage of children aged 0 to 14 was 21.7%, which compared to the national average of 16.7% for that age group.
- The 65 and over age group was 13.6% of Prince Albert's population, whereas the national average is 14.8%.
- Median age of Prince Albert was 34.7 years. Saskatchewan's median age is 38.2 and the national median age is 40.6.

Population Age Distribution 2016

Statistics Canada 2017



Noted below are other key population and demographic descriptors that are pertinent to the context of community service delivery:

- Lone-parent families are 27.3% of total families, which is 10% higher than the provincial average.
- Married-couple families are 57.7% of total families, which is 14% lower than the provincial average.
- Prince Albert's median household income in 2010 was \$54,465, which is lower than the provincial figure of \$61,703.
- One-quarter (25.5%) of Prince Albert households spend 30% or more of their total income on shelter costs, which is 5.1% higher than the provincial rate.
- The percentage of commuters that walk or bicycle to work is 6.3%, which is lower than the province's figure of 7.9%

1 2011 NHS Prince Albert Profile. Statistics Canada 2013.

2 2006 Aboriginal Population Profile for Prince Albert. Statistics Canada 2010.

The Value of Community Services

The Community Services Department manages recreation¹ programs and facilities, as well as park spaces, for the City of Prince Albert. The benefits of these services are many and are increasingly recognized by all levels of government. The benefits noted below are borrowed from the National Benefits HUB². It is important to recognize the immense value individuals and communities accrue from the services provided by the Community Services Department. For detail regarding each benefit refer to “The State of Community Services in Prince Albert” research report.



1 For the purposes of this document recreation broadly encapsulates general recreation, sports, heritage, and arts & culture pursuits.

2 Benefitshub.ca

The State of Community Services

The companion report “The State of Community Services in Prince Albert” presents the research undertaken as an input to this Master Plan. The following text is taken from the Conclusions section of that report; it is included in this document as a means to bridge the two reports.

The Benefits of Recreation and Parks

- Providing recreation, parks, and related services provides a number of direct and indirect benefits to individual members of the community and the community as a whole.

Community Profile

- Census data suggests that Prince Albert households face greater socioeconomic barriers compared to Saskatchewan as a whole. This helps justify the importance of affordable, accessible, and inclusive community services.

Related Planning

- The Official Community Plan stresses the importance of the municipal government’s role in “developing and promoting policies that stimulate social cohesion and collective capacity in the community.”
- Provincial and national planning calls for all levels of government to strive towards higher levels of individual and community wellbeing. This includes enhanced recreation and culture participation, meaningful collaborations and partnerships, providing accessible and supportive environments, and continual efforts to understand the needs of the community.

Service Delivery

- The Community Services Department is tasked with ensuring the provision and maintenance of infrastructure, the provision of programs and activities, and to assist community entities in their efforts to serve City residents.
- Community organizations are critical components in the delivery of community services.
- The City recognizes that cost does play a barrier to some groups and people in accessing services. It promotes Canadian Tire Jumpstart and KidSport as means to assist participation amongst disadvantaged youth.

Trends and Leading Practices

- The Canadian Index of Wellbeing calls for improved capacity to provide meaningful and accessible venues and opportunities for leisure and culture for all Canadians.
- A majority of people believe that leisure is more important to their quality of life than work is.
- Cost is a significant barrier impacting people’s level of participation.
- A growing Indigenous population and increased immigration are trends to address in Saskatchewan communities.
- The delivery of community services can have a significant impact upon the creation of an inclusive and supportive community. This in turn engenders a stronger community identity with greater commitment to community building.
- Unstructured leisure is a pattern of participation amongst people.
- The promotion and encouragement of opportunities is important to encourage and build levels of participation.
- Aging infrastructure requires attention from municipalities and will require decisions about reinvestment.
- Developing multi-use and flexible spaces helps ensure more efficient use of space.
- Considerations when developing infrastructure:
 - » Integrating indoor and outdoor space;
 - » Including revenue spaces in public facilities;
 - » Recognizing and designing spaces as social hubs; and
 - » Providing healthy food options.
- Planning and evaluating open space and outdoor amenities in a community should be undertaken using a system approach.

- An integrated parks system enables a connected network of trails and pathways. This in turn enables the use of these linear assets as non-motorized transportation corridors.
- The use of outdoor spaces to preserve and display cultural identity and a community's history is of growing prominence.
- Community associations can serve as an effective means to provide grass roots services directly to residents.
- Many services are delivered by volunteers. These volunteer organizations are experiencing significant challenges putting service delivery at risk.
- Forming and supporting partnerships is an important mechanism to ensure a broad range of services and opportunities are available to residents in a manner that leverages resources.

Infrastructure

- Before considering new infrastructure development, it is important to understand the City's current context of community spaces.
- An annual City subsidy of approximately \$7M is required to operate the current inventory of community spaces and services.
- Approximately \$8M (City and external investment) will be allocated in 2017 for capital enhancements.

Community Engagement

- Household Survey
 - » Main barriers to participation includes: lack of awareness and costs (registration and equipment).
 - » Over three-quarters of people are satisfied with community programs and services.
 - » The vast majority think there is a need for new/upgraded facilities.
 - Top indoor priorities: aquatics, playgrounds, youth drop-in centre.
 - Top outdoor priorities: water/spray park; playgrounds; multi-use trails.
 - » Two-thirds of people said there needs to be improved marketing of programs.
 - » Approximately two-thirds of people want to maintain tax support and user fee levels for programs and facilities.
 - » Over three-quarters of residents strongly agree that:
 - Recreation and culture services are considered essential;
 - Recreation and culture contribute to community pride, and
 - Recreation and culture contribute to the local economy by attracting new residents and visitors.

- Stakeholder Meetings and Discussion Groups
 - » A more proactive approach to facility maintenance is needed.
 - » Enhanced promotion of services and opportunities is needed.
 - » Infrastructure suggestions: enhanced support amenities in city arenas; a new leisure pool; and enhancements and attention to Little Red River Park.
 - » Services for youth is a key criteria to use when prioritizing projects.
 - » Social issues in the community can be addressed through the provision of recreation, leisure, arts, cultural, and heritage services.
 - » Volunteer groups are experiencing challenges and would benefit from some assistance with these issues.
 - » Community clubs are an important delivery system in Prince Albert.
 - » The City is a good partner for community organizations. Greater transparency in decision making would be appreciated.
- Community Group Survey
 - » Over three-quarters agree that current spaces meet the needs of their organizations
 - » Over three-quarters think there is a need for new/upgraded facilities.
 - Top indoor priorities: aquatics; arena facilities; multi-use gymnasium space.
 - Top outdoor priorities: fitness equipment; artificial turf fields; natural areas/open spaces.
 - » Challenges: access to existing space; aging facilities; financial barriers; retaining/recruiting staff and volunteers.

Community Needs Infrastructure Priorities

The following infrastructure priorities have been determined through analysis of the needs assessment research conducted in 2017. The different research components are noted along the top of the tables. Facility types that were identified frequently in the research components as requiring attention (including development or redevelopment) are noted higher in the table. For example through analysis of the research elements, arena sport facilities were determined to be the top indoor priority. Considering outdoor facilities, multi use trails (non-motorized) is the top priority.

Indoor Priorities

Indoor Amenity	Public Survey	Stakeholder Meetings	Community Group Survey	Utilization/ Accessibility	Inventory	Trends and Leading Practices	Infrastructure Assessment	Demographics
Arena Sport Facilities (ice and dry floor use)	✓ ✓	✓	✓	✓		✓	✓	✓
Aquatic Facilities (indoors)	✓ ✓	✓	✓	✓		✓		✓
Playgrounds (indoors)	✓ ✓			✓	✓	✓		✓
Youth Drop-in Centres	✓ ✓	✓	✓			✓		✓
Child Care Facilities	✓ ✓				✓	✓		✓
Fitness/Wellness Facilities	✓ ✓		✓	✓		✓		
Indigenous Cultural/Ceremonial Spaces			✓	✓	✓	✓		✓
Meeting Rooms		✓	✓	✓		✓		
Science Centres	✓ ✓		✓		✓			
Performing Arts Studios/Practice Spaces		✓		✓	✓			
Community Group Office Spaces				✓	✓	✓		
Indoor Walking/Running Tracks	✓ ✓					✓		
Multi-use Gymnasium Spaces (e.g. basketball, volleyball, etc.)			✓			✓		✓
Seniors Activity Spaces	✓ ✓					✓		
Stakeholder Group Storage Spaces		✓		✓		✓		
Fine Arts Spaces (e.g. studios, galleries, etc.)		✓				✓	✓	
Leisure Ice Surfaces (recreational use)			✓		✓	✓		
Public Art Displays (indoors)		✓			✓	✓		
Heritage Interpretive Facilities						✓	✓	
Library Spaces	✓ ✓							
Skateboard Parks (indoors)					✓			✓
Batting Cages (indoors)					✓			
Combative Sports Spaces (e.g. judo, karate)					✓			
Curling Rinks							✓	
Equestrian Facilities (e.g. riding arenas, show rings)					✓			
Indoor Mini-Golf					✓			
Special Event Facility (e.g. concerts, trade fairs, large events, etc.)			✓					
Gymnastic Centres								✓
Banquet Facilities								
Court Sports (e.g. racquetball/squash)								
Dance Program Studio Spaces								
Indoor Climbing Walls								
Performing Arts Centres								

Outdoor Priorities

Outdoor Amenity	Public Survey	Stakeholder Meetings	Community Group Survey	Utilization/ Accessibility	Inventory	Trends and Leading Practices	Infrastructure Assessment	Demographics
Multi Use Trails (non-motorized)	✓ ✓	✓	✓			✓	✓	
Water/Spray Parks	✓ ✓		✓			✓	✓	✓
Dog Off Leash Parks	✓ ✓		✓		✓	✓		
Natural Areas/Open Spaces	✓ ✓	✓	✓				✓	
Toboggan Hills	✓ ✓				✓	✓		✓
Public Art Displays		✓	✓		✓	✓		
Artificial Turf Fields (soccer, football, etc.)			✓		✓	✓		
Beach Volleyball Courts						✓	✓	✓
Campgrounds	✓ ✓		✓					
Community Gardens	✓ ✓					✓		
Cross-country Skiing/Running Trails	✓ ✓	✓						
Outdoor Fitness Equipment			✓		✓	✓		
Picnic and Kitchen Areas/Shelters	✓ ✓				✓			
Playgrounds	✓ ✓							✓
Track and Field Facilities		✓	✓				✓	
BMX Park and Track						✓		✓
Canoe/Kayak Ponds			✓		✓			
Mini-Golf Courses					✓			✓
Permanent Skateboard Parks						✓		✓
Pickleball Courts					✓	✓		
Baseball Diamonds		✓					✓	
Cricket Fields		✓			✓			
Boat Launches (river)		✓						
Outdoor Rinks							✓	
Portable Skateboard Parks					✓			
Rugby Fields					✓			
Skating Ovals (speedskating)					✓			
Tennis Courts							✓	
Basketball Courts								
Football Fields								
Interpretative and Historical Areas								
Outdoor Leisure Skating Pads								
Performing Arts Show Spaces								
Soccer Fields								
Softball/Slo Pitch Diamonds								

Plan Foundations

This section articulates a vision for Community Services in Prince Albert. It also identifies four goals to work towards through departmental efforts. It is important to present a vision and goals for this Master Plan. While they may be considered somewhat broad, they do provide an orientation to steer towards. These foundational pieces serve as a lens through which decisions can be made.

Vision

We envision a city in which all community members have the opportunity to participate in affordable and accessible community services (including recreation, sports, arts, cultural, and physical activity) to enhance their personal well-being, the strength and well-being of the community, and the sustainability of the environment (natural and built).

Goals



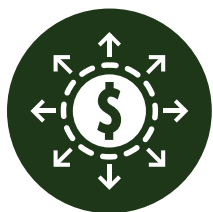
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4. **Community Services generates economic and employment benefits.** Prince Albert is a destination for visitors through the hosting of events at our parks, recreation, arts and culture facilities. These visits generate spending for services at our local businesses which provides a significant return on their investment in the community. The provision of Community Services in Prince Albert increases the quality of life and serves as an attraction for families to call Prince Albert home. Community Services provides employment opportunities for youth, students, professionals and seniors which translates into support for the local economy.

Strategic Directions

The Master Plan strategic directions are presented as follows. They are based on the research undertaken and presented in the “State of Community Services in Prince Albert” report. Discussions with departmental staff, input from the Community Services Advisory Committee, and the expertise of the consulting team were all applied as the strategic directions were developed. The strategic directions are presented within the following to seven themes:

- Service Delivery
- Promotions
- Community Group Support
- Community Clubs
- Planning
- Infrastructure
- Financial Services

Service Delivery

Service delivery refers to the system that is responsible for the actual delivery of community services. The system in place in Prince Albert is a distributed one in which many different entities provide these services to residents and visitors. The City itself is a significant player in the system—particularly as it relates to infrastructure provision—along with many community organizations, other not-for-profit entities, and the private sector.

There are three strategic directions pertaining to service delivery.

Service Delivery Strategic Directions

1. Maintain the current system of program delivery.
2. Address gaps in programming through encouragement of community organizations or through direct delivery.
3. Develop a partnership framework to guide how the City works with other organizations in the delivery of community services.



1. Maintain the current system of program delivery.

The diversified system of program delivery works well. The current system of service delivery is the responsibility of numerous entities. Programming is provided by a number of organizations and entities in Prince Albert including small and grass roots community based not-for-profit organizations, larger and more professionally operated organizations, and the City itself. This system of delivery is effective.

Community organizations are often best suited to deliver programs. They are volunteer led and are intimately connected to the communities to whom they provide programming. These organizations are often formed solely to deliver the services. Because of these dynamics services are delivered in a manner that can be much more cost effective than if the City delivered them. Considering a private entity, there is typically a profit requirement – this would mean an increase in the cost of the program for participants. Without a suitable financial return, private entities typically will not deliver a service. Since the community program is mission driven and managed by volunteers, costs are lower. The objective is to provide the service in a manner that encourages participation for the lowest cost.

The City will provide infrastructure and some other types of direct programming. It services this role as it has the necessary resources (both personnel and financial) to allow the provision of facilities. Other entities do provide facility space as well which are accessible to the public and serve the people of Prince Albert. It is typically larger institutional organizations that provide facility spaces due to the sizeable costs. There are however instances in which community organizations provide facilities—in many of these instances the City does provide some level of support.

This system means that the responsibilities and resource demands are shared throughout the community.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Maintain the current system of program delivery.	S	O	–

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

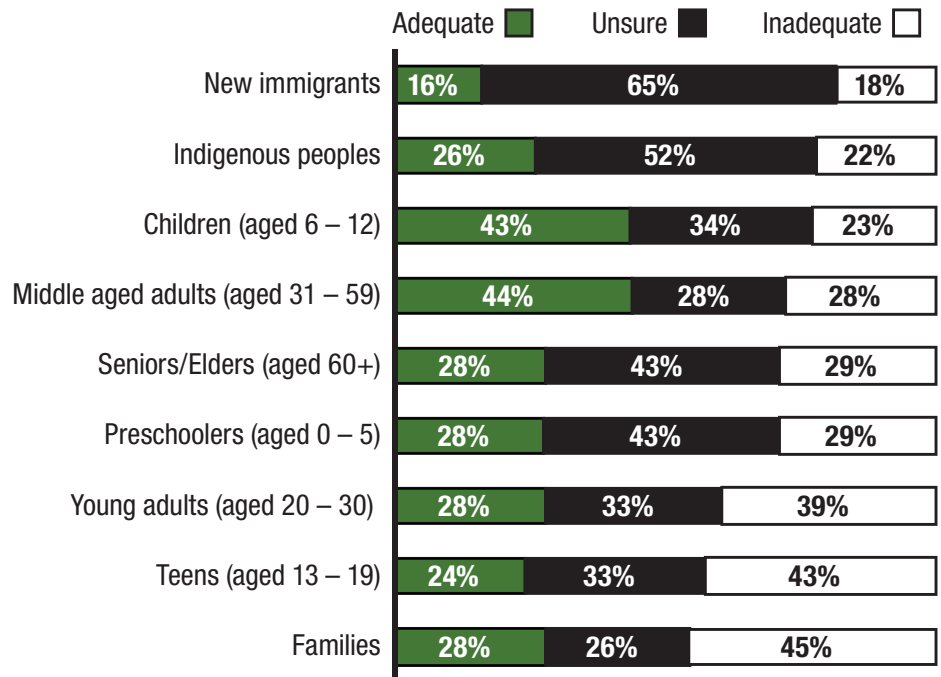
2. Address gaps in programming through encouragement of community organizations or through direct delivery.

Ultimately the purpose of a program is to meet community need. Where there is need, often a community organization will emerge to ensure a program is in place.

Through conversation with the community (such as through the Needs Assessment undertaken as part of this process) programming desires are identified. Ideally an organization in the community will deliver the program. There may be an existing organization in the community that will deliver a new program that it has identified through its connection to the community. In some instances a new organization forms specifically to deliver the identified program. In other instances however a program need arises without an organization to deliver it. For these cases the City could play the role of a facilitator and look for organizations that are best positioned to provide the program. These organizations may be very healthy, capable, and have some capacity to deliver another program. This could be accomplished by leveraging the existing organizational strengths and capacities to add another program. Alternatively an additional programming arm may be added to the organization specifically designed to deliver the program; this would take advantage of the processes that exist and another activity may simply be added.

Another mechanism could be implemented which would see the City deliver the programming. With the identification of new programming needs the City should step into the void to see that the community need is met. This may be a short term solution. Once the program is offered a community group may step forward to take responsibility for it. If this does not occur the City may look at helping a group form that would be responsible for the program delivery. It is important to note that the program in question needs to be a community need and it needs to align with the objectives of the City.

Please provide your opinion regarding the current supply of programs within the following demographics.

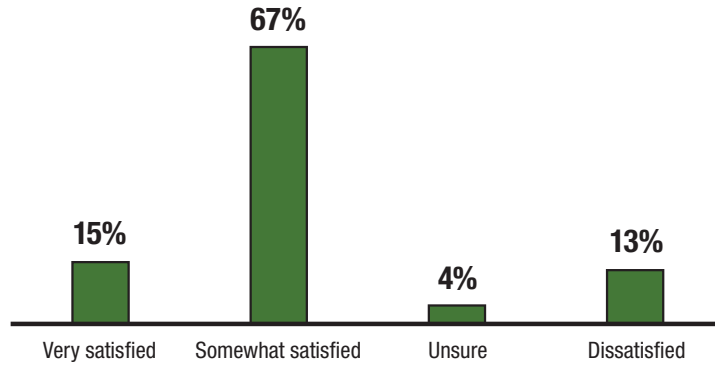


The underlying principle is that a community need is identified and the City is working to see that the programming need can be met. It does this by working to identify an existing organization to deliver the program or else it assumes that responsibility itself.

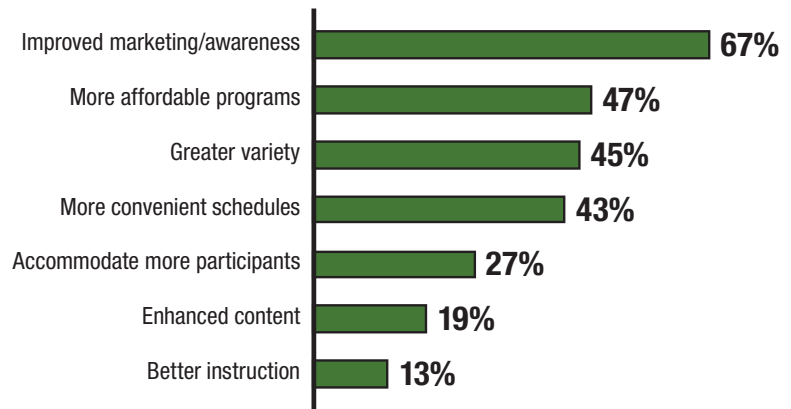
Programs that were identified through the community needs assessment included: Indigenous cultural programming; programs for pre-schoolers; seniors programming; and programming for new comers.

An After School Recreation Program had been initiated in 2002 by the Community Services Department in partnership with the Healthy Choices for Kids Committee, Community Schools, Parkland Health Region and the Lakeland District for Sport, Culture, and Recreation. The after school hours are considered by many as the critical hours when children and youth need to be engaged in programming. The program relied on contributions from both parties (City and school divisions). Due, in part, to provincial budget challenges the program has been impacted. A reliance on grant and sponsorship funds is not sustainable. The City and its partners need to revisit this program to develop a plan to ensure the long term viability of this valuable program.

How satisfied are you with community programs and services offered in Prince Albert?



When looking at existing or new programs, what improvements or changes are required in the future?



Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Create an inventory of community programming.	S	D	—
Identify programming gaps based on current inventory and community needs.	M	D	—
Determine mechanism to address gaps.	M-L	D	Undetermined

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

3. Develop a partnership framework to guide how the City works with other organizations in the delivery of community services.

Through this distributed model of service provision there are a variety of organizations that operate completely independent of the City of Prince Albert. There are however a significant number of organizations that do receive some level of support from the City to assist them in the delivery of services including programs. This support can range from one time grant funding but can also involve long term lease arrangements or ongoing cost sharing.

While the City has managed these relationships in each instance, an overall partnership framework should be developed. This framework would ensure consistency and compliance as the City enters into (or continues) with various levels of partnerships with different bodies. The framework would describe the different types of partnerships according to the responsibilities and/or contributions of the City. For each type of partnership the framework would delineate the roles and responsibilities of each partner including reporting and activity. The City of Prince Albert is stewarding public resources and as such there should be clarity with its role and the expectations of the partnering organization.

The following questions can be considered to determine if a partnership is suitable or not.

The level of reporting and the involvement of the City will vary depending upon the nature of the partnership. For example there may be a form of partnership that involves a one time grant to convene a community event. The involvement of the City and the reporting back on this type of partnership will be much different than a partnership in which an entity is operating a City-owned facility in an ongoing relationship.

1. Will the relationship achieve socially worthwhile service outcomes? If so, which service outcomes are achieved? How can the indirect benefit to the general public be articulated, clarified, and measured? If indirect benefit cannot be clarified and measured, the City will opt out of the partnership.
2. Are the outcomes achieved by the partnership in current areas of focus for the City? The City will not be involved in relationships that simply add to outcomes already adequately realized.
3. Can the outcomes be achieved without City involvement or support? Does City involvement add value that cannot be added by any other agency? The City will invest in opportunities where public investment is necessary.
4. Could the outcomes be achieved more cost effectively through another approach? Does the partnership lead to cost savings or financial benefits? The City will invest its limited available public resources where it can get the best return on that investment.



It is important that the City ensure that its commitments in the partnership are commensurate with its involvement. For example if the City is considering a partnership that would see the City contribute significant capital cost to a facility then the City would need to have significant involvement in the design and development of the facility. In those instances in which the City would retain an ownership stake in a facility then its involvement would extend into some control or input into the operations of the facility. For smaller scale partnerships the City's involvement would be substantially lower. For example the City may enter into a lease agreement with an entity to operate a City facility. While the City may not be involved in the day to day decisions it should ensure in the operating agreement that there is a reflection of City values and principles. This may be manifested in facility accessibility, programming, and costs.

While it is important to structure partnership agreements so the commitment aligns with decision making and influence, it is equally important to include performance measurement and reporting. The development of the agreement is something that occurs up front and describes how the partnership should function. The performance measurement is a reporting on how the partnership is functioning. Including this type of reporting enables all parties to learn how the partnership is actually functioning; it also provides some information that can inform any adjustments that may need to be made.

According to the Canadian Fitness & Lifestyle Research Institute,²¹ over three-quarters (76%) of Canadian municipalities work with schools in their communities to encourage participation in physical activities. Just under half of Canadian municipalities work with local non-profits (46%), health settings (40%), or workplaces (25%) to encourage participation in physical activities amongst their residents.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Complete an inventory of all City partnerships.	S-M	D	—
Identify roles and responsibilities for each partnership.	S-M	D	—
Develop a partnership framework.	M-L	D	Undetermined
Review the Joint Use Agreements with the School Divisions to meet current needs.	M	D	—

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment



Promotions

Delivering community services is a costly venture—both in terms of personnel (including volunteer time) and in financial resources. It is important that people in the community are aware of the opportunities available in the area. The greater the participation then the lower the cost (on a per participant basis). The entire intent of offering services is to have participants—as such these services should be promoted.

Promotions Strategic Directions

4. Enhance the current promotion of existing community opportunities including facilities and amenities, programming, and activities.
5. Promote the benefits of recreation participation and activities.

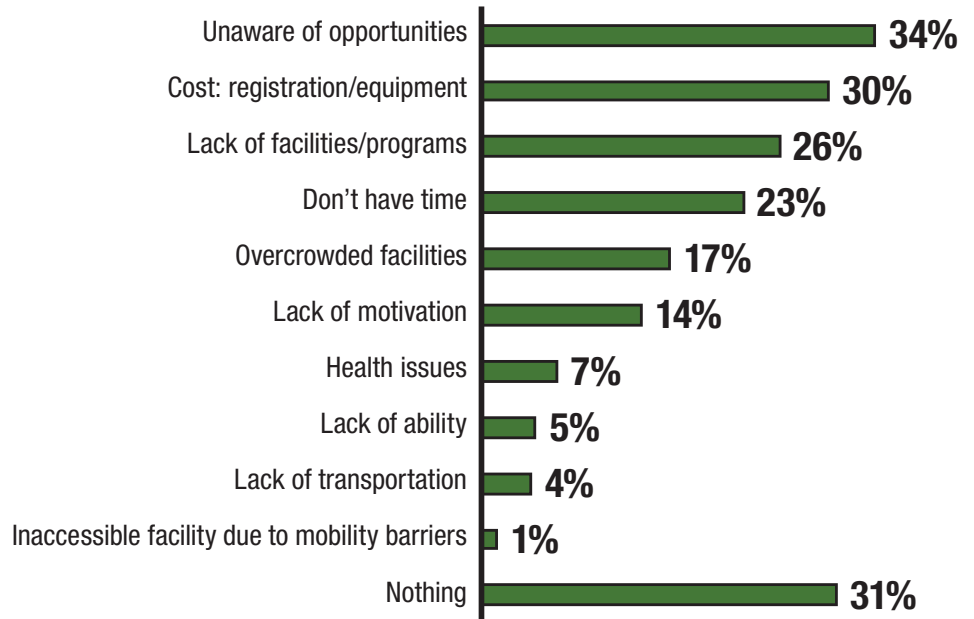


4. Enhance the current promotion of existing community opportunities including facilities and amenities, programming, and activities.

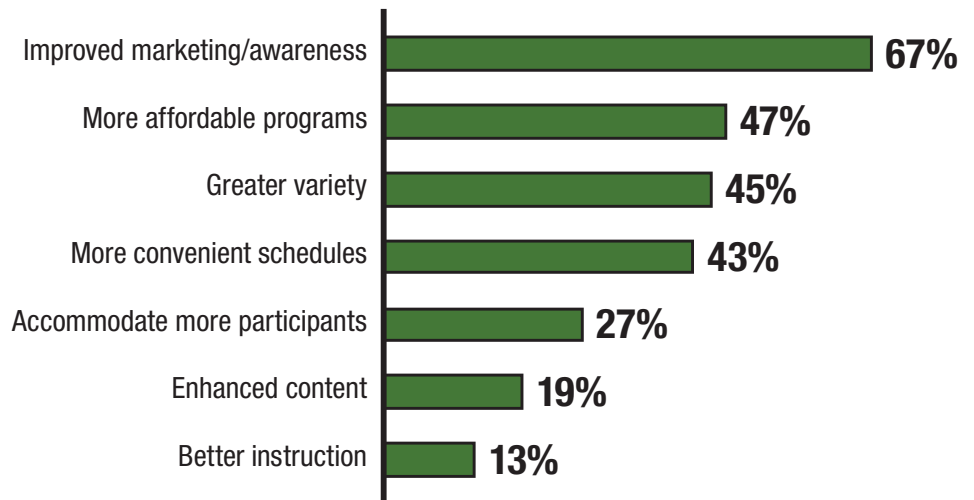
There may be a disconnect between awareness of opportunities and the existence of opportunities. While a real gap may be addressed through direct provision of programming, as noted in a previous recommendation, perceived programming gaps may be addressed through enhanced promotion. The City and the many community organizations delivering services do promote their opportunities but enhanced efforts are needed. This may involve a more cooperative approach whereby the City manages a community calendar that would communicate programs and events available in Prince Albert. The hosting of a community wide information and registration event whereby groups could directly interact with the public would help with this promotion. Other mechanisms to consider include social media, the City website, and onsite promotion at community facilities.

Promoting recreation opportunities can be valuable to help community organizations—who may have limited capacity in terms of resources and/or expertise—maximize their participant numbers. Enhanced promotion can also bring greater visitation of community facilities. Maximizing the use of publicly supported facilities is important.

What, if anything, prevents you or someone in your household from participating in community programs?

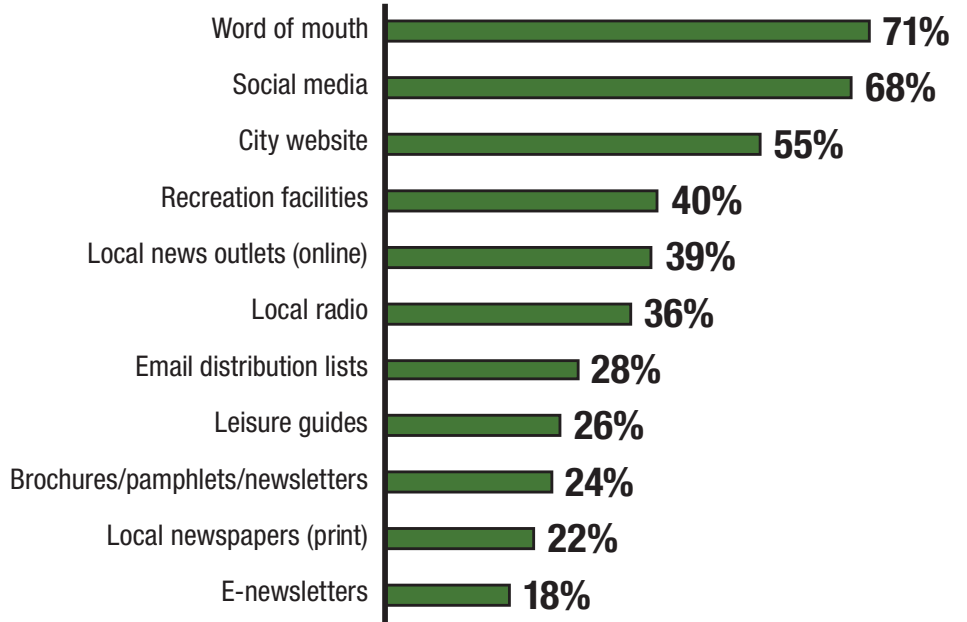


When looking at existing or new programs, what improvements or changes are required in the future?



It is important to recognize that communications requires ongoing efforts and that the recipient has a role in successful communication. Having said that utilizing mechanisms that best resonate with residents should be employed. It is important as well to continually evaluate the communications mechanisms employed.

What are your household’s main sources of information about recreation/ arts/culture services and opportunities in the city of Prince Albert?



Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Create inventory of existing communication channels internally and externally.	M	D	—
Liaise with community organizations to determine promotional needs.	M-L	D	—
Develop a promotional plan that identifies information inputs, timing, tactics, and costs.	L	D	Undetermined

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



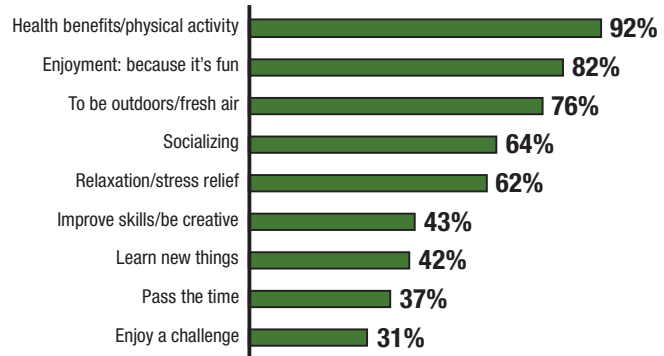
Economy & Employment

5. Promote the benefits of recreation participation and activities.

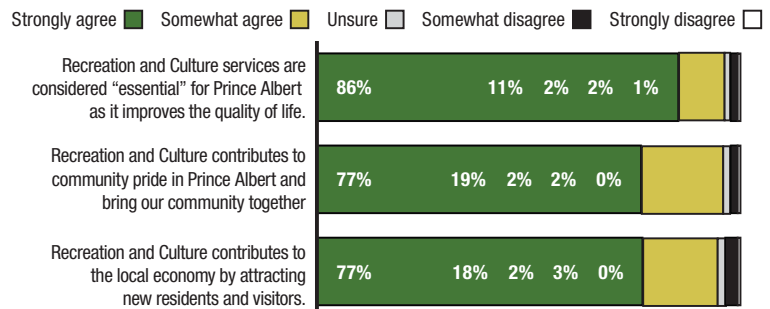
Promotional efforts should include the benefits of recreation. While there are certainly benefits that can be accrued for a person's physical health, there are many other benefits that are available to the community at large. These benefits should be promoted to help encourage participation certainly but also to build support for investment in recreation by the broad community. Community services are an important investment for the City of Prince Albert, in fact 86% of survey respondents strongly agreed that recreation and culture services are essential. It is important to continually promote the benefits of providing these services.

There are occasions in which people may not recognize the broader benefits and may only see benefits if they directly and personally accrue them. It is vital to share the benefits that the community receives from these services.

What are the main reasons that your household uses these facilities



Please indicate your level of agreement for each of the statements below.



- Provides the key to balanced human development.
- Provides a foundation for quality of life.
- Builds strong and healthy communities.
- Is a significant economic generator.
- Green spaces are essential to wellbeing.
- Is essential to personal health and wellbeing.
- Reduces health care, social service, and police/justice costs.
- Reduces self-destructive and anti-social behaviour.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Develop a promotional plan.	M-L	D	—
Implement plan.	L	O	Undetermined

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



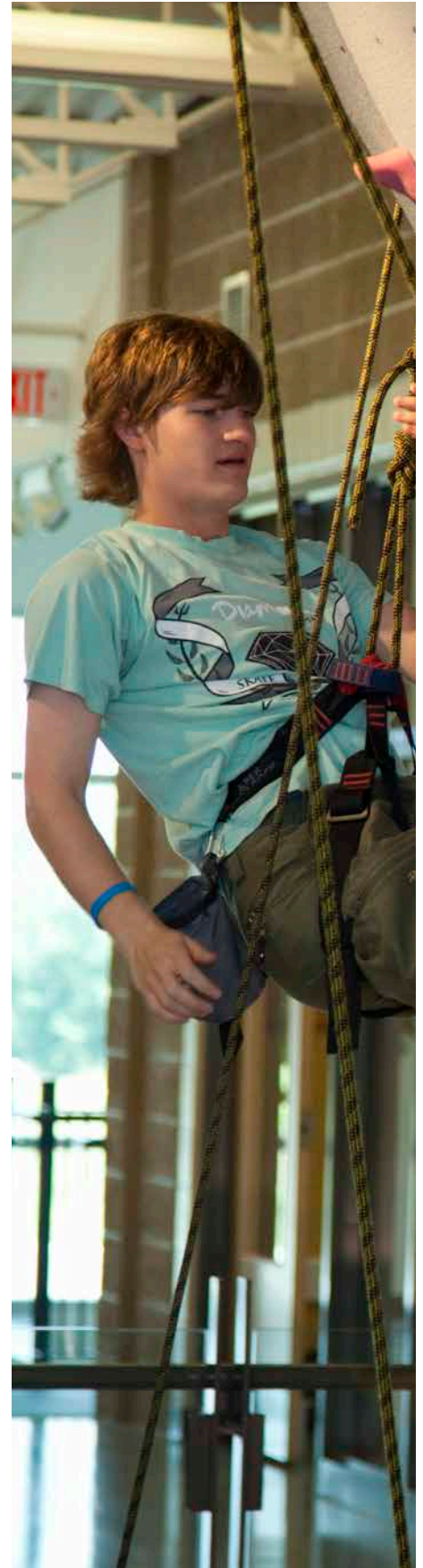
Economy & Employment

Community Group Support

Community groups are an important part of the service delivery system in Prince Albert. The City recognizes this important role as evidenced by a series of supports in the following strategic directions. Accompanying City supports is a program of accountability. If public resources are utilized to aid community groups in their service delivery outcomes then it is important that there is accountability for this support.

Community Group Support Strategic Directions

6. Enhance support for volunteer community organizations to ensure their sustainability.
7. Continue to provide grant funding for operations and maintenance (annually).
8. Continue liaising with facility user groups to ensure facilities and bookings are meeting needs.
9. Implement an accountability process whereby groups that receive grant funding and promotional assistance identify how the supports helped achieve City goals.



6. Enhance support for volunteer community organizations to ensure their sustainability.

Because of the value community groups have in the service delivery model, the City of Prince Albert should enhance the levels of support they provide to them. The single largest provider of direct program offerings in the area originates from volunteer community organizations. These groups operate on a very lean basis and leverage the experience and knowledge of their volunteers.

Volunteers are typically focussed on the delivery of the groups' programs but there are many components for the operation of an organization. Often volunteers do not have experience or the expertise to manage an organization but because of necessity they learn these tasks. It is in these administrative areas that the City could have the most impact. The City could facilitate training regarding organizational development, financial management, leadership, planning, and accountability reporting. The specifics of the training can be determined through dialogue with the organizations. While this enhancement of support is important for volunteer organizations it is important to not overly burden the volunteers themselves with training. There may be a critical mass in number of organizations and individual needs to provide group learning on reporting for example. All identified training does not need to occur at one time. The intent is to recognize the knowledge and expertise required to run a voluntary organization and provide some training and education that would be of benefit.

Likewise there may be training and support needed regarding volunteer recruitment and retention initiatives and strategies. These could take many forms such as a volunteer market place, youth leader in training, and volunteer recognitions programs.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Liaise with groups and review needs assessment to determine supports needed.	M-L	O	—
Prioritize group support needs.	M-L	O	—
Identify a plan for providing prioritized supports.	L	O	—

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

7. Continue to provide grant funding for operations and maintenance (annually).

The City of Prince Albert provides grant funding to community organizations. The funding is utilized by these organizations for ongoing operations and for facility maintenance. This support is very valuable and should be continued. There is no requirement to increase the amount of funding currently allocated.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Continue to provide grant funding.	S	O	–

Goal Alignment



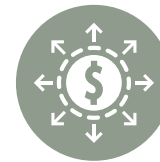
Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment



8. Continue liaising with facility user groups to ensure facilities and bookings are meeting needs.

The City owns and operates many facilities in Prince Albert and community organizations are significant users of these facilities. The City relies on these groups to ensure high levels of public utilization of community facilities; the users groups also are a significant source of revenue with facility bookings. Likewise, the groups need facilities to provide their programming. With such a symbiotic relationship there needs to be ongoing communication with each other.

Through these conversations the City should gain an understanding of how the users make use of the facilities as well as any concerns or challenges that can be mitigated by the City. Ongoing communication would prove invaluable in addressing issues as they arise. Each party (City and user groups) has a perspective that should be understood by the other. While the ongoing communication may take various forms and address a range of topics annually there should be discussion around facility bookings, allocation, and fees.

While this liaison will occur throughout the year and may be implemented through informal and formal meetings there is a need to continue with hosting facility user group meetings annually. For example a meeting can be convened with users of the City's arenas. These meetings allow a specific topic area to be addressed with groups that have a similar area of focus. Hearing from all of these groups at once can help gain an understanding of the magnitude of an issue more effectively than hearing the same thing from multiple groups. As well these forums enable all groups to hear from the City at the same time which helps ensure there is a single consistent message being delivered. These group discussions are also valuable in helping individual groups understand that the City has to interact with and service multiple groups. The groups themselves also are able to network amongst themselves—something that can prove helpful as they deal with issues internally (e.g. promotions, etc.).

This ongoing communication helps ensure issues can be dealt with in a timely manner and helps further communicate to the groups the value the City places on their role in service provisions.

Community organizations identified regular and ongoing communication with the City would be valued and of great benefit.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Continue liaising with facility users	S	O	—

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

9. Implement an accountability process whereby groups that receive grant funding and other support and assistance from the City identify how the supports helped achieve City goals and outcomes.

Through this Master Plan and other plans and strategies, the City has several goals and outcomes that it wants to achieve. As such the City should only provide funding and supports to those groups and those initiatives that help achieve its goals and outcomes. While the City employs a process that has groups identify what it intends to achieve with the funds and support, a process should be implemented that looks for follow-up reporting from those recipients that identifies how the support furthered the City’s desired outcomes.

The amount of grant funding and the levels of support may vary – as such the reporting back will vary in its detail. Regardless of the type or amount of support however, all recipients need to account to the City how the supported activities¹ have helped the City achieve its ends. While the format of the reporting process can differ widely there should be a clear description of programs and activities and their alignment with the City’s goals and outcomes.

There should be clarity around the reporting requirements at the time of the support being awarded or provided—including the timing. The ability to complete the reporting can be included in the support to community organizations as noted in strategic direction no. 6.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Review current reporting requirements and cross reference with City goals and objectives.	M	D	—
Determine requirements for reporting (there may be several categories that align with support given).	M-L	D	—
Implement reporting requirements (may be no change for some, sizeable changes for others).	L	O	—

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

¹ Supports may not be directly for an activity but instead may be for general operations of a community group. In this instance the reporting needs to describe how the group—through its activities and programs—helps the City achieve its outcomes.

Community Clubs

Community Clubs are a unique aspect of service delivery in Prince Albert. There are eleven Community Clubs operating in the city. The programming that each offers does vary but they are mandated to deliver community services in their neighbourhoods to meet resident needs. Each community club operates City-owned facilities with volunteer staff—some have paid staff however. The following recommendations recognize this unique and important role of the Community Clubs. They also refer to a formalized relationship between the City and the Community Clubs.

Community Clubs Strategic Directions

10. Recognize the important role that Community Clubs play in the service delivery model.
11. Continue the development of agreements between Community Clubs and the City of Prince Albert.
12. Offer program grant funding to ensure Community Clubs can offer programming that meets community needs.
13. Determine optimal operating models for Community Club indoor ice arenas and other facilities in collaboration with the individual organizations.
14. Create a new Community Development Coordinator position to support Community Clubs and Groups that partner with the City of Prince Albert.



10. Recognize the important role that Community Clubs play in the service delivery model.

Community Clubs are an important role in the delivery of services in their neighbourhoods. While each is at a different state in terms of its maturity, activity level, and volunteer contribution, as a collective group they are and can continue to be an integral part of the delivery system. The Clubs help in community development and are an important mechanism for residents to connect with each other in their neighbourhoods.

This strategic direction quite simply is formal recognition from the City of the value it sees in the service delivery model. Through this recommendation the relationship with the Community Clubs can become stronger and more collaborative which can have benefits for both parties.

Potential Implementation:
Declaration of Community Club Day—organized programming across the city one weekend through the clubs.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Determine specific means for recognition (e.g. declaration of Community Club day—organized programming across the city).	M	D	—
Convene a meeting with Community Clubs to discuss.	L	O	Undetermined
Implement recognition plan.	L	O	Undetermined

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

11. Continue the development of agreements between Community Clubs and the City of Prince Albert.

There are agreements in place between the City of Prince Albert and each Community Club. These agreements are important and need to be continued. The agreements do/should include detail about funding and granting programs, lease arrangements, community accessibility to facilities; as well as programming activities and goals. The agreements should reflect the aforementioned strategic direction no. 9 that speaks to accountability.

The Community Clubs play an important role in their neighbourhoods and they should look to further the community services goals as described in this Master Plan. The Community Clubs have a role to play in connecting with their communities and as such the agreement should speak to the role of the Community Clubs in gathering and understanding community needs.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Review agreements to ensure they are appropriate, up to date, and reflect desired reporting.	L	D	—
Review current reporting requirements.	M-L	O	—

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

12. Offer program grant funding to ensure Community Clubs can offer programming that meets community needs.

A unique aspect of the Community Club facilities is the opportunity to host and accommodate programming in partnership with other Community Groups that is unique to their neighbourhoods and residents. The ability of a club to develop and offer this programming depends upon: an understanding of the needs of area residents, and the ability of the Club to develop and offer a program. This ability can vary depending on resource availability including human and financial resources.

Particularly with new programming it can take some time for it to “gain traction” or uptake in the community. This recommendation suggests that there be grant funds available for Community Clubs to be able to launch programming in response to local community needs. The funds can be used to secure a program leader or instructor or to purchase any supplies needed for the program. Clubs that offer a greater degree of programming that aligns and supports City goals will receive a greater proportion of the grant funding.

Some Community Clubs are feeling the consequences of a small and tired volunteer cadre. This funding will help these groups by providing some resources—and an incentive—to offer unique community programming.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Revisit the criteria for the Recreation Facility Grant Program and the Community Grant Program to ensure it continues to support current needs.	L	D	—
Communicate program to Community Clubs.	L	D	—
Implement program.	L	O	Undetermined <i>(may be approx. \$10,000 per year)</i>

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

13. Determine optimal operating models for Community Club indoor ice arenas and other facilities in collaboration with the individual clubs.

Many of the Community Clubs operate a hall space and four operate indoor ice arenas. They maintain these spaces as well as manage bookings. This can be burdensome on a volunteer organization and some organizations may welcome the opportunity to relieve themselves of this task. In other instances the continued operation of these spaces may be desirable—it certainly lends itself to servicing local community needs. The arenas are the vestiges of a time when there were hockey teams that were formed from the local neighbourhoods and who played against the other Community Club teams. Now most team sports (including hockey) are operated with a city-wide model and individual teams are not connected to specific arenas.

The City needs to meet with each Community Club to discuss the operations of the ice sheets and other spaces. Some Clubs may want the City to take the operational responsibilities away from them while others may not. The individual agreements between each Community Club and the City will outline the responsibilities of each partner as it relates to facility operations. This could result in the inclusion of some facilities into the City’s inventory which would have an impact on rental allocations as well as capital planning.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Meet with Community Clubs to learn of individual situations.	S	O	—
Develop individual approaches for optimal facility operations.	L	O	—
Ensure the operations are reflected in the agreements with the Community Clubs.	L	O	—
Complete an assessment of the Community Club facilities to determine if there is an opportunity to re-purpose some locations to meet current needs.	L	D	Undetermined

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

14. Create a new Community Development Coordinator position to support Community Clubs and Groups that partner with the City of Prince Albert.

As with the community organizations, the City's Community Liaison position should be working with the Community Clubs. Those responsibilities around communication and training adhere to previous recommendations. It is important however to specifically state that the Community Clubs will have a specific contact with the City and regular communications with the City through this position.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Create a new Community Development Coordinator position to support Community Clubs and Groups that partner with the City of Prince Albert.	M	D	Undetermined <i>(may be approx. \$50,000 – \$70,000 per year)</i>

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

Planning

While there are planning aspects to several of the recommendation in this Master Plan, this strategic direction references a specific planning task to regularly learn of the community needs.

Planning Strategic Directions

15. Develop an ongoing, periodic mechanism to complete a community needs assessment.

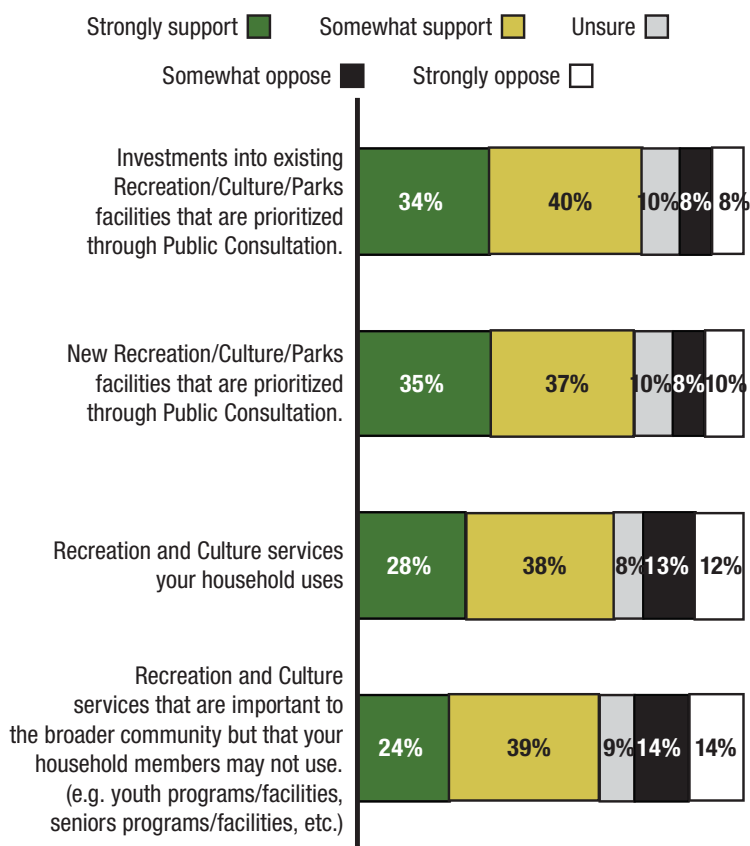


15. Develop an ongoing and periodic mechanism to complete a community needs assessment.

A thorough program of research was undertaken in the development of this Master Plan. A broad public survey was fielded and information was gathered from organized community groups and community stakeholders through a survey and interviews and discussion sessions. While gathering this information was a significant undertaking, it is important to remain current regarding community needs, demands, and perspectives.

The City should undertake a community needs assessment every five years. The information gathered through this mechanism can help the City identify changing priorities and emerging needs. It can also serve as a “report card” for how it has been delivering Community Services. The City has the template that it can follow for a resident survey and a community group survey from the process employed as this Master Plan has been produced (both online surveys). Discussions with stakeholders and specific focus issues can be facilitated in an ongoing manner through the Community Development Coordinator position and other Community Services staff and through the annual user group meetings.

When considering City of Prince Albert programs and facilities, would you support or oppose an increase in property taxes for each of the following?



Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Determine information and tools.	M-L	D	—
Develop and schedule tactics.	M-L	D	—
Implement needs assessment.	L	O	Undetermined

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



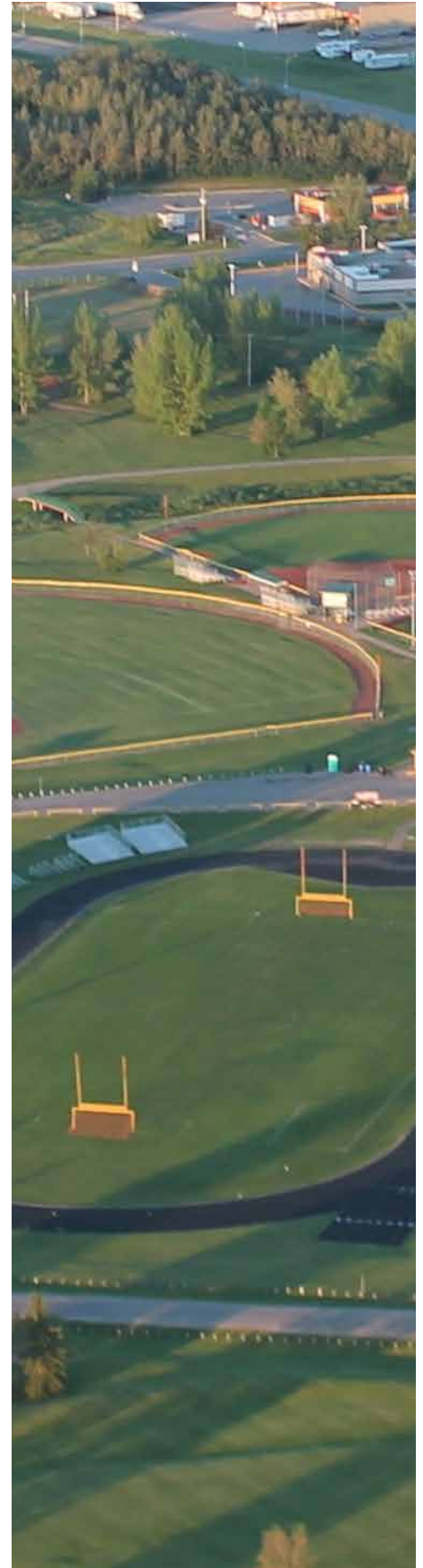
Economy & Employment

Infrastructure

A significant service that the City of Prince Albert provides to area residents are its recreation facilities. These are provided directly where the City owns and operates the facilities. In other instances the City has operational agreements in place with organizations to operate City-owned facilities. This section of strategic directions presents tools for the City to employ as it makes decisions about infrastructure. While specific infrastructure requests may vary across the life of this Master Plan, it is important for there to be in place a formalized process through which decisions get made.

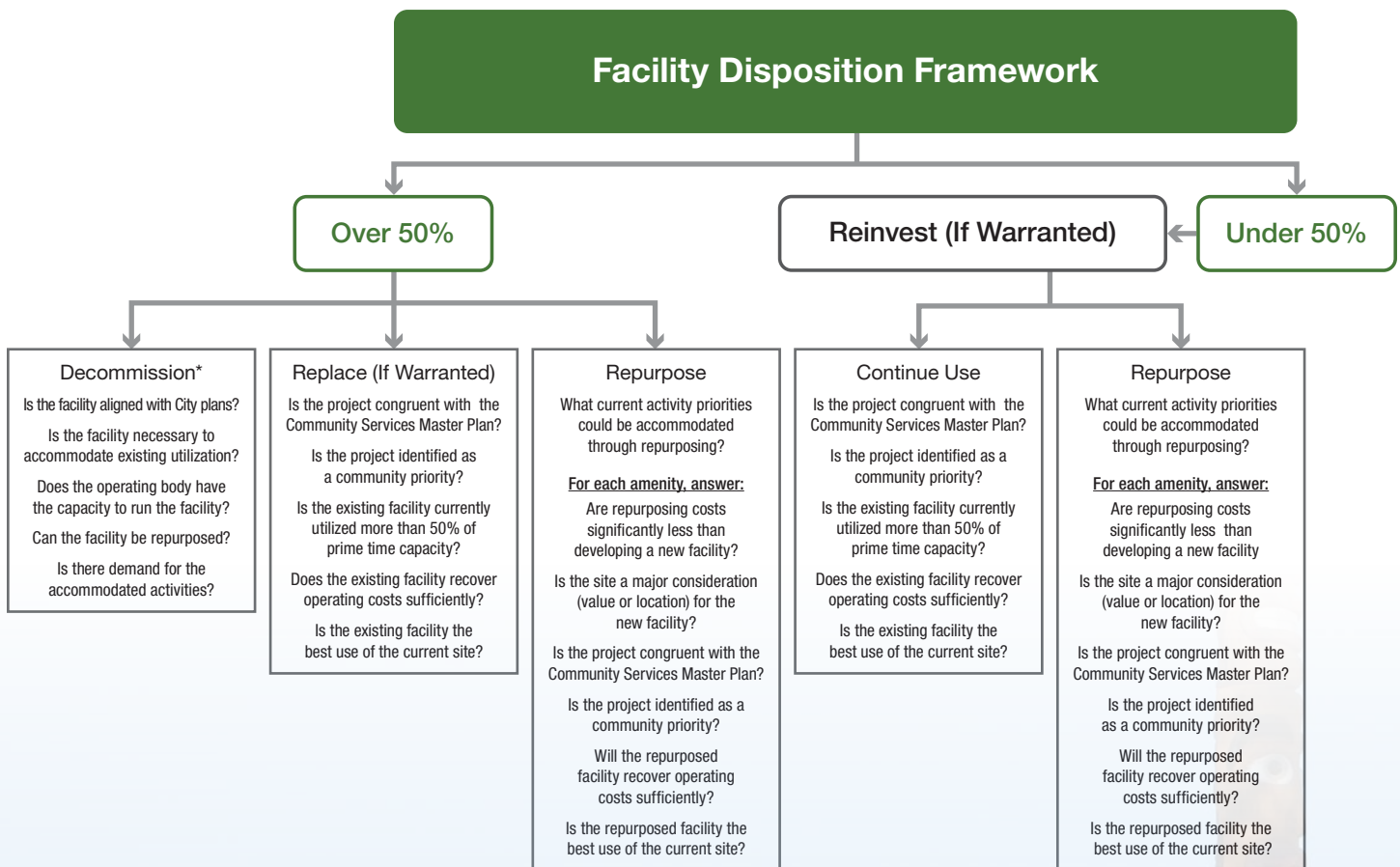
Infrastructure Strategic Directions

16. Use the Facility Disposition Index Framework when making decisions related to reinvestment versus repurposing versus replacement versus closure of facilities.
17. Utilize the Infrastructure Planning Framework to guide the process of contemplating and developing major infrastructure.
18. Use the Facility Prioritization Framework to rank potential infrastructure projects.
19. Refer to the site selection criteria when deciding on a location for major infrastructure.
20. Conduct an accessibility audit of existing City facilities and infrastructure.
21. Develop a master plan for Little Red River Park.



16. Use the Facility Disposition Index Framework when making decisions related to reinvestment versus repurposing versus replacement versus closure of facilities.

The Framework is a tool that provides a structure within which decisions can be made regarding the disposition about existing City facilities (those providing spaces for recreation). Essentially the framework considers the size of the investment relative to its replacement value as a key determinant as to what happens with the facility. It is important to note that while the Framework provides a structure within which to make a decision, the expertise and knowledge of City staff needs to be applied as decisions are made.



* If two or more of these questions are answered "NO", then the facility should be decommissioned. If not, the reinvestment/repurpose should be ranked through the system presented in the Community Services Master Plan against other potential projects.

If the investment required in the facility is less than 50% of its replacement value then the decision about that facility centres on investment for its continued use or for repurposing. For example if a facility requires \$2M of capital investment and a new replacement of that facility would cost \$4M or less then the decision is about reinvesting in that facility to accommodate its current activities or reinvest in the facility to repurpose it. The Framework poses questions to help make the decision about continued use or repurposing. The essential message in this instance is that the building is in “good enough” condition to warrant continuing with its use. The question is really about continuing as is or repurposing.

If the level of investment required exceeds 50% of the replacement value of the facility then decisions are made regarding facility decommissioning, replacement, or repurposing. Considering decommissioning for example, with such a large investment required (over 50% of replacement) if the facility is not being used much or if the activities it supports can be accommodated elsewhere then it may make sense to decommission the facility (the Framework poses other questions as well).

Regardless of the decision being made it should be understood that the actual dollar figure of the investment; the availability of other providers; and a host of other items may impact the final decision.

This Framework can be utilized for facilities of any size – it is scalable. For example it can be applied to playgrounds as well. Many of the City’s park playgrounds and amenities are dated and require replacement. Continued maintenance of the structures continues and accessibility for people with disabilities or mobility issues continues to require attention. The installation of appropriate surfaces is a consideration in the investment in playgrounds as well as the structures themselves. Because of the number of playgrounds in Prince Albert it is appropriate to implement a playground program to assess this infrastructure and ultimately include it in its budget process.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Develop a capital list for facilities.	S	O	—
Apply framework to facilities.	S	O	—

Goal Alignment



Individual Wellbeing



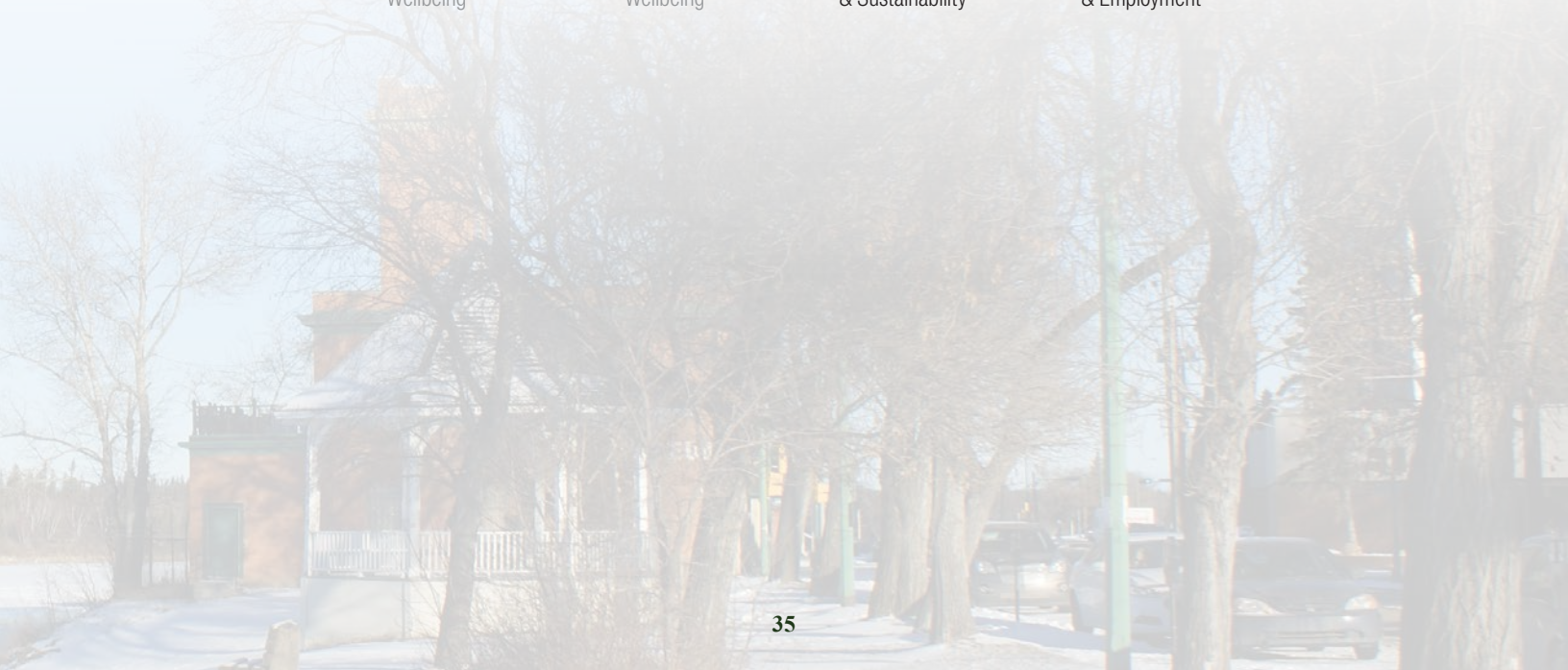
Community Wellbeing



Infrastructure & Sustainability

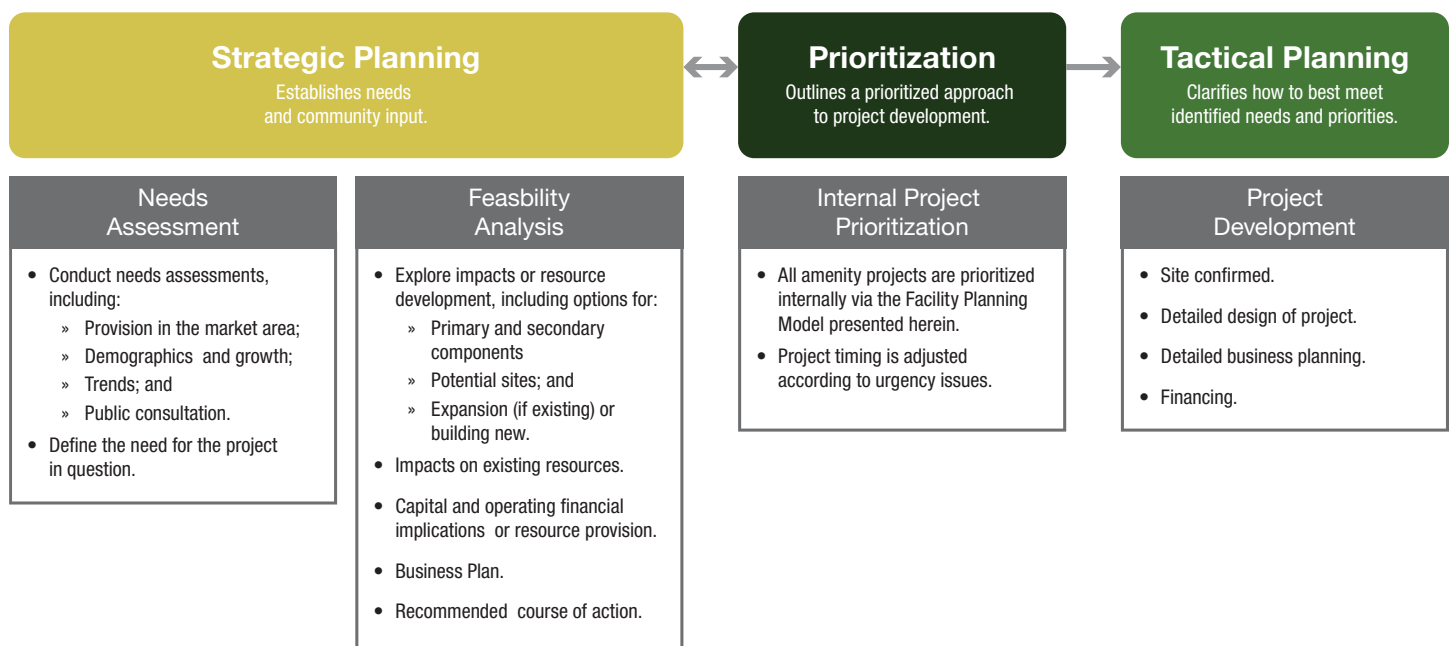


Economy & Employment



17. Utilize the Infrastructure Planning Framework to guide the process of contemplating developing major infrastructure.

The Infrastructure Planning Framework lays out a process for making decisions about the development of new infrastructure. The process starts by identification of the facility in question through a needs assessment. This process was undertaken through the research component that supported the development of this Master Plan. The identification of a facility through the needs assessment is not sufficient however to warrant facility development. Further detailed study is needed; this is identified in the Feasibility Analysis stage of the framework. At this point detailed questions are asked to more clearly understand the elements or components of the proposed facility. Additionally an analysis of capital and operating impacts is conducted.

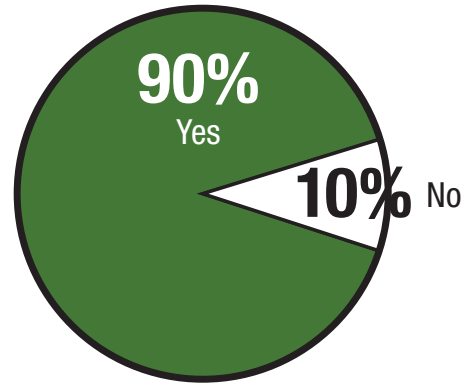


There may be more than one project that – after undergoing the feasibility analysis – warrants its continuation through the planning Framework. Assuming the City’s resources for the development of new infrastructure is limited then the proposed projects are prioritized with the top priority undergoing further more detailed planning. Should only one project be considered or should it be clear what the priority is, it may be unnecessary to undertake the prioritization exercise.

Obviously before a potential project proceeds there needs to be support from the City and the resources need to be in place. As with the Facility Disposition Index Framework, this tool does not exclude the knowledge and expertise of the City as decisions are made.

This Framework is valuable as well in communicating to the community the process that potential facility projects go through as they are contemplated and then built. Communicating this process helps residents and community organizations understand that there is rigour in decision making. It also identifies the types of information that is required before a decision is made to invest significantly in a facility. The City can also utilize this process when approached for financial support from a potential partner in the development of a facility.

On behalf of your entire household, do you feel that there is a need for new and/or upgraded facilities to be developed in the City of Prince Albert?



Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Utilize the framework when contemplating major infrastructure.	S	O	–

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

18. Use the Facility Prioritization Framework to rank potential infrastructure projects.

The Facility Prioritization Framework is a tool for the City to employ when needing to determine priorities among several infrastructure projects. The intent is to provide a structured objective means to rank several projects.

Potential projects are considered across several criteria including community need; economic sustainability; service outcomes; community accessibility; current provision in Prince Albert; cost savings through partnerships or grants; and economic impact. Each potential project is scored for each criterion as identified in the following table. Each criterion is also weighted which indicates its relative importance to the other criteria. For example community need is more important than economic impact. This means that all things being equal between two potential projects, the one that scores higher according to community need¹ would be the higher priority.

Criteria	Metric				Weight
	3 Points	2 Points	1 Point	0 Points	
Community Need	For "1 – 5" community amenity priorities.	For "6 – 10" community amenity priorities.	For community amenity that received public survey score in Needs Assessment scoring (not in top 10).	Not identified as a community need.	4
Economic Sustainability	The amenity has a low overall cost impact.	The amenity has a moderate overall cost impact.	The amenity has a high overall cost impact.	Not likely to be feasible.	4
Service Outcomes	The amenity achieves all 4 MP goals.	The amenity primarily achieves 2 – 3 MP goals.	The amenity primarily achieves 1 MP goal.	Achieves no MP goals.	4
Community Accessibility	The amenity would be both financially and physically accessible to all residents— low to no cost.	The amenity is accessible with minimal cost for drop-in.	The amenity would be accessible to all residents via programmed/ rental use.	Would not be accessible to residents.	3
Current Provision in Prince Albert	The facility space would add completely new activity in Prince Albert.	The facility space would significantly improve provision of existing activity.	—	Adequately provided in Prince Albert.	3
Cost Savings Through Partnerships or Grants	Partnership and/or grant opportunities exist in development and/or operating that equate to 50% or more of the overall amenity cost.	Partnership and/or grant opportunities exist in development and/or operating that equate to 25% – 49% or more of the overall amenity cost.	Partnership and/or grant opportunities exist in development and/or operating that equate to 10% – 24% or more of the overall amenity cost.	No potential partnership or grant opportunities exist at this point in time.	2
Economic Impact	The amenity will draw significant non-local spending and catalyze provincial, national and/or international exposure.	The amenity will draw significant non-local spending.	The amenity will draw moderate non-local spending.	Will not draw any non-local spending.	1

¹ The community need score refers to the ranking of infrastructure projects as noted in the State of Community Services report. In that report the top five indoor facility types includes: arena sport facilities, aquatic facilities, playgrounds, youth drop-in centres; and child care facilities.

The Facility Prioritization Framework can be used by multiple bodies including City Council; City administration, Community Services Advisory Committee, etc. Communicating about the Framework helps the community understand how decisions are made. As well it helps the community understand what levers can help move a project up the priority list.

It should be noted that while a facility may score high through this Framework that does not mean it will automatically be built. As noted with the Infrastructure Planning Framework further study is needed before a project proceeds. Due to their complementary nature or to other external factors or political ones a facility that is not scored as the top priority may become the project that moves ahead. This decision tool allows other factors to come into play – the knowledge and expertise of others is not ignored through this decision making tool either. For example an indoor walking track may be down on the priority list in a community but it may get built simply because it is complementary to a facility that is at the top of the list – such as a field house.

Refer to Appendix A to see the preliminary scoring of indoor and outdoor amenities.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Identify list of potential projects that need to be prioritized.	M-L	O	—
Apply framework.	M-L	O	—

Goal Alignment



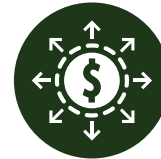
Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment



19. Use the site selection criteria when deciding on a location for major infrastructure.

When a decision is made by the City to build a new facility it is important to be deliberate when considering the location for that facility. While there can be seemingly an obvious choice it is prudent to review the favoured site according to a number of criteria.

The most diligent way to make a decision about site for a facility is to consider several possible sites according to several factors. While this is not a formal way to score sites consideration of the following factors helps decision makers identify the preferred site.

- **Accessibility:** Sites that are on major transportation arteries are preferable to those that are not. The ability to easily get to a facility is an important consideration. Facilities are destinations and the easier it is to access the better.
- **Adjacent Complementary Uses:** If a potential site already has community amenities on it or nearby it can support the new facility. This builds on the concept of community hubs. Having several facilities or amenities adjacent to each other helps support each other and can help the efficiency of transportation efforts as several people can visit the same site even though there may be some different specific activities desired. Siting the beach volleyball courts on the Alfred Jenkins site is an example of this.
- **Site Services Installed or Planned.** A site that is already serviced or has plans to be serviced can reduce the effort and cost to have to service a site.
- **Site Use Matches Area Zoning.** If the desired site is zoned for the activity already it can save time, effort and resources to seek alternate zoning.
- **Site Physical Suitability.** A particularly uneven or wet site will require additional resources if the identified facility does not require that type of physical make-up. If the desired facility is a sports field then ideally the preferred site would be open and flat. A mountain bike trail would be better constructed in an area that was not flat and open, for example.
- **Site Ownership.** A site that is currently owned by the City would enable potentially a quicker development. More importantly it means an avoidance of the purchase price of the land.
- **Geographic Distribution.** Some thought should be given to assessing the provision of recreation facilities across Prince Albert. Depending upon the facilities, siting it in a certain part of the city to provide a particular level of geographic provision may be warranted. This can become more pertinent if the facility in question is one of several found in Prince Albert.
- **Economic Growth Potential.** Some sites may have more potential for economic growth. It is not uncommon for other development to follow the development of a recreation or community facility. In some communities commercial development has followed the opening of a recreation facility. Some locations may be limited due to size, zoning, or existing neighbourhoods.
- **Site Visibility and Impact.** While accessibility is important, this related criteria is as well. While some sites may be easily accessible they are not in highly visible places. High visibility can encourage utilization, drawing traffic because of its visibility. This can lend itself to economic growth potential as well.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Identify potential projects.	M-L	O	–
Discuss siting using criteria.	M-L	O	–

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

20. Conduct an accessibility audit of existing City facilities and infrastructure.

Building codes ensure that newly constructed facilities address accessibility issues for people with limited mobility. This is reflected in the proximity of entrances to drop-offs and parking areas; the width of corridors and doorways; washroom access; and the ability of people with mobility issues to utilize the facility itself.

With the exception of the Alfred Jenkins Field House (2010), the EA Rawlinson Centre (2003), and the Art Hauser Centre (renovated in 2005), many of the City facilities were constructed in the late 1960s through to the early 1980s. It is important to recognize that while the indoor facilities are typically a focus for this type of audit, outdoor structures and facilities (including playgrounds and trail amenities) should be included in the audit.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Develop audit tool.	M-L	D	–
Develop a schedule for conducting audits.	S-L	O	–
Conduct audits.	L	O	Undetermined
Address findings of audit.	L	O	Undetermined

Goal Alignment



Individual Wellbeing



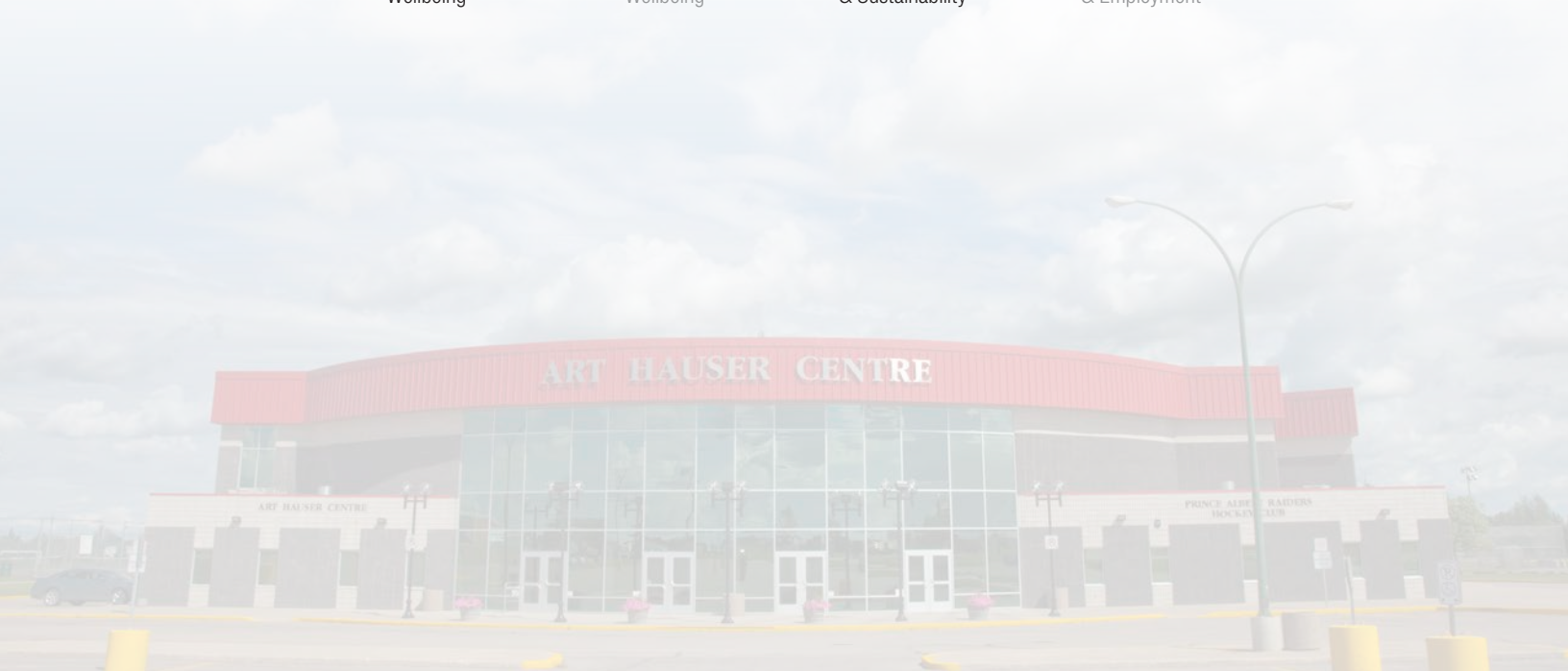
Community Wellbeing



Infrastructure & Sustainability



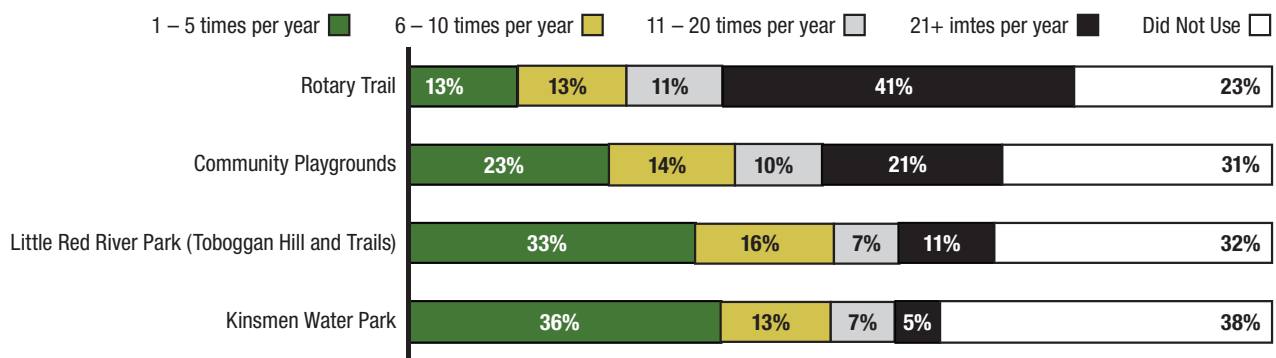
Economy & Employment



21. Develop a master plan for Little Red River Park.

Little Red River Park is a significant community recreation asset in the Prince Albert region. It services year round recreation needs for area residents; it also acts as an asset that can attract and accommodate the recreation needs of visitors. The Park has provided a venue for a plethora of activities from informal spontaneous outdoor recreation pursuits to a site for organized groups to a place of community gathering.

For each amenity listed below, please indicate how many times your household has used these OUTDOOR facilities in the past twelve months.



Recently the Park experienced significant damage due to flooding. With the variety of demands on the Park and its position as a “jewel” in the outdoor space in the Prince Albert area a master plan is needed. A master plan would identify the desired uses for Little Red River Park and address development pressures. The master plan would put in place a plan that would present development and preservation options (and their accompanying costs) as well as management plans for the natural and built spaces.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Develop and tender an RFP.	M	D	–
Select a firm.	M-L	D	–
Develop master plan.	L	D	~\$40,000 (est.)

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



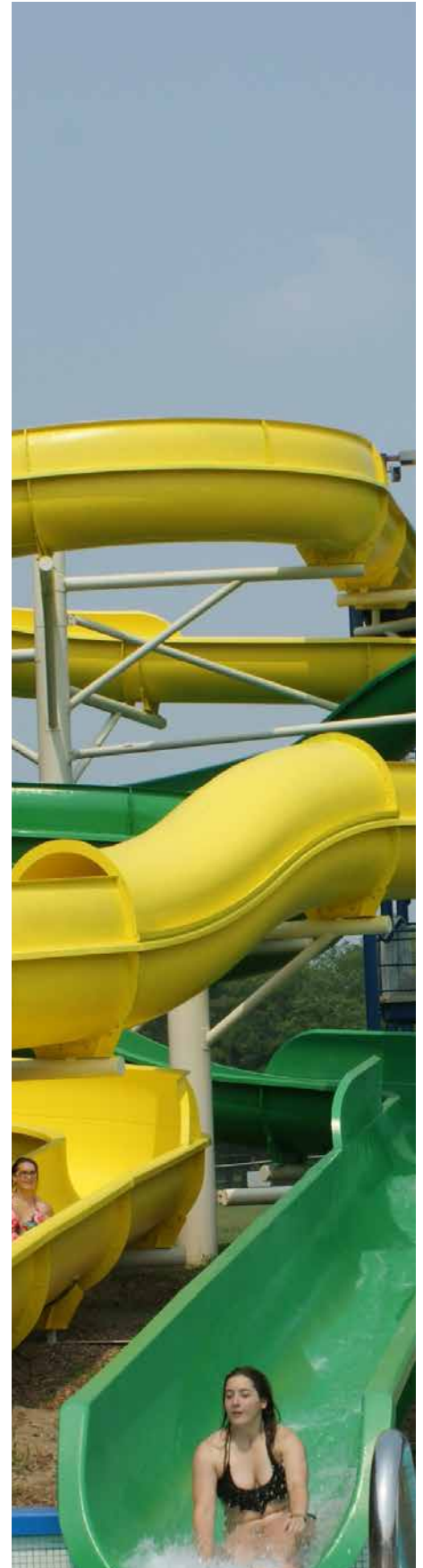
Economy & Employment

Financial Sources

The recommendations in this section focus on fees and the process by which they are set. Fees are a significant source of revenue for the Community Services Department. Having a process to set fees is a good management practice. Taxation is another primary source of revenue for the Community Services Department. With increasing costs it is appropriate to look elsewhere for revenue sources.

Financial Sources Strategic Directions

22. Develop a process manual regarding the development of fees for City of Prince Albert Community Services Department.
23. Consider alternative funding sources.



22. Develop a process manual regarding the development of fees for City of Prince Albert Community Services Department.

The Community Services Department charges a variety of fees for use of the City’s recreation facilities and services. The fees help offset the costs of operating the facilities and providing the services – in many instances these fees recover only a portion of the operating expenses. The public and user groups can be sensitive to increases in fees so the City is very considerate as it imposes increases. Currently the City consults with user groups to set fees annually. These are then submitted to City Council for approval.

There can be some particularly practical aspects of fee setting as well. For single admissions there has historically been a tendency to increase prices by common denominations—such as \$0.25. In other instances increases are held off annually with recognition of the barriers that fees sometimes place in the way of participation. In other of these examples then the increases when implemented may seem out of place when considering a percentage increase. Alternatively a large increase after a number of years of no increase can seem sizeable.

The City of Prince Albert should develop a process manual regarding how it sets its fees. The manual would simply identify a process whereby fees would be set for the different community services. This process may vary from one facility to another. This is unimportant. What is important is that a process is identified for how the fees are set. For example a fee may be set after benchmarking against other similar facilities (specifically listed) in other provincial centres (specifically listed). The actual fee then may simply be the median fee. In other instances the fee may be set by conducting price elasticity research with customers. Alternatively the fee may be pegged to a recovery target. For example the fee charged to adult users in an arena may be set to recover a certain proportion of operating costs. As costs increase so would the fees.

The manual will clearly state the processes utilized which can be shared with the community and Council. This ensures that fee setting is a transparent process. In those instances in which there is a fee differential between different groups (e.g. adult and youth), the manual would identify this as well as the mechanism used to set these differential fees. For example the youth rate might be set at 50% of the adult rate.

Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Inventory existing processes.	S-M	D	—
Research with other municipalities.	S-M	D	—
Develop and implement process.	M	O	—



23. Consider alternative funding sources.

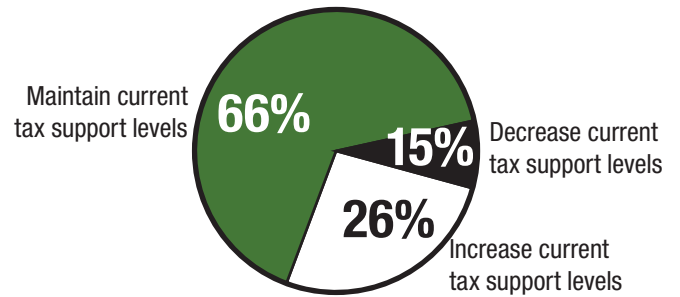
Traditionally the sources of revenue for Community Services has been user fees, lease arrangements, and taxation revenue. Recently the Community Services Department successfully instituted a marketing and sponsorship position. This position has been integral in the increase in sponsorship money accrued. These efforts need to continue and the City should be open to further opportunities to bring in this untraditional revenue.

Exploring other, non-traditional revenue sources while continuing existing strategies (e.g. leasing civic facilities, offering services also offered by private sector) can help the City fund its facilities and initiatives. The City could also look at developing more revenue-generating events, (e.g. winter carnivals) and programs (e.g. adult sports, sports academies). As well, adding fee-based amenities and/or services, such as automated teller machines or retail vending, allows for revenue generation in areas where user fees are charged.

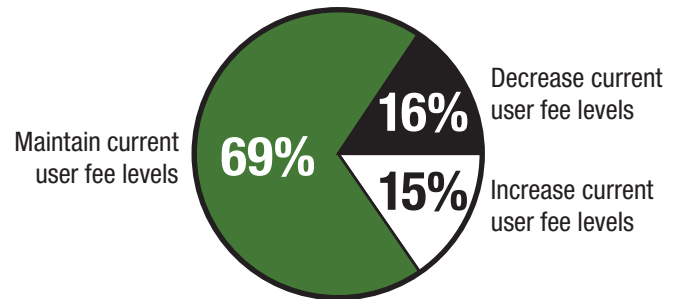
Sponsorships can be sought and leveraged for operating costs but also for capital projects. This is one of the more commonplace sources of “external” funding. Efforts should continue where and when appropriate. A full sponsorship prospectus should be developed and updated regularly that identifies sponsorship opportunities as well as dollar amounts per opportunity.

Furthermore, the City should look for partnerships with other entities particularly when it comes to facility development and operations. There are certainly a number of existing ones such as the partnership with Carlton Comprehensive High School. When looking for partners the City needs to be clear in what circumstances it will enter a partnership and what the terms will be.

Which of the following options do you support in relation to the tax support provided?



Which of the following options do you support in relation to user fees for the City of Prince Albert’s programs and facilities?



Action Plan			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Continue with sponsorship activities (including inventory of opportunities).	S	O	-
Investigate other possible funding possibilities (research with other cities).	M-L	O	-
Explore partnership opportunities.	S-L	O	-

Goal Alignment



Individual Wellbeing



Community Wellbeing



Infrastructure & Sustainability



Economy & Employment

Strategic Directions

1. Maintain the current system of program delivery. The diversified system of program delivery works well.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Maintain the current system of program delivery.	S	O	–

2. Address gaps in programming through encouragement of community organizations or through direct delivery.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Create an inventory of community programming.	S	D	–
Identify programming gaps based on current inventory and community needs.	M	D	–
Determine mechanism to address gaps.	M-L	D	Undetermined

3. Develop a partnership framework to guide how the City works with other organizations in the delivery of community services.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Complete an inventory of all City partnerships.	S-M	D	–
Identify roles and responsibilities for each partnership.	S-M	D	–
Develop a partnership framework.	M-L	D	Undetermined
Review the Joint Use Agreements with the School Divisions to meet current needs.	M	D	–

4. Enhance the current promotion of existing community opportunities including facilities and amenities, programming, and activities.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Create inventory of existing communication channels internally and externally.	M	D	–
Liaise with community organizations to determine promotional needs.	M-L	D	–
Develop a promotional plan that identifies information inputs, timing, tactics, costs.	L	D	Undetermined

5. Promote the benefits of recreation participation and activities.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Develop a promotional plan.	M-L	D	–
Implement plan.	L	O	Undetermined

6. Enhance support for volunteer community organizations to ensure their sustainability.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Liaise with groups and review needs assessment to determine supports needed.	M-L	O	–
Prioritize group support needs.	M-L	O	–
Identify a plan for providing prioritized supports.	L	O	–

7. Continue to provide grant funding for operations and maintenance (annually).			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Continue to provide grant funding.	S	O	–

8. Continue liaising with facility user groups to ensure facilities and bookings are meeting needs.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Continue liaising with facility users.	S	O	–

9. Implement an accountability process whereby groups that receive grant funding and other support and assistance from the City identify how the supports helped achieve City goals and outcomes.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Review current reporting requirements and cross reference with City goals and objectives.	M	D	–
Determine requirements for reporting (there may be several categories that align with support given).	M-L	D	–
Implement reporting requirements (may be no change for some, sizeable changes for others).	L	O	–

10. Recognize the important role that Community Clubs play in the service delivery model.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Determine specific means for recognition (e.g. declaration of Community Club day—organized programming across the city).	M	D	—
Convene a meeting with Community Clubs to discuss.	L	O	Undetermined
Implement recognition effort.	L	O	Undetermined

11. Continue the development of agreements between Community Clubs and the City of Prince Albert.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Review agreements to ensure they are appropriate, up to date, and reflect desired reporting.	L	D	—
Review current reporting requirements.	M-L	O	—

12. Offer program grant funding to ensure Community Clubs can offer programming that meets community needs.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Revisit the criteria for the Recreation Facility Grant Program and the Community Grant Program to ensure it continues to support current needs.	L	D	—
Communicate program to Community Clubs.	L	D	—
Implement program.	L	O	Undetermined <i>(may be approx. \$10,000 per year)</i>

13. Determine optimal operating models for the Community Clubs indoor ice arenas and other facilities in collaboration with the individual clubs.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Meet with Community Clubs to learn of individual situations.	S	O	—
Develop individual approaches for optimal facility operations.	L	O	—
Ensure the operations are reflected in the agreements with the Community Clubs.	L	O	—
Complete an assessment of the Community Club facilities to determine if there is an opportunity to re-purpose some locations to meet current needs.	L	D	Undetermined

14. Create a new Community Development Coordinator position to support Community Clubs and Groups that partner with the City of Prince Albert			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Create a new Community Development Coordinator position to support Community Clubs and Groups that partner with the City of Prince Albert.	M	D	Undetermined <i>(may be approx. \$50,000 – \$70,000 per year)</i>

15. Develop an ongoing and periodic mechanism to complete a community needs assessment.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Determine information and tools.	M-L	D	–
Develop and schedule tactics.	M-L	D	–
Implement needs assessment.	L	O	Undetermined

16. Use the Facility Disposition Index Framework when making decision related to reinvestment versus repurposing versus replacement versus closure of facilities.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Develop a capital list for facilities.	S	O	–
Apply framework to facilities.	S	O	–

17. Utilize the Infrastructure Planning Framework to guide the process of contemplating developing major infrastructure.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Utilize the framework when contemplating major infrastructure.	S	O	–

18. Use the Facility Prioritization Framework to rank potential infrastructure projects.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Identify list of potential projects that need to be prioritized.	M-L	O	–
Apply framework.	M-L	O	–

19. Use the site selection criteria when deciding on a location for major infrastructure.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Identify potential projects.	M-L	O	—
Discuss siting using criteria.	M-L	O	—

20. Conduct an accessibility audit of existing City facilities and infrastructure.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Develop audit tool.	M-L	D	—
Develop a schedule for conducting audits.	S-L	O	—
Conduct audits.	L	O	Undetermined
Address findings of audit.	L	O	Undetermined

21. Develop a master plan for Little Red River Park.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Develop and tender an RFP.	M	D	—
Select a firm.	M-L	D	—
Develop master plan.	L	D	~\$40,000 (est.)

22. Develop a process manual regarding the development of fees for City of Prince Albert Community Services Department.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Inventory existing processes.	S-M	D	—
Research with other municipalities.	S-M	D	—
Develop and implement process.	M	O	—

23. Consider alternative funding sources.			
Actions	Implementation Timing Short Term: <6 mths (S) Medium Term: 6–12 mths (M) Long Term: >12 mths (L)	Commitment Ongoing (O) Discrete (D)	Incremental Resource Implications
Continue with sponsorship activities (including inventory of opportunities).	S	O	—
Investigate other possible funding possibilities (research with other cities).	M-L	O	—
Explore partnership opportunities.	S-L	O	—



Appendices

A: Facility Prioritization Framework 52

Facility Prioritization Framework

Indoor

Amenity	Score	Rank
Youth Drop-in Centres	52	1
Playgrounds (Indoors)	50	2
Aquatic Facilities (Indoors)	49	3
Arena Sport Facilities (Ice and dry floor use)	46	4
Indigenous Cultural/Ceremonial Spaces	45	5
Public Art Displays (Indoors)	44	6
Batting Cages (Indoors)	44	6
Fitness/Wellness Facilities	43	8
Library Spaces	41	9
Performing Arts Studios/Practice Spaces	40	10
Meeting Rooms	38	11
Seniors Activity Spaces	38	11
Leisure Ice Surfaces (recreational use)	38	11
Special Event Facility (e.g. concerts, trade fairs, large events, etc)	38	11
Indoor Mini-Golf	37	15
Banquet Facilities	37	15
Heritage Interpretive Facilities	36	17
Skateboard Parks (Indoors)	35	18
Science Centres	34	19
Combative Sports Spaces (e.g. judo, karate)	34	19
Court Sports (e.g. racquetball/squash)	34	19
Indoor Walking/Running Tracks	33	22
Multi-use Gymnasium Spaces (e.g. basketball, volleyball, etc.)	33	22
Child Care Facilities	32	24
Curling Rinks	32	24
Dance Program Studio Spaces	32	24
Fine Arts Spaces (e.g. studios, galleries, etc...)	30	27
Gymnastic Centres	29	28
Equestrian Facilities (e.g. riding arenas, show rings)	28	29
Community Group Office Spaces	26	30
Stakeholder Group Storage Spaces	26	30
Indoor Climbing Walls	26	30
Performing Arts Centres	26	30

Outdoor

Amenity	Score	Rank
Dog Off Leash Parks	56	1
Multi Use Trails (Non-motorized)	54	2
Natural Areas/Open Spaces	51	3
Toboggan Hills	51	3
Cross-country Skiing/Running Trails	51	3
Water/Spray Parks	50	6
Community Gardens	48	7
Artificial Turf Fields (Soccer, football, etc.)	47	8
Interpretative and Historical Areas	46	9
Outdoor Leisure Skating Pads	45	10
Public Art Displays	44	11
Basketball Courts	43	12
Outdoor Fitness Equipment	42	13
Picnic and Kitchen Areas/Shelters	42	13
Baseball Diamonds	42	13
Portable Skateboard Parks	42	13
Playgrounds	41	17
BMX Park and Track	41	17
Outdoor Rinks	41	17
Soccer Fields	41	17
Softball/Slo Pitch Diamonds	41	17
Track and Field Facilities	39	22
Cricket Fields	39	22
Tennis Courts	39	22
Pickleball Courts	38	25
Boat Launches (River)	38	25
Football Fields	38	25
Beach Volleyball Courts	37	28
Canoe/Kayak Ponds	36	29
Mini-Golf Courses	36	29
Rugby Fields	36	29
Performing Arts Show Spaces	36	29
Skating Ovals (Speedskating)	35	33
Permanent Skateboard Parks	32	34
Campgrounds	26	35





