



Pincher Creek Regional Recreation Master Plan

Final: March 30, 2021



expedition
MANAGEMENT CONSULTING



March 30, 2021

Adam Grose
Recreation Manager
Town of Pincher Creek
962 St. John Avenue
Pincher Creek, AB
T0K 1W0

Dear Mr. Grose,

Please find enclosed the final Pincher Creek Regional Recreation Master Plan. It has been a pleasure working with you and the community to develop this important plan. We are looking forward to learning about your successes in implementation.

If you have any questions or require clarification on the attached report, please feel free to contact me at 780-266-7888.

Sincerely,

A handwritten signature in blue ink, appearing to read "Justin Rousseau".

Justin Rousseau, Managing Director
Expedition Management Consulting Ltd.



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EXECUTIVE SUMMARY

Introduction

Recreation, parks, and cultural services provide a variety of benefits to the quality of life of residents in the Pincher Creek region. They also feature prominently in the potential to attract visitors, new residents, and businesses. The Town and Municipal District (M.D.) are committed to the continuation of high-quality services and sound planning to ensure that the region is viewed as an attractive place to grow up, raise a family, enjoy retirement, and lead an active, healthy lifestyle. To assist in achieving this commitment, the Town and M.D. have completed a comprehensive Regional Recreation Master Plan. The plan will provide a firm steppingstone for continued planning in the region, guide future investment in recreation, parks, and culture, and support the long-term success of the region.



Community Overview

Located in the heart of Alberta’s wind and energy industries and bounded by the majestic Rocky Mountains to the west, the Pincher Creek region is a largely agricultural region with a storied cultural history and strong ties to western heritage. The Pincher Creek region is located on Treaty 7 Territory, the traditional lands of the Siksika (Blackfoot), Kainai (Blood), Piikani (Peigan), Stoney-Nakoda, and Tsuut’ina (Sarcee) First Nations.



The Town of Pincher Creek is the largest community in the region and acts as the primary service centre for the surrounding district. The vibrant community has excellent recreation assets and is a gateway to a variety of nearby attractions such as Castle Provincial Park, Castle Mountain Resort, Waterton Lakes National Park, Oldman River Reservoir, Beauvais Lake Provincial Park, and the Crowsnest Pass. Pincher Creek has abundant year-round recreation opportunities for residents or visitors that like to fish, hike, bike, ride, ski, soar, and sail. Those same recreational assets can be further leveraged to help employers attract and keep skilled workers, allow family and friends to enjoy time together, and support the economic prosperity of the region.

The Town and M.D. support numerous community associations, who in turn provide community recreational and cultural programs and services to residents. Recreation and culture in the community is largely focused on activities and events for children, youth, and seniors.

Current State

SWOT Analysis

A high-level analysis of the region’s strengths, weaknesses, opportunities, and threats (SWOT) as they relate to recreation, parks, and culture is provided below.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ample recreation, parks, and culture amenities. • Close proximity to recreation sites, parks, and natural attractions. • The Town is the primary service centre for the region. • Strong investment in recreation, parks, and culture services. • Active community associations and societies. • Strong partnership between the Town and M.D. • Strong resident and stakeholder support for recreation, parks, and culture development. • Rich cultural history in the region. • Strong municipal financial position. 	<ul style="list-style-type: none"> • Some aging infrastructure in need of major upgrades or replacement. • Disconnected trail system. • Lack of integration between recreation and tourism planning. • Communication and engagement of stakeholder groups. • Population has remained steady. • Underutilization of existing facilities. • Declining volunteer base.
Opportunities	Threats
<ul style="list-style-type: none"> • Using recreation and parks to attract and retain residents and investors. • Opportunity for linking tourism assets, recreation assets, and community development in order to increase quality of life for residents, attract visitors, and grow the local economy. • Developing a network of interconnected trails within the town and region. • Revitalizing downtown. 	<ul style="list-style-type: none"> • A lack of retention of young people. • Financial challenges due to the COVID-19 pandemic. • Unpredictable economic situation and population levels due to variable commodity prices. • Balancing the needs and demands of different user groups within the Town and M.D. • Expectations for service delivery may be higher than resources allow.



Comparative Service Level Analysis

The region is within an acceptable range of comparator municipalities for many existing indoor and outdoor recreation, parks, and culture facilities. The Town exceeds comparator service levels for indoor pools, rectangular fields, playgrounds, and dog parks. In order to meet benchmark standards for publicly operated facilities, the Town of Pincher Creek would need to add a programmable centre/hall.

Public Engagement

The Master Plan considered the goals and needs of a broad range of community members and groups in the Town. The following figure describes the inputs into the plan.



Public Engagement Results:

- Trails for walking, hiking, biking and skiing were the most important existing outdoor amenity and the most requested new outdoor amenity.
- Regarding the types of indoor and outdoor programming needed, activities that focus on education/skill-building, arts/culture, and court sports were identified by the most respondents.
- In terms of new or improved indoor facilities, upgrades to the curling rink, upgrades to the arena, and the development of climbing gym/wall were most important.
- The most common barrier to participation in recreation, parks, and culture is program/facility scheduling and being unaware of opportunities.
- Some residents of the Town and M.D. are traveling to nearby communities and parks such as the Crowsnest Pass and Waterton Lakes National Park to utilize recreation, parks, and culture facilities and services.
- Respondents to the resident survey indicated that improved marketing, promotion and signage is needed to improve visitation and the visitor experience.
- Stakeholder groups expressed a need to upgrade facilities to better serve their members and the community.
- 95% of stakeholder groups are projecting growth in their organizations over the next five years.
- A majority of resident survey respondents indicated support for an increase in property taxes (54% support) and user fees (56% support), to support recreation, parks, and culture needs.

Resident Survey Controls:

Resident survey responses were tracked across multiple channels, did not allow duplicate IP addresses, and were thoroughly analyzed to ensure the validity of the results. While some community groups might have mobilized, overall, no evidence of activities intending to skew the survey results was found and the results were deemed valid. Resident survey responses and priorities aligned strongly with other engagement inputs and assessments.



Vision for Recreation, Parks, and Culture

The region has several challenges to face over the coming years, including the social and financial impacts of the COVID-19 pandemic and provincial economic slow down. But perhaps the biggest threat to the region is stagnant population growth and an aging population that is not retaining young people. However, the region is resilient and has made significant recent investments in its people and infrastructure. As the region moves forward with this plan, it will do so in a strategic way that will leverage community assets and build off community strengths. Investment in recreation, parks, and culture will be an integral part of enhancing the social, economic, and environmental value of the community. The statement described below outlines a vision for the future.

Vision for Recreation, Parks, and Culture

By 2031, investment in high quality recreation, parks, and culture services combined with enhanced economic development opportunities will result in significant retention of young people in our region. This will contribute to the sustainability of the community and will encourage vitality, energy, and future growth.

Guiding Principles for Service Delivery

Guiding principles for recreation, parks, and culture service delivery were developed to support the implementation of the Master Plan. The Town and M.D. will:

1. Acknowledge recreation, parks, and culture has an important role to play in keeping young adults in the community, attracting new residents, attracting investment, and improving quality of life for all residents.
2. Ensure recreation, parks, and culture supports the Town and M.D.'s strategic direction.
3. Ensure inclusion and accessibility in all programs, facilities, and services.
4. Provide equitable access to facilities, services and programs which will include a balance between access for:
 - Organized groups and the general public
 - Passive and active endeavours
 - Competitive and non-competitive pursuits
 - Structured and spontaneous activities
 - Diverse ages, cultures, and abilities
 - Indoor and outdoor opportunities
5. Ensure integration and connectivity of indoor, outdoor, and cultural spaces to create a wholistic and rich experience for residents.
6. Seek opportunities to enhance and invigorate Pincher Creek's downtown.
7. Regularly engage with citizens to ensure services are delivered that meet the needs of the community in the most effective way.
8. Ensure public spaces incorporate a high degree of creative design and flexibility of use.
9. Seek solutions that preserve and enhance the natural environment.
10. Undertake sound planning for new developments including a comprehensive review of supply, demand, cost and benefit and further integration into broader municipal planning.



Top 10 Facility Priorities

The master plan process considered a wide variety of inputs including community engagement, supply/demand analysis, and a review of the demographics of the region (see Section 10 – Master Plan Priorities). Below are the top 10 recommended facility priorities.



1. Trail system expansion and enhancement

Develop a comprehensive, well connected trail system throughout the region that will encourage people to get outside and live a healthy, active lifestyle as well as promote active transportation.



3. New curling rink (tied for #3)

In the short to medium-term, the Town and M.D. should further explore developing a new curling rink. New development should include sound business and operational planning to support the sustainability and success of the club. It will be essential for the new curling rink facility to reach out to children, youth, and young adults through enhanced programming specifically directed at these age groups. It is further recommended that the curling rink be highly visible to the general population through architectural enhancements (e.g. glass wall and viewing area).



2. Arena upgrades

In the short-term, it is recommended that the upgrades outlined in the recent arena assessment be completed, dressing rooms should be upgraded, the front lobby should be modernized, and a new façade should be put on the building. In the long-term, once the arena is nearing the end of its useful life or utilization has grown substantially, development of a new arena should be considered. To support future replacement, annual contributions to capital reserves should continue.



5. Regional signage/wayfinding

In the short to medium-term the Town and M.D. should work to develop a network of regional signage for identified areas of visitation. Regional signage should have a consistent theme that matches the brand of the region.



3. Upgrade existing outdoor facilities (tied for #3)

To support greater participation in recreation, parks, and culture activities, well-loved outdoor facilities should be improved through enhanced irrigation at sport fields, wind fencing at the tennis courts, and equipment upgrades at the skatepark.



6. New climbing wall/gym

In the short to medium-term, the Town and M.D. should consider opportunities to develop a climbing space at an existing facility such as the Multi-Purpose Facility (near the water slide), a future multi-use facility or in partnership with the private sector.



7. Arts/culture performance and rehearsal space

In the medium-term, the Town and M.D. should consider opportunities to develop a performing arts and culture space capable of hosting programs, events, and performances for approximately 200 people.



8. Golf Club upgrades

In the short to medium-term, the Town and M.D. should work with the Golf Club to seek opportunities to fund upgrades.



9. Enhanced day use areas and river access

The Town and M.D. should look to develop additional and enhanced staging and day-use areas at key locations throughout the region that include water access, trails, parking, washrooms, picnic tables, and BBQ pits with a strong focus on accessibility.



10. Enhance pool changerooms and leisure elements

In the medium to long-term, the Town and M.D. should invest in strategic upgrades to the pool including enhanced changerooms, an expanded leisure pool, a spray and play structure, and a year-round enclosed water slide.



Top 10 Operational Priorities

In addition to facility development priorities, the master plan process also considered operational action items that will help move the region forward in the coming years. Below are the top 10 recommended operational priorities.



1. Better align facility and program scheduling with community need.

In the short-term, it is recommended that the Town and M.D. collect feedback from the community on preferred program scheduling and look to amend the operational hours of key facilities through direct provision or through the support of local organizations.



4. Expand and enhance indoor programming for all ages.

In the short-term, it is recommended that the Town and M.D. expand and enhance the provision of indoor programs directly or in partnership with local groups. Program plans for youth, sport, arts, culture, education, and skill-building should be developed.



2. Position recreation, parks, and culture as a core competitive advantage of the community.

In the short-term, the Town and M.D. should develop strategies for resident attraction and retention broken down by demographics that position the region's recreation, parks, and culture opportunities as a core competitive advantage. The strategies should align with the Regional Recreation Master Plan and other community plans and strategies.



5. Enhance outdoor programming.

The Town and M.D. should enhance the provision of outdoor programs that focus on a variety of categories including parks, trails, education, skill-building, culture, and fitness.



3. Hire a community development and programming officer.

It is recommended that the Town and M.D. add a community development and programming officer in the short to medium-term. The role of this position will be:

1. Aid in the provision of recreation, parks, and culture programs for residents.
2. Build capacity among stakeholder groups to offer programs.
3. Educate and build the local volunteer base.
4. Direct programming where gaps exist.



6. Improve the communication of recreation, parks, and culture information, opportunities, and mapping.

The Town and M.D. should work to improve communications by improving online information, facilitating collaboration, and enhancing print information and signage.



7. Develop a regional tourism strategy.

Develop a regional tourism strategy to provide a shared vision for tourism, a framework for stakeholders to collaborate, and a direction for tourism development in the Pincher Creek region. The strategy should align with the Regional Recreation Master Plan, Economic Development Strategy, and other community plans and strategies.



8. Support downtown vitality and walkability.

The Town and M.D. should prioritize opportunities to develop facilities, programs, and events near the downtown core to promote downtown vitality. Opportunities to improve the walkability of the area, provide better access to the creek, and enhance the visual aesthetic of downtown should be explored.



9. Enhance tourism marketing, promotion, and signage.

In the short-term, it is recommended that the Town and M.D. enhance regional tourism marketing and promotion through social, digital, and print media in a coordinated campaign that clearly identifies the region's tourism identity and offerings.



10. Seek opportunities for collaboration and partnership with stakeholder groups and nearby attractions/communities.

In the short-term, the Town and M.D. should seek to establish partnerships and enhanced offerings with nearby attractions such as Castle Mountain Resort, Castle Provincial Park, Waterton Lakes National Park, and the Crowsnest Pass.





Conclusion

The Master Plan puts forward a strategic direction that will guide the community toward its vision to deliver high quality recreation, parks, and culture services, enhance economic development opportunities, and retain young people.

Implementation of the Master Plan will require investment and concerted effort on the part of the Town, the M.D., funding partners and the community. This investment will ensure that the enhanced recreation, parks, and culture system is recognized as a core strength of the community, contributing to the sustainability of the community and encourage vitality, energy, and future growth.

1

PROJECT OVERVIEW

Introduction

Recreation, parks, and cultural services provide a variety of benefits to the quality of life of residents in the Pincher Creek region. They also feature prominently in the potential to attract visitors, new residents, and businesses. The Town and Municipal District (M.D.) are committed to the continuation of high-quality services and sound planning to ensure that the region is viewed as an attractive place to grow up, raise a family, enjoy retirement, and lead an active, healthy lifestyle. To assist in achieving this commitment, the Town and M.D. have completed a comprehensive Regional Recreation Master Plan. The plan will provide a firm steppingstone for continued planning in the region, guide future investment in recreation, parks, and culture, and support the long-term success of the region.

The Master Plan includes an assessment of the current state of recreation, parks, and culture infrastructure and service delivery, recommended priorities to meet current and future needs and a prioritized implementation plan that will guide decisions related to recreation, parks and culture in the region.

Process

The Master Plan process had five, interconnected phases, as described next.



Project Team

The Project Steering Committee was established to oversee the project, provide input, and give feedback on the overall direction of the Master Plan. The plan was developed by a multi-disciplinary consulting team led by Expedition Management Consulting Ltd.

Project Steering Committee	
Organization	Representatives
Committee Members	La Vonne Rideout – Director of Community Services, Town of Pincher Creek
	Roland Milligan – Director of Development and Community Services, M.D of Pincher Creek
	Adam Grose – Recreation Manager, Town of Pincher Creek
	Rhonda Oczkowski - Recreation Administrative Assistant, Town of Pincher Creek
	Marie Everts - Marketing, Events & Economic Development Officer, Town of Pincher Creek
	Kris Larson – Pincher Creek Recreation Advisory Committee
Consultant Team	Sabrina Ryans – Pincher Creek Recreation Advisory Committee
	Justin Rousseau – Expedition Management Consulting Ltd. (Consulting Team Lead)
	Drew Ziegler – Expedition Management Consulting Ltd.
	Maxwell Harrison – Expedition Management Consulting Ltd.
	Dnyanesh Deshpande – Green Space Alliance
	Michael Borland – Green Space Alliance

Overview of Research

A variety of primary and secondary research activities were conducted to develop this report. Primary research was completed through two separate surveys, interviews with stakeholders, digital engagement sessions, in-person engagement stations, and workshops with Town Council, M.D. Council, and the Recreation Advisory Committee. Secondary research consisted of a review of key internal and external documents, benchmarking research, and provincial and national recreation documents.

1. Surveys Administered:

- a. Pincher Creek Resident Survey (627 responses)
- b. Pincher Creek Stakeholder Survey (20 stakeholder groups responded)

2. Meetings Conducted:

- a. Committee Project Meetings
Dates: June 16, June 24, July 2, July 9, September 23, and November 19, 2020.
January 29 and February 12, 2021.
Purpose: Project management and input.
- b. Digital Engagement Sessions
Dates: July 23, July 29, and August 4, 2020.
Purpose: Gather input from residents and stakeholders.
- c. Town Council Input Workshop
Date: August 5, 2020
Purpose: Gather input from Town Council.
- d. In-Person Engagement Stations
Dates: August 13-14, 2020
Purpose: Gather input from the public.
- e. Recreation Advisory Committee Workshop
Date: August 19, 2020
Purpose: Gather input from the RAC.
- f. M.D. Council Input Workshop
Date: August 25, 2020
Purpose: Gather input from M.D. Council.
- g. Draft Plan Public and Stakeholder Input Sessions
Date: March 4, 2021
Purpose: Gather feedback from residents and stakeholders on the Draft Plan.

3. Recreation, Parks, and Culture Stakeholders Consulted (through interviews and/or stakeholder survey):

- a. Invites were sent out by the Committee to stakeholder groups. 27 chose to participate in the engagement process, including representatives of the following organizations:

Local Stakeholder Groups:

- | | |
|--|---|
| i. Pincher Creek Minor Hockey Association | xiv. Pinch-o-Crow Creekers |
| ii. Pincher Creek Curling Club | xv. Joe's Weight Training & Fitness Facility |
| iii. Pincher Creek Skating Club | xvi. Adaptable Outdoors |
| iv. Pincher Creek Golf Club | xvii. Syncline Castle Trails Association |
| v. Pincher Creek Soccer Association | xviii. Barracuda Judo Club |
| vi. PC & D Mustang Football Society | xix. South West Alberta Skateboard Society |
| vii. Pincher Creek 5 Pin Bowlers Association | xx. Pickleball |
| viii. Pincher Creek Minor Baseball | xxi. Pincher Creek Badminton Club |
| ix. Pincher Creek & District Historical Society | xxii. Castle Mountain Community Association |
| x. Pincher Creek and District Municipal Library | xxiii. Patton Park Society |
| xi. Allied Arts Council of Pincher Creek | xxiv. Waterton Lakes National Park Group Youth Society of Pincher Creek |
| xii. Pincher Creek & District Agricultural Society | xxvi. Pincher Creek Elks Lodge |
| xiii. Heritage Acres Farm Museum | xxvii. Trinity Lutheran |

4. Document Reviewed

- a. Strategies, plans, and other documents from the Town and M.D. of Pincher Creek.
- b. Planning documents from stakeholder groups and neighbouring municipalities.
- c. Recreation frameworks and policies from provincial and national sources.



2

COMMUNITY ANALYSIS

Located in the heart of Alberta’s wind and energy industries and bounded by the majestic Rocky Mountains to the west, the Pincher Creek region is a largely agricultural region with a storied cultural history and strong ties to western heritage. The Pincher Creek region is located on Treaty 7 Territory, the traditional lands of the Siksika (Blackfoot), Kainai (Blood), Piikani (Peigan), Stoney-Nakoda, and Tsuut’ina (Sarcee) First Nations.

The Town of Pincher Creek is the largest community in the region and acts as the primary service centre for the surrounding district. The vibrant community has excellent recreation assets and is a gateway to a variety of nearby attractions such as Castle Provincial Park, Castle Mountain Resort, Waterton Lakes National Park, Piikani First Nation, Oldman River Reservoir, Beauvais Lake Provincial Park, and the Crowsnest Pass. Pincher Creek has abundant year-round recreation opportunities for residents or visitors that like to fish, hike, bike, ride, ski, soar, and sail. Those same recreational assets can be further leveraged to help employers attract and keep skilled workers, allow family and friends to enjoy time together, and support the economic prosperity of the region.

Figure 1. Pincher Creek Regional Map



Recreation, Parks and Culture Overview

The region has a strong history of supporting the recreational and cultural pursuits of its residents through investments in indoor and outdoor amenities, youth sports, community programs and cultural preservation. The region's accessible natural features and proximity to beautiful natural environments such as the Rocky Mountains and Provincial and National Parks are key contributors to the community's recreation and parks offering.

"Recreation and parks are essential means for enhancing individual wellbeing, community vitality, economic sustainability and stewardship."

Alberta Parks and Recreation Association

The Town and M.D. support numerous community associations, who in turn provide community recreational and cultural programs and services to residents. Recreation and culture in the community is largely focused on activities and events for children, youth, and seniors.

"Albertans enjoy a high quality of life, improved health and wellness, strong communities, economic benefits and personal fulfillment, through recreation active living and sport."

Active Alberta (2011–2021)



SWOT Analysis

A high-level analysis of the region’s strengths, weaknesses, opportunities, and threats (SWOT) as they relate to recreation, parks, and culture was completed to support the Master Plan. The key findings from this analysis are provided below.

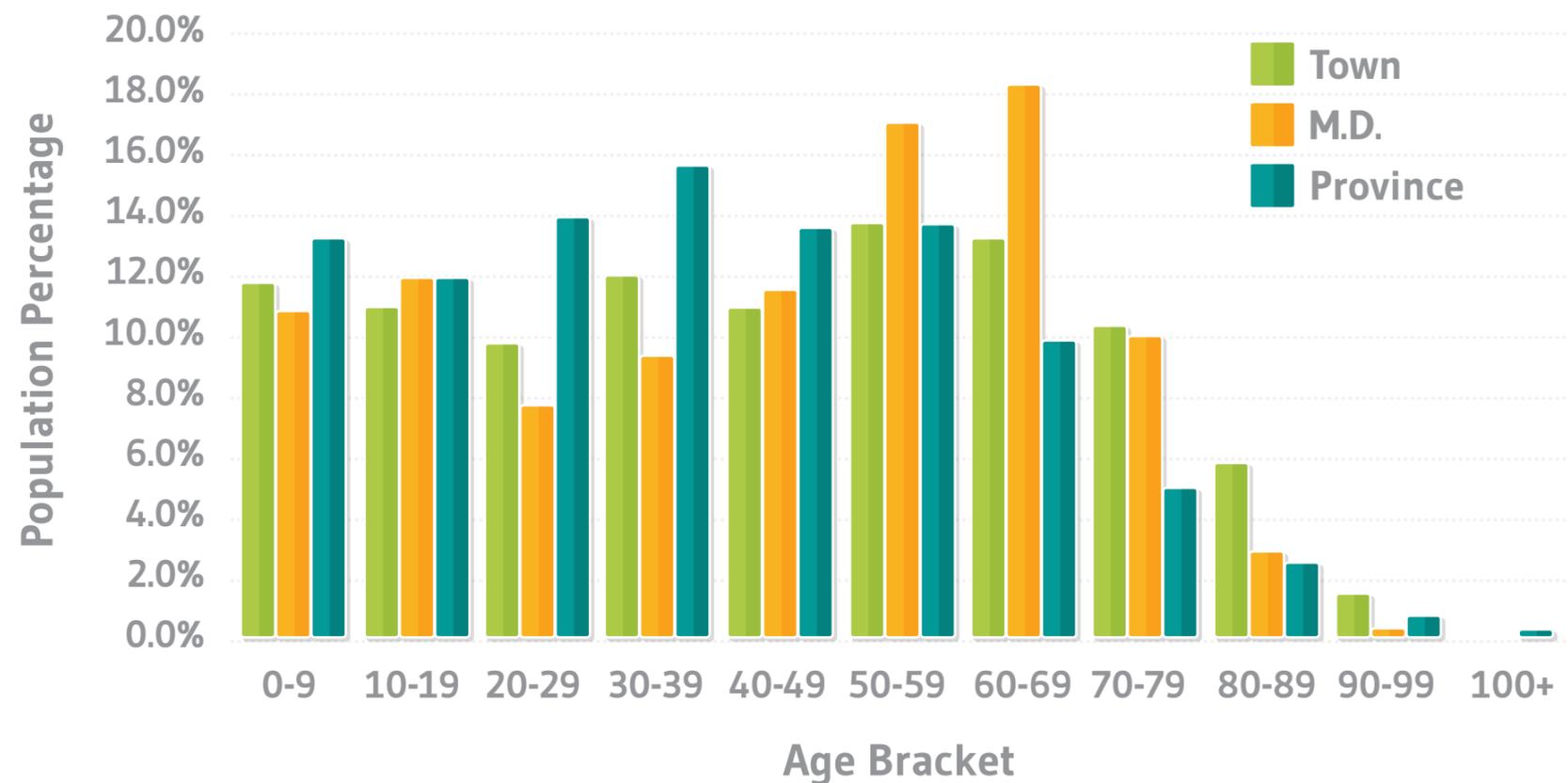
Strengths	Weaknesses
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<ul style="list-style-type: none"> • Using recreation and parks to attract and retain residents and investors. • Opportunity for linking tourism assets, recreation assets, and community development in order to increase quality of life for residents, attract visitors, and grow the local economy. • Developing a network of interconnected trails within the town and region. • Revitalizing downtown. 	<ul style="list-style-type: none"> • A lack of retention of young people. • Financial challenges due to the COVID-19 pandemic. • Unpredictable economic situation and population levels due to variable commodity prices. • Balancing the needs and demands of different user groups within the Town and M.D. • Expectations for service delivery may be higher than resources allow.



Community Demographics

The population of the Town of Pincher Creek is 3,642 residents according to the most recent 2016 Federal Census. The Town's median age is 45.1 years old, which is significantly higher than the Provincial median of 36.7 years old. This is due to the Town having a larger proportion of residents over the age of 60 compared to the Province as a whole. Similarly, the age distribution of the 2,965 M.D. residents reveals an even higher median age of 48.1 with a larger proportion of residents above the age of 50. This has implications for recreation, parks, and culture planning because the Town and M.D. are serving an older population whose needs could differ from younger community members. A complete breakdown of the Town, M.D. and provincial age demographics is shown in Figure 2.¹

Figure 2. Age Distribution Comparison of the Town and M.D. of Pincher Creek to Provincial Average



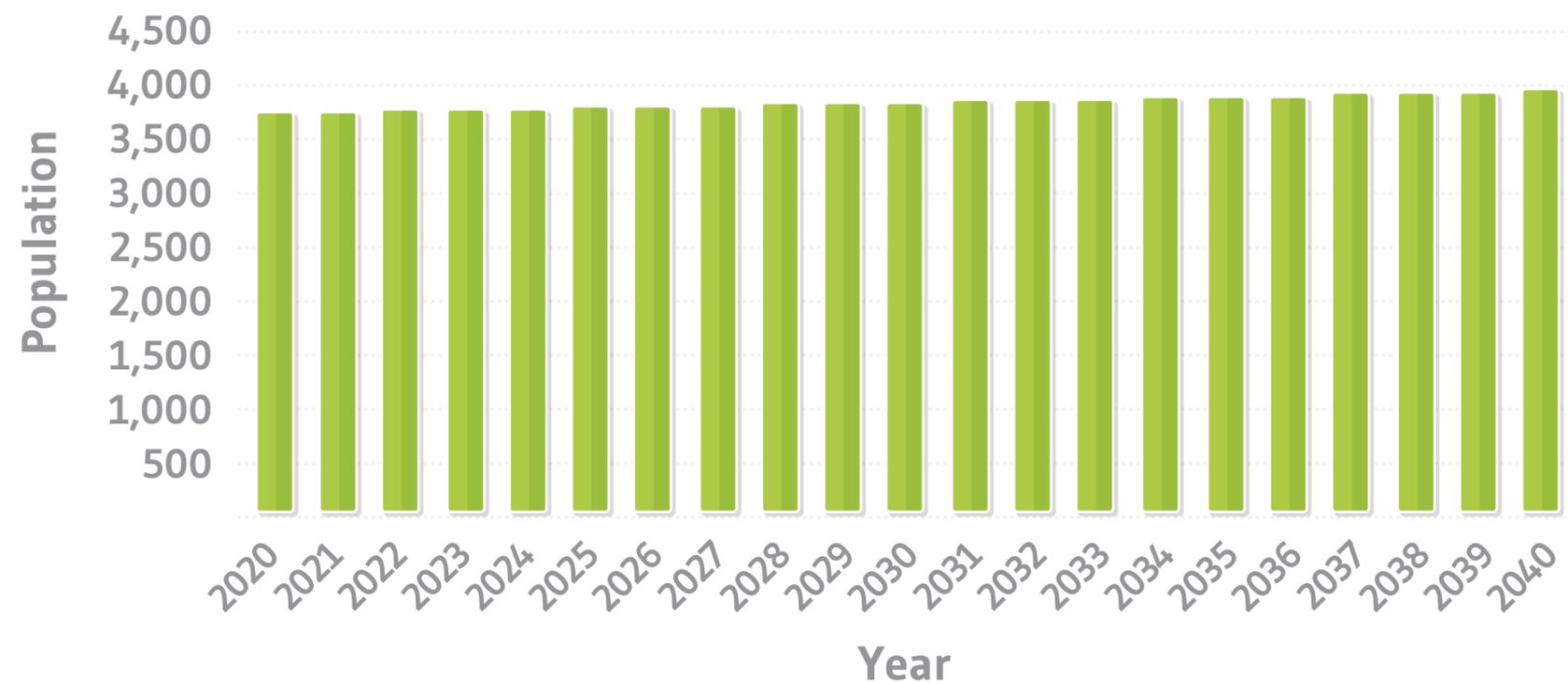
Median individual incomes in the Town of Pincher Creek (\$57,995) and M.D. (\$43,126) are lower than the provincial median (\$64,090). Similarly, median household incomes in the Town (\$69,376) and M.D. (\$78,251) are lower than the provincial median (\$93,835). The majority of Town residents work in Town (82%) and the most common industries are retail (13%), healthcare and social assistance (12%), accommodations and food services (11%), and public administration (9%). M.D. residents largely work within the M.D. (72%) in agriculture, forestry, fishing and hunting (30%), healthcare and social assistance (9%), construction (8%), and mining, quarrying, and oil and gas extraction (8%).²

Population Projections

The region’s population is strongly linked to broader economic activity making it difficult to predict future population based on past changes alone. The permanent population of the Town and M.D. has shown negative growth in the short-term, but remained stable over the past 2 decades. However, this trend could reverse depending on the state of the local economy, the fortunes of the oil, gas, and mining sector, and the impact of the COVID-19 pandemic.

For the planning purposes of this report, projections for the Pincher Creek region from the Government of Alberta in 2019 have been utilized. The report estimates an annual population growth rate of 0.27%.³ If this growth rate is applied to the Town of Pincher Creek, the population projection for the next 10 years is 3,782 and 20 years is 3,885. Growth projections for the Town of Pincher Creek are shown in Figure 3.

Figure 3. Town of Pincher Creek Population Projections*



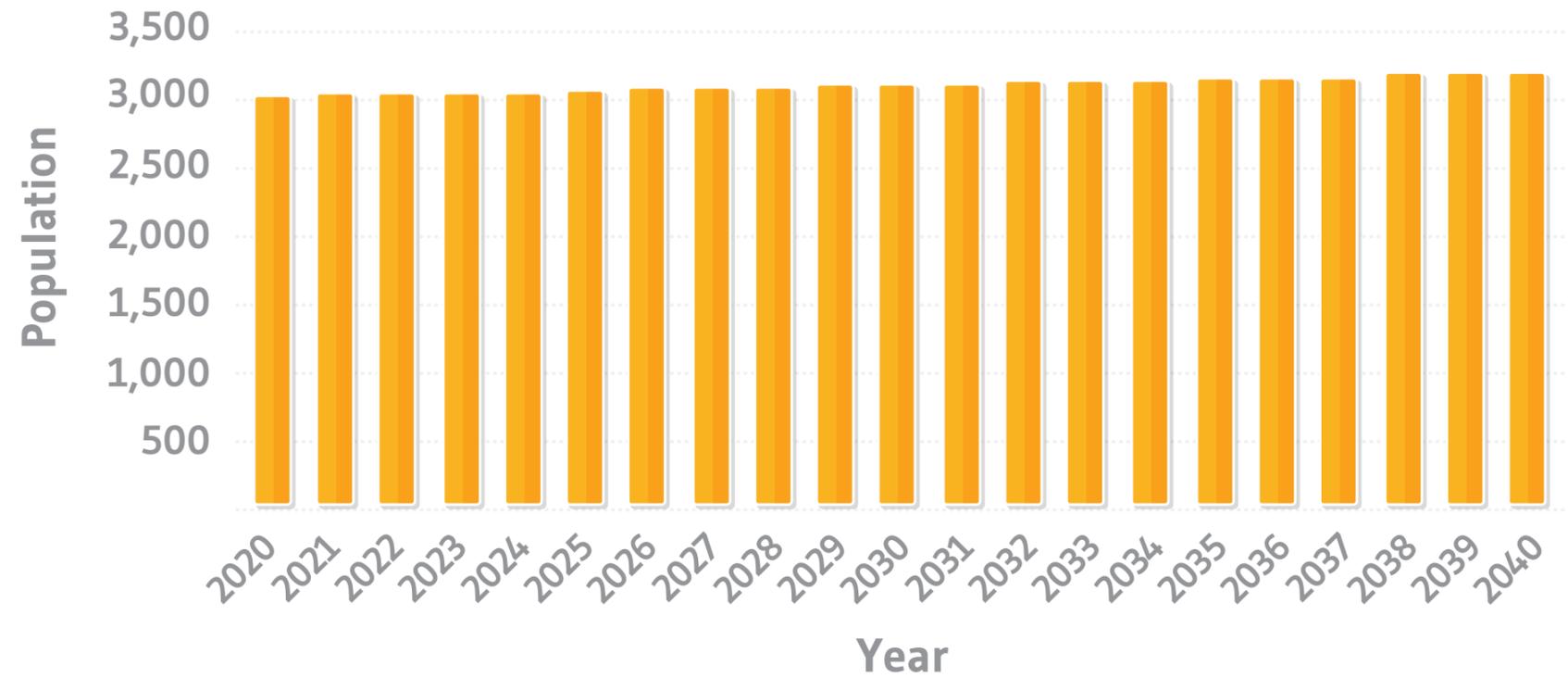
*Based on Government of Alberta regional population projections (2019-2046).

If this growth rate is applied to the M.D. of Pincher Creek, the population projection for the next 10 years is 3,079 and 20 years is 3,163. Growth projections for the M.D. of Pincher Creek are shown in Figure 4. Combined population projections are shown in Figure 5.

It should be noted that, despite Provincial population growth forecasts, the elevated median age of the Town and M.D. and a continued inability to retain young adults (age 20-40) could cause the regional population to decline in the coming years. This could significantly affect the ability of the Town and M.D. to support recreation, parks, culture, tourism, economic development, and community growth and sustainability.

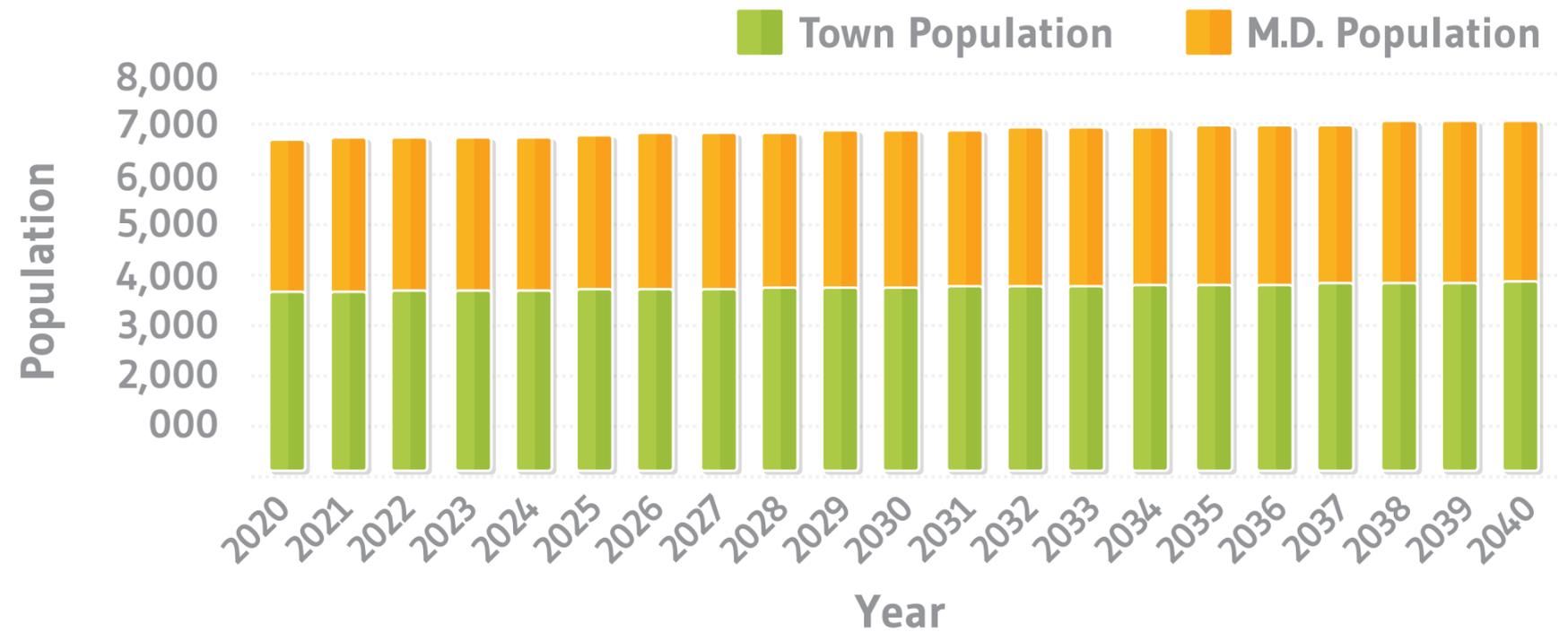


Figure 4. M.D. of Pincher Creek Population Projections*



*Based on historical population figures for the Pincher Creek Recreation Area.

Figure 5. Combined Town and M.D. Population Projections

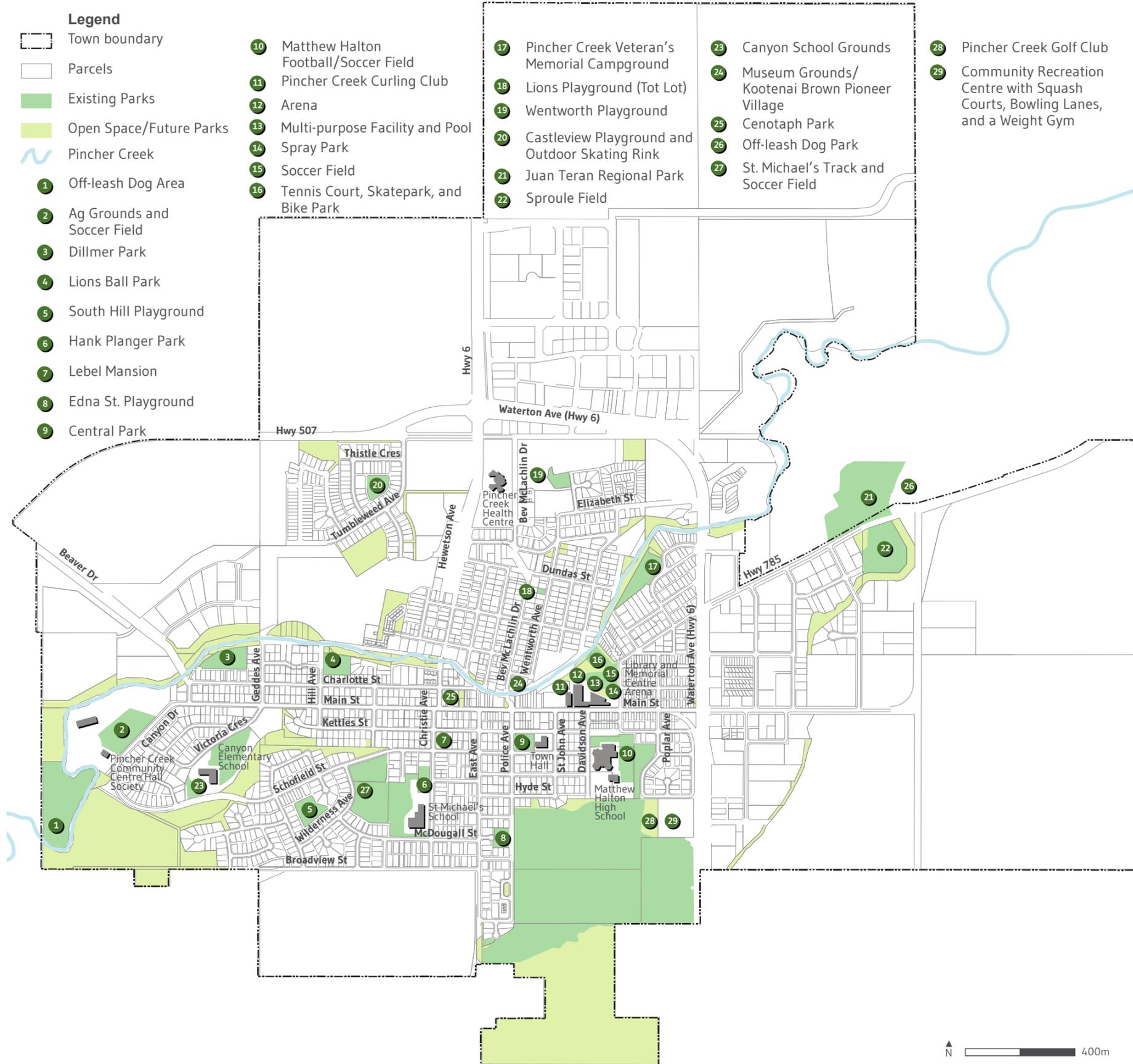




Recreation, Parks, and Culture Infrastructure

The majority of indoor facilities are located within town, including the pool, arena, curling rink, library, and Lebel Mansion while the M.D. is home to an abundance of outdoor facilities, such as recreation areas, campgrounds, parks, Heritage Acres, and Castle Mountain Resort. The following maps highlight the location of key infrastructure in the Town (Map 1) and M.D. (Maps 2 & 3). For a complete summary of the region's recreation, parks, and culture infrastructure please see Appendix A. The utilization of key facilities and programs, along with an overview of community and partner programs and events is shown in Appendix B.

Map 1. Town of Pincher Creek Recreation, Parks, and Culture Facilities Map



Hank Planger Park



Edna St. Playground

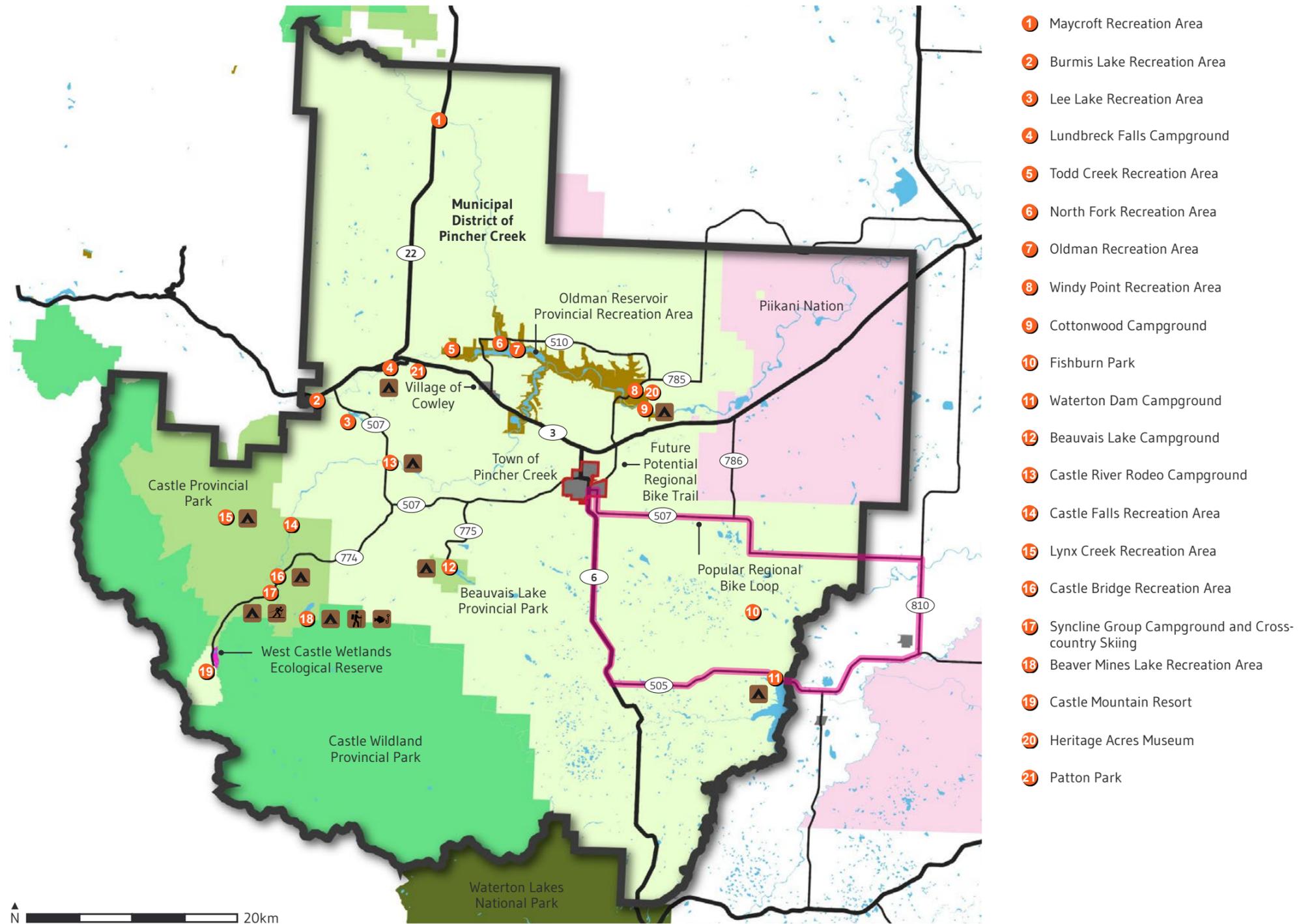


Multi-purpose Facility and Pool

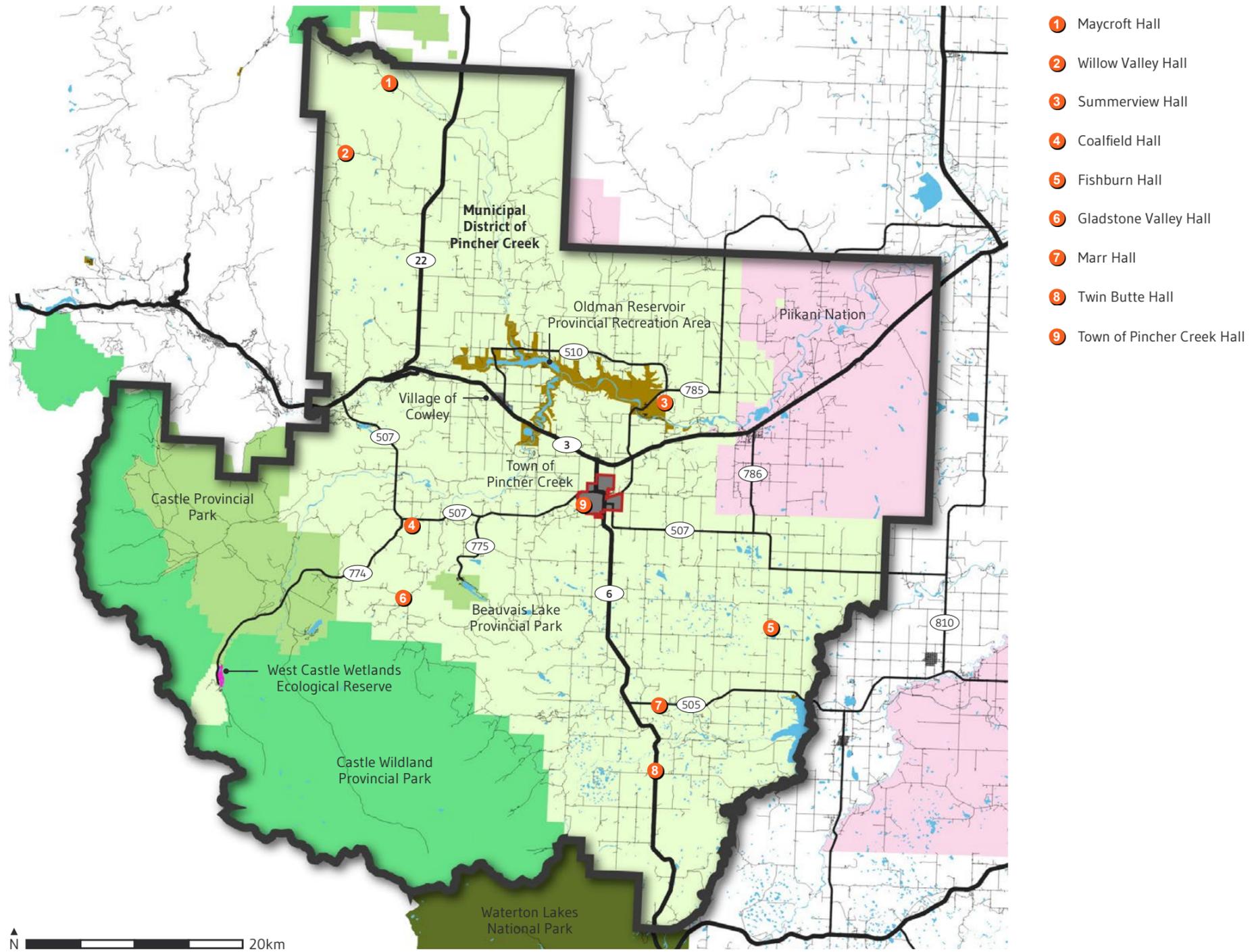


Pincher Creek Veteran's Memorial Campground

Map 2. M.D. of Pincher Creek Regional Recreation Assets



Map 3. M.D. of Pincher Creek Community Halls





Regional Context

Residents from the Pincher Creek region often travel outside the community to meet their family's recreation, parks, and culture needs. For example, residents reported traveling to the Crowsnest Pass for activities such as performing arts and sports. As populations grow, a higher level of demand will be placed on recreation, parks, and culture services. Additionally, as neighbouring municipalities develop recreation facilities and programs, there are impacts on the supply of facilities available to Pincher Creek.

Intermunicipal Collaborative Framework

The Intermunicipal Collaborative Framework between the Town and M.D. creates the opportunity to better serve and provide quality of life to the residents through joint planning of specified land use, sharing of the operation costs of regional assets, and providing programs and services that have mutual benefits in the greater Pincher Creek region.⁴

Cost Share Agreement

The Town and M.D. maintain a cost-sharing agreement to ensure residents have access to quality recreation services, while reducing the recreation costs each municipality is required to pay. Services funded through the cost-share agreement include the arena, pool, sport fields, recreation programs, Lebel Mansion, Community Recreation Centre, and library.

Funding and Support Mechanisms

The Town and M.D. provide funding for organizations that benefit the residents of the region through a Joint Funding Agreement. In 2020, 25 community organizations received total grant funding of \$262,121.

Benchmarking Research

A comparative analysis to similar communities was conducted in order to provide a reference point for the region's level of service provision. Municipalities were chosen as comparators if they satisfied the following requirements:

- A. The municipality is located in southern Alberta.
- B. The municipality has both a rural and urban service area.
- C. The municipality has a similar population to the Town of Pincher Creek.
- D. The estimated rural and urban service areas are similar to the Pincher Creek region.

The Towns of Cardston, Claresholm, Fort Macleod, and Raymond met all three criteria and were selected as comparators. For more information see Appendix C

Comparative Service Level Analysis Key Findings

The following key findings were derived from the comparative analysis:

- Pincher Creek exceeds comparative service levels for indoor pools, arts/culture facilities, rectangular fields, playgrounds, and dog parks.
- Pincher Creek meets comparative service levels for ice surfaces, curling sheets, fitness centres, gymnasiums, libraries, spray parks, skateparks, bike parks, ball diamonds, golf courses, campgrounds, tennis/pickleball courts, and running tracks.
- To meet current benchmark standards, Pincher Creek would need to add a programmable centre/hall.

Fee Structure Analysis

An analysis of Pincher Creek's recreation fee structure was conducted using fee structure information gathered from comparator communities (see Appendix D). The fee categories analyzed were those in which a relatively direct comparison could be made and do not represent the full fee schedules of each municipality. Pincher Creek fees are closely aligned with comparators and no major fee structure changes are recommended.



Strategic Alignment Analysis

The concepts identified in this document are aligned with the strategic elements used to plan other aspects of infrastructure and services within the Town and M.D. In addition, the broader planning context of provincial and national recreation frameworks and plans is also considered. The strategic alignment analysis was utilized as one indicator to justify future initiatives. For an expanded discussion on these strategies, see Appendix E.

The concepts identified in this document are aligned with the strategic direction used to plan other aspects of infrastructure and services within the Town and M.D.



3

TRENDS



In order to inform the planning process, it is important to review trends that affect the delivery of recreation, parks, and culture services. Trends will be utilized as one indicator to justify future initiatives. For a full review of relevant trends see Appendix F.

Recreation, Park, and Culture Trends

Increase in Flexible, Unstructured Activities



An aging population and growing pressures to fit recreation into convenient time slots have resulted in increases provision and participation in less structured and drop-in activities.

Membership in provincial sport organizations has not kept pace with the annual increase in provincial population.



Team Sports Decreasing in Popularity

Rise in Outdoor-Based Activities



Participation in outdoor recreation has increased significantly as people seek to connect with nature. The COVID-19 pandemic has pushed municipalities to offer more outdoor fitness, health, wellness, and culture opportunities.

Municipalities are developing their parks to support winter recreation and comfortable protection from wind and cold winter weather.



Increased Emphasis on Parks for All Seasons

Increased Importance of Culture



The most popular activities that Albertans participate in share three core principles: community, connection, and discovery.

Many communities across Canada and the U.S. have created Cultural Districts to position the arts at the centre of urban revitalization efforts, bringing renewed life to downtown cores.



Cultural Districts Boosting Urban Revitalization

Increased Focus on Natural Playground Environments and Youth Recreation Opportunities



“Nature play” areas incorporate natural elements to enhance the play environment and complement traditional play structures. Providing recreational opportunities and community spaces specifically for youth are critical to positive youth development and engagement in the community.

Municipalities must strategically address any barriers and constraints that specific populations may face when participating in recreation, parks, and culture services.



Increased Emphasis on Inclusion and Access

Focus on Sustainability and Capacity of Recreation



An appropriate mix of individuals including professional staff and volunteers is needed for delivering high-quality recreation programs and services.

A growing cultural movement has focused on reconsidering how communities use historical iconography such as statues, memorials, and prominent names.



Naming Policies Being Reassessed Amid Growing Cultural Shift

Urgent Need for Pandemic Planning



The COVID-19 pandemic and the increased risk of future pandemics mean municipalities must be aware of the impact of a pandemic on their own capacity to provide services and plan accordingly.

Volunteers continue to be vitally important to the planning and delivery of recreation, culture, events, and programs. However, municipalities must consider the shifting motivations and capacity of volunteers when looking to expand the volunteer base.



Evolving Nature of Volunteerism

Facility Planning and Development Trends⁵

Dedicated Funding and Partnerships Needed to Address Infrastructure Deficits

The use of multipurpose facilities is on the rise. Consolidation of services leads to effective use of resources and increases efficiencies through economies of scale. The Pincher Creek region could further expand recreation and culture services with a multi-purpose space.



Many communities have faced significant costs associated with aging infrastructure, so capital reserve funds have become more commonplace to ensure that funding is set aside for regular capital maintenance.



Rise in Multi-purpose Facilities

Embracing New Technology



Communities and recreation departments are finding it critical to embrace new technology to meet the changing demographics and needs of their citizens and users.

Intermunicipal Development Plans and Intermunicipal Collaboration Frameworks promote regional cooperation on the funding of operating and capital costs.



Regional Facilities

4

CASE FOR INVESTMENT
IN RECREATION, PARKS,
AND CULTURE



Investment in recreation, parks, and culture services is fundamental to building a healthy, connected, and thriving community. Now more than ever, prioritizing this investment is key to realizing the benefits of recreation, parks, and culture and supporting the economic, social, and environmental health of the community.

Benefits of Recreation, Parks, and Culture

The contribution of recreation, parks, and culture amenities to a community in terms of health, quality of life, and environmental benefits are generally well known, but the linkages between these and a host of broader-reaching benefits are stronger than previously recognized. The Canadian Parks and Recreation Association has compiled research and evidence that points to five broad benefits of recreation.

Enhanced Mental and Physical Well-Being

Recreation and parks have an important role to play in increasing physical activity, which is a crucial factor in physical and mental health. Increased physical activity levels are associated with the presence of trails for walking, hiking and cycling, and organized events, including sport competitions and other attractions. People who participate in recreation have reported improved self-esteem and life satisfaction.

Enhanced Social Well-Being

Experiencing recreational activities has been shown to enhance social well-being. For both children and adults, recreation supports the development and strengthening of social relationships.

Builds Strong Families and Communities

Participation in recreation and culture activities can be an important component of fostering family cohesion, adaptability and resilience while helping to build welcoming communities for people and families from diverse cultures.

Helps People Connect with Nature

Connecting citizens with the natural environment can provide both environmental and human benefits. Exposure to natural environments and greenspaces can have a positive effect on health, including reducing stress levels and improving cognitive development in children.

Economic Benefits

Recreation has been shown to be a powerful contributor to community economic development. Spending on recreation provides local economic benefits, providing employment opportunities, helping to retain existing residents in the area, and attracting new residents and visitors. There are also significant cost savings to the economy through reductions in obesity and other chronic health conditions, strain on social services, and crime.



Supporting Pandemic Recovery Efforts

Access to recreation facilities and programs is a fundamental service for Canadians that will usher in a return of normalcy after COVID-19, especially for children and seniors. Government funding to restore municipal recreation, parks, and culture services is essential. Re-establishing these services as quickly as possible will provide much-needed social, mental, and physical benefits to Canadians. Post-COVID-19, the public is anticipated to have a new and greater appreciation for the benefits of community recreation, parks, and culture services.

The Canadian Parks and Recreation Association has identified four mechanisms to support recreation, parks, culture, and recovery efforts.⁶



Youth Employment in Municipal Recreation, Parks, and Culture

Post-COVID-19 economic stimulus provided by government should include a youth employment program targeted at jobs in municipal recreation, parks, and culture. The program(s) would better connect youth to their communities, increase the speed by which municipalities can ramp up the return of their services, and create jobs for youth experiencing a slow uptake in employment post-COVID-19.

Community Sport and Recreation Funding

Municipalities will face multiple challenges and significant costs in resurrecting the parks and recreation services in a post-COVID-19 environment, including re-hiring/hiring/training of new staff, cleaning of facilities, preparing major infrastructure, addressing new and enhanced public health concerns about facilities and programs. Funding program that support the costs of ramping up recreation services to support individual and societal recovery from COVID-19 should be prioritized by municipal, provincial, and federal governments.

Investment in Sport and Recreation Community Infrastructure

Recreation has been long identified as one of the municipal infrastructure systems in most need of investment. And now, unlike road, water and bridges that have not been impacted by COVID-19, recreation is in further need of support. Stimulating jobs and the economy through investing in community sport and recreation infrastructure addresses multiple economic and social government priorities and would be an investment that the public would prioritize in a post-COVID-19 environment.

Funding Support for Not-for-Profits

The economic impact of COVID-19 on not-for-profit organizations is substantial. The cancelling of conferences, fundraisers and programs for the foreseeable future has major financial impacts, as these are often the only generator of income for organizations. While the federal wage subsidy program has been a critical first step, without additional federal, provincial/territorial government, and municipal stimulus, there will be many not-for-profits that will not have the financial capacity to keep doors open after the COVID-19 crisis.

5

LINKAGES TO TOURISM



Benefits of Tourism

Tourism is the fastest growing industry in Pincher Creek, drawing more than 500,000 visitors per year with its colourful history, vibrant culture, western charm, and access to nearby natural attractions.⁷ Visitors frequent the region enroute to nearby Castle Provincial Park and Waterton Lakes National Park, hunters and outdoor recreators utilize the surrounding outdoor area, and families enjoy festivals and events such as the Canada Day celebrations and Pincher Creek Pro Rodeo.

The main community and economic benefits of tourism, with respect to recreation, parks and culture are as follows:



Community Benefits:

- Can become a source of community pride.
 - Community tourism assets become revered by residents and part of the community identity.
- Can encourage community engagement.
 - Tourism development presents additional opportunities for residents and businesses to become involved with the community.
- Can enhance quality of life for residents.
 - Improvements to amenities for the purpose of tourism are also enjoyed by residents.



Economic Benefits:

- Can bring visitor dollars into the community.
 - Visitor dollars have a high multiplier and can be used to enhance the quality of life of residents.
- Can expose the community to potential investors and homeowners.
 - Tourism provides a great opportunity to showcase the region to outsiders.
- Can positively impact multiple sectors and encourage business retention.
 - A vibrant tourism industry has a reinforcing effect on regional businesses that improves overall economic well-being.



Environmental Benefits:

- Can raise awareness and appreciation for the environment.
 - Both residents and visitors recognize the beauty and importance of the environment, locally and on a broader scale.
- Can lead to preservation of built and natural environments.
 - Conservation efforts are strengthened by increased awareness, appreciation, prioritization, and investment.
- Strengthens the case for enhancements to built and natural environments.
 - The positive effects of tourism support the justification for further investment into the local environment.

The Town and M.D. are members of the Alberta SouthWest Regional Alliance (AlbertaSW), a Regional Economic Development Alliance (REDA) of 15 communities in southwestern Alberta working together to facilitate sustainable growth. The Alliance provides regional information for visitors, prospective investors, and potential new residents.

Opportunities for Tourism Development in the Pincher Creek Region



Opportunity for Cultural Tourism

The region is home to an interesting cultural heritage and a wealth of cultural assets. Further development of these cultural assets and programming would create opportunities for improved cultural events and visitation.



Opportunity for Nature-Based Tourism

The region is home to an abundance of attractive natural environments and outdoor recreation amenities. The M.D. is also a gateway to nearby tourism hotspots such as Waterton Lakes National Park, Castle Provincial Park, the Crowsnest Pass, and southeastern British Columbia. Opportunities exist to leverage these existing regional traits to establish Pincher Creek as a renowned nature-based tourism and outdoor recreation destination.



Downtown Development

Development of downtown Pincher Creek in alignment with the Recreation Master Plan and Economic Development Strategy offers significant opportunities to enhance visitation and economic growth. Improved facilities, enhanced businesses, expanded programming, and aesthetic community spaces have the potential to attract visitors to the town.



Opportunity for Sport Tourism

Sport tourism has played a large role in the community. Pincher Creek successfully hosted the inaugural Southern Alberta Summer Games in 1970 and most recently the 50th Games in 2019, along with Games in 1984, 2004, and 2014. Sport tourism has the potential for significant spin off effects for local businesses as the athletes, coaching staff and family members who attend tournaments will need accommodation, food and beverage, and other entertainment options during the course of the sporting events. New and improved facilities offer greater opportunities to attract sporting events of growing size and significance. The Town and M.D. could also explore opportunities for event hosting partnerships with neighbouring municipalities such as the Crowsnest Pass.



6

COMMUNITY ENGAGEMENT RESULTS



The Master Plan considered the goals and needs of a broad range of community members and groups in the Town and M.D. Engaging with stakeholders and residents was important at every stage of the process in order to ensure that the plan will be “owned” by the community as a whole. This is especially important as the community moves forward into the implementation stages. Figure 7 summarizes the various methods utilized to engage the community throughout the process.

Figure 7. Master Plan Community Input



The main research questions we asked the community for input on were:

1. What new or improved indoor facilities are needed?
2. What new or improved outdoor facilities are needed?
3. What new or improved programs, activities or events are needed?
4. How can regional facilities and/or programs be enhanced to grow visitation and/or enhance the visitor experience?

The remainder of this section summarizes the key findings from the input gathering activities.

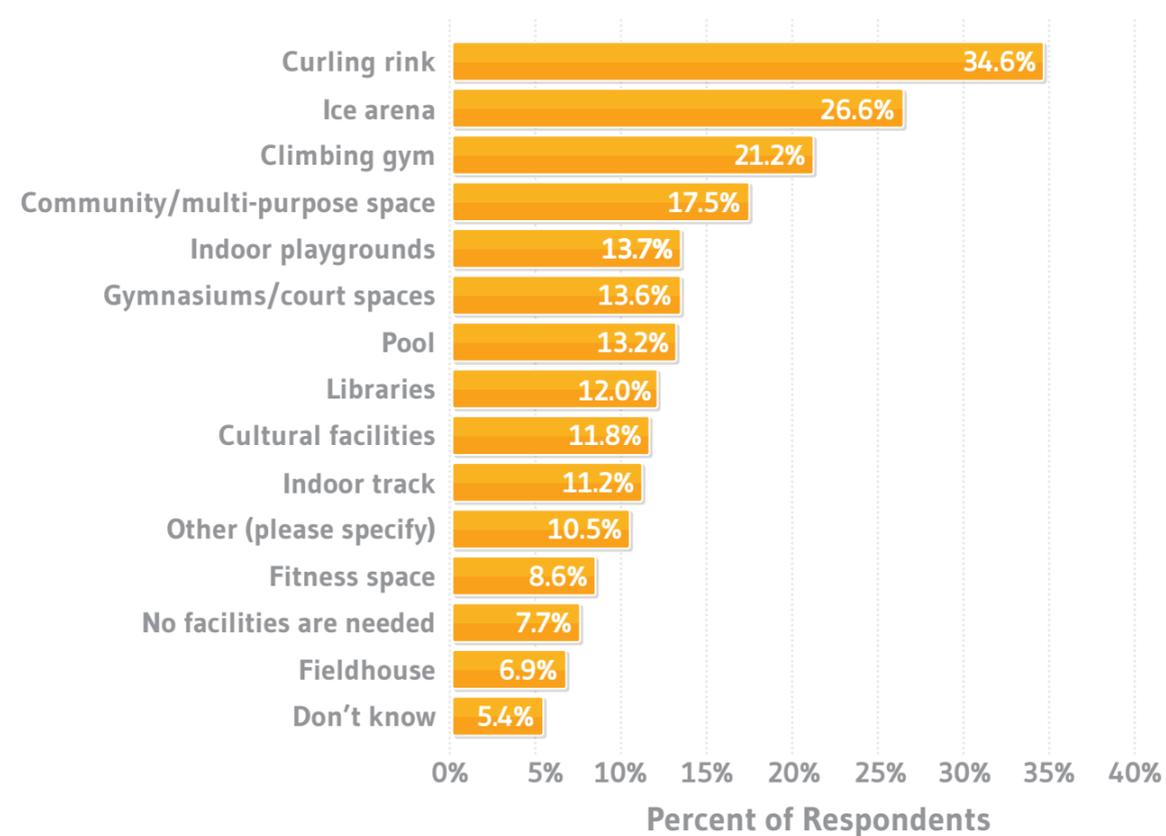
Resident Survey Results

The resident survey was conducted between July 14 and August 28, 2020. The objective of the resident survey was to gain a deeper understanding of resident perspectives in relation to recreation, parks, and culture in Pincher Creek. The survey was open to the public and promoted through the municipal websites, social media posts, email, mail out reminders, in-person stations, and made directly available in paper form. In total, 627 responses were received (approximately 9.6% of the regional population).

Survey responses were tracked across multiple channels, did not allow duplicate IP addresses, and were thoroughly analyzed to ensure the validity of the results. While some community groups might have mobilized, overall, no evidence of activities intending to skew the survey results was found and the results were deemed valid. Resident survey responses and priorities aligned strongly with other engagement inputs and assessments.

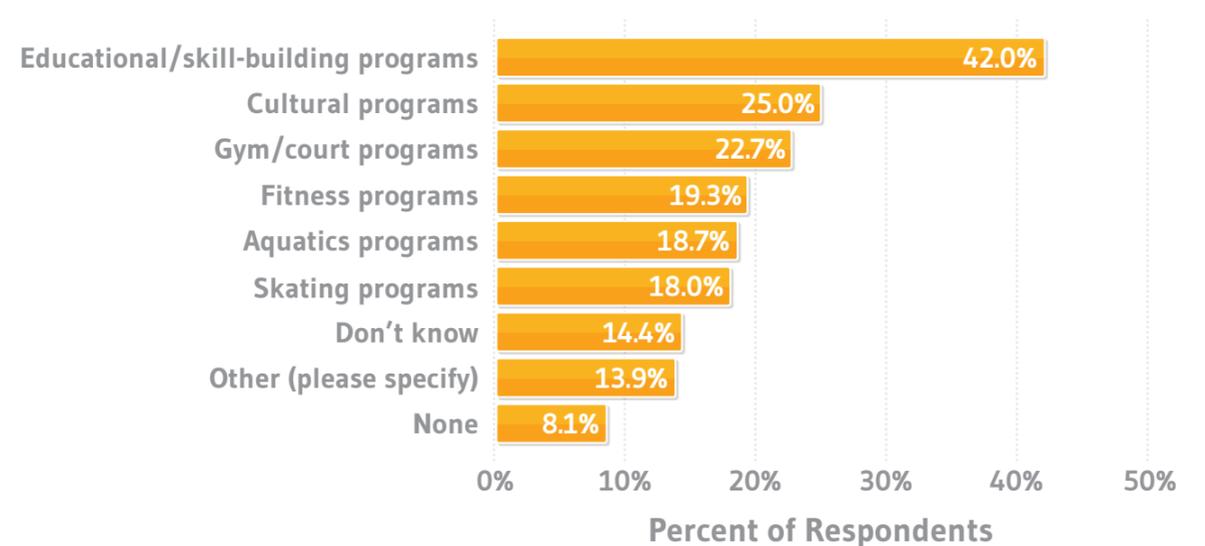
Indoor Recreation Facility Needs

In terms of indoor facilities, respondents were most in favour of a new or improved curling rink (35%), ice arena (27%), and climbing gym (21%).



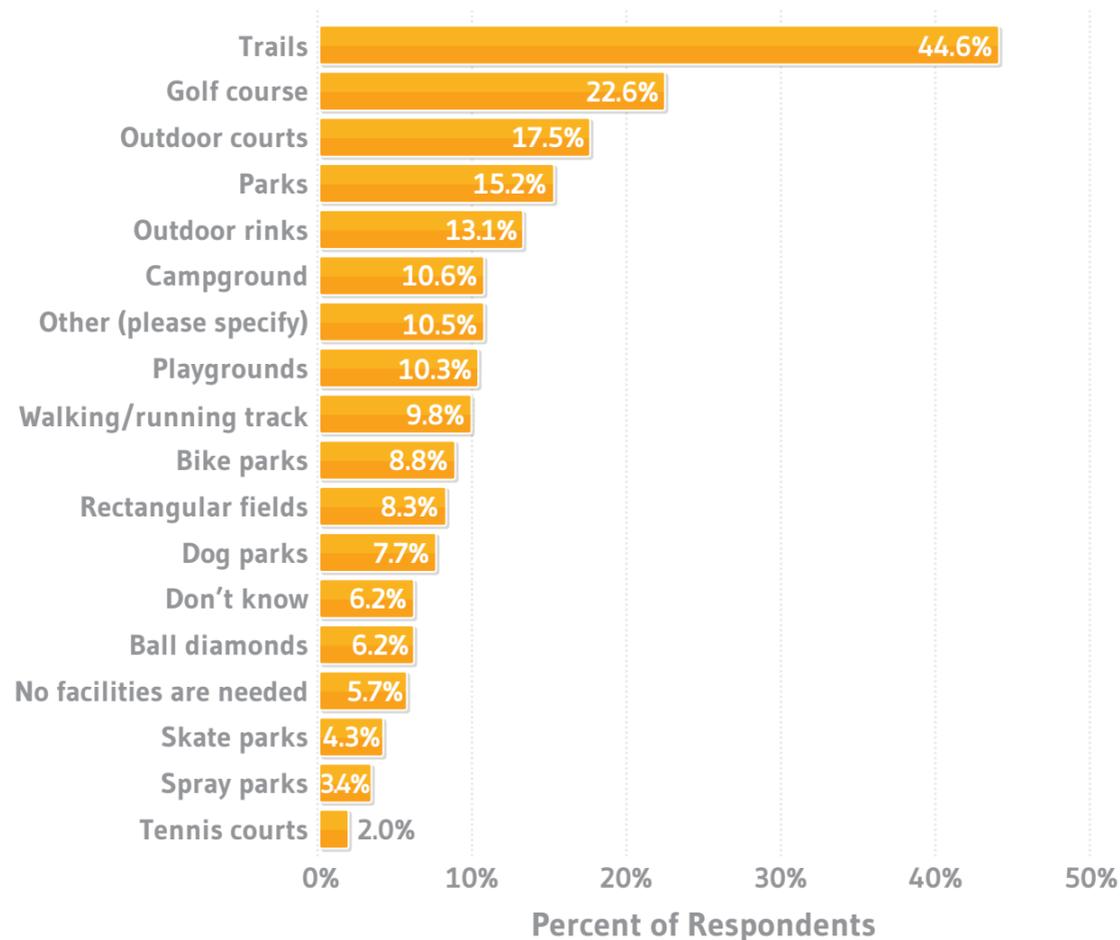
Indoor Programming Needs

Respondents most supported new or improved indoor activities focused on education and skill-building (42%), culture (25%), and gymnasium/courts (23%).



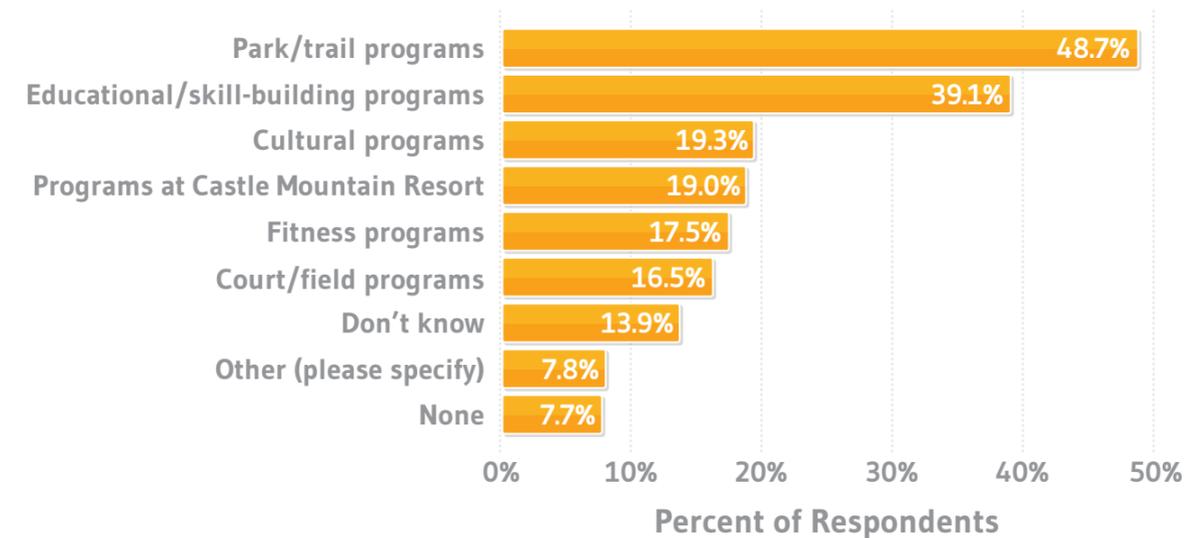
Outdoor Facility Needs

In terms of outdoor facilities, a large proportion of respondents indicated that the Town and M.D. should focus on new or improved trails (45%), golf course (23%), outdoor courts (18%), parks (15%), and an outdoor rink (13%).



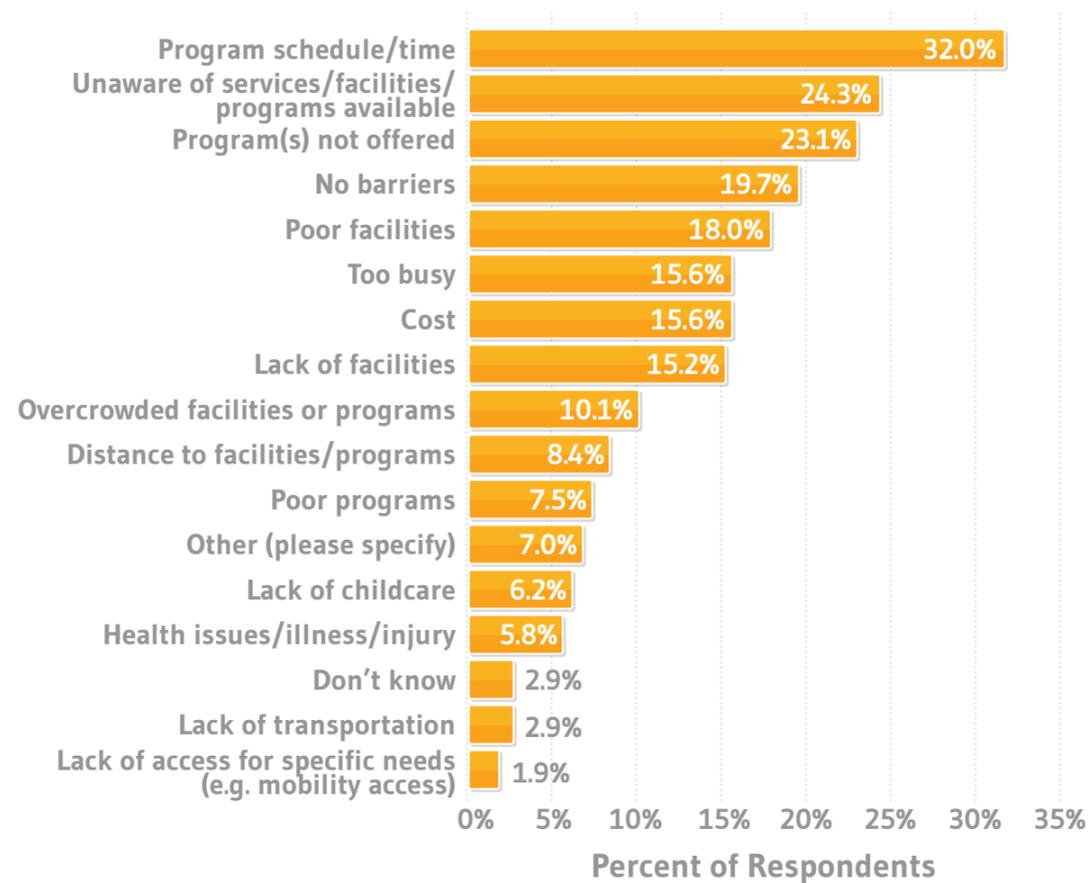
Outdoor Program Needs

In alignment with the need for trails and indoor programming, respondents supported new or improved outdoor activities focused on parks and trails (49%), education/skill-building (39%), and culture (29%).



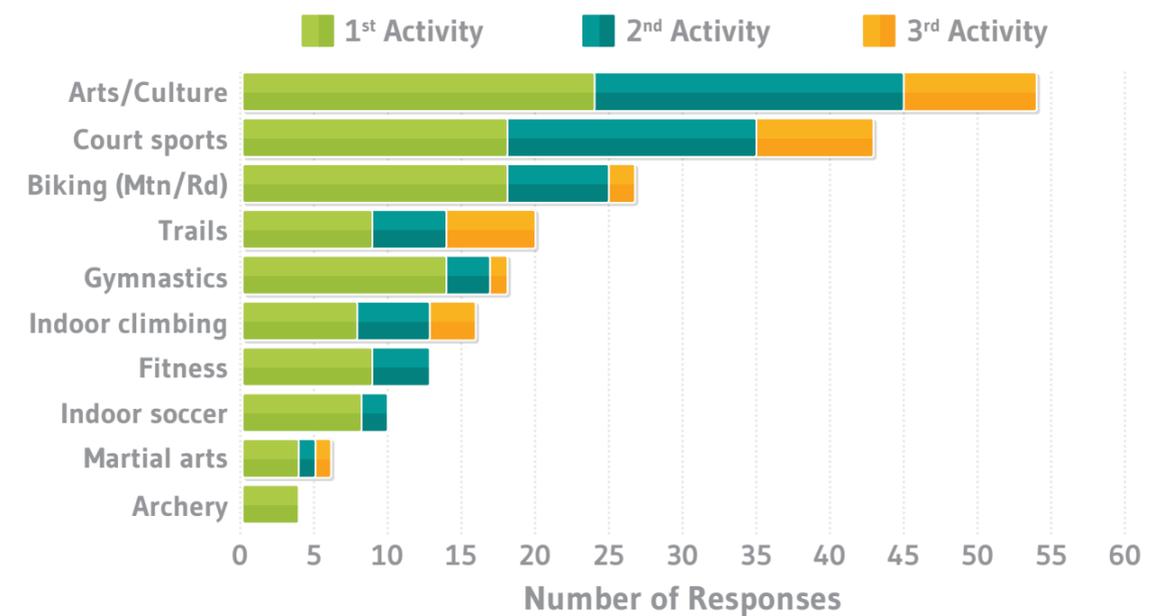
Barriers to Participation

Many respondents indicated they are prevented from participating in recreation, parks, and cultural activities in Pincher Creek because the existing program schedules are not conducive to participation (32%), they are unaware of the availability of services, facilities, and programs (24%), or the programs are not offered (23%).



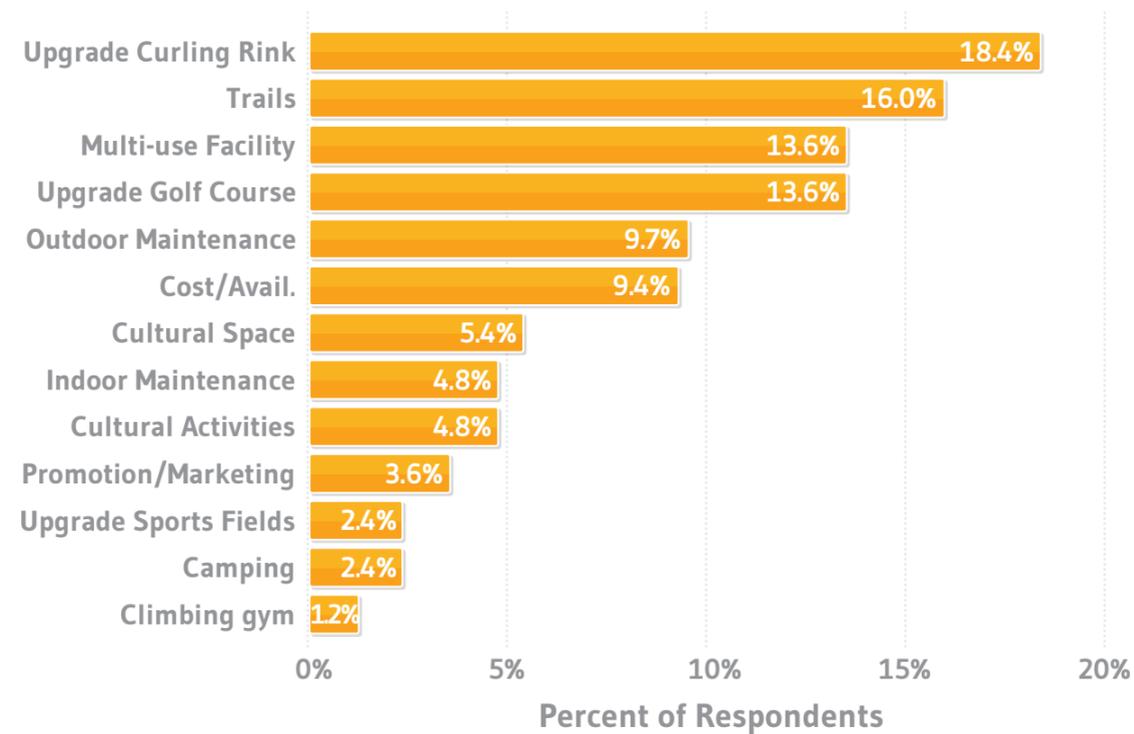
Activities Residents Would Like to Participate in But Are Not Available in the Community

Respondents indicated that the activities they would most like to participate in but are not able to within Pincher Creek fall under the categories of arts/culture (54 responses), court sports (43), and mountain and road biking (27). Only 164 of the 627 (26%) respondents to the survey participated in this question.



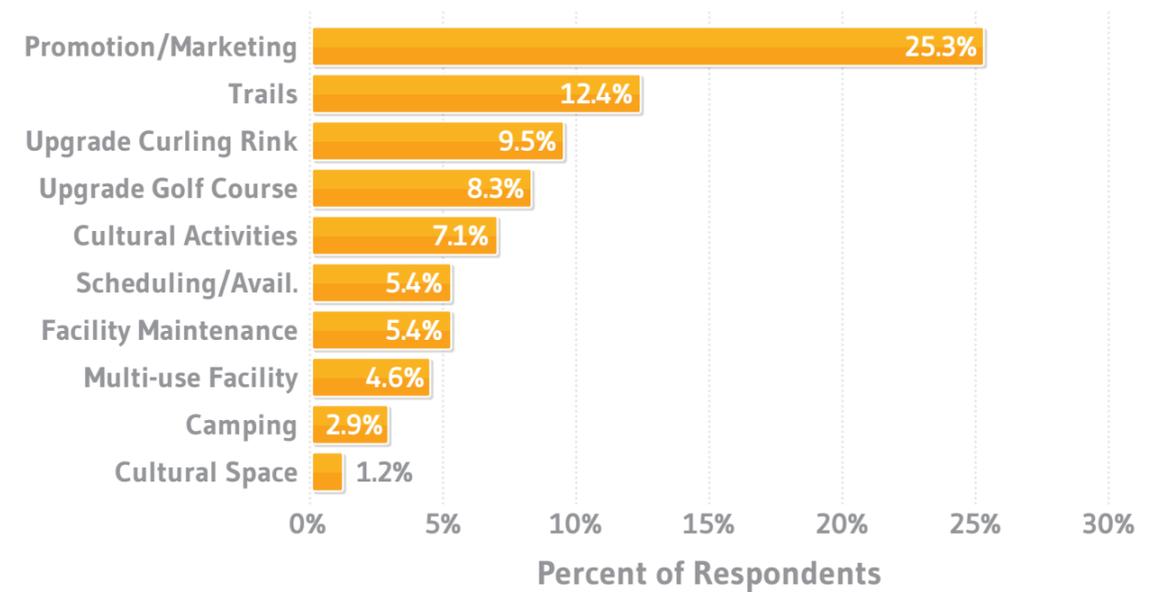
Top Priority for Improvement

Respondents indicated that the one improvement to recreation, parks, and culture they would like to see in Pincher Creek were upgrades to the curling rink (18%), followed by trails (16%), a multi-use facility (14%), and upgrades to the golf course (14%).



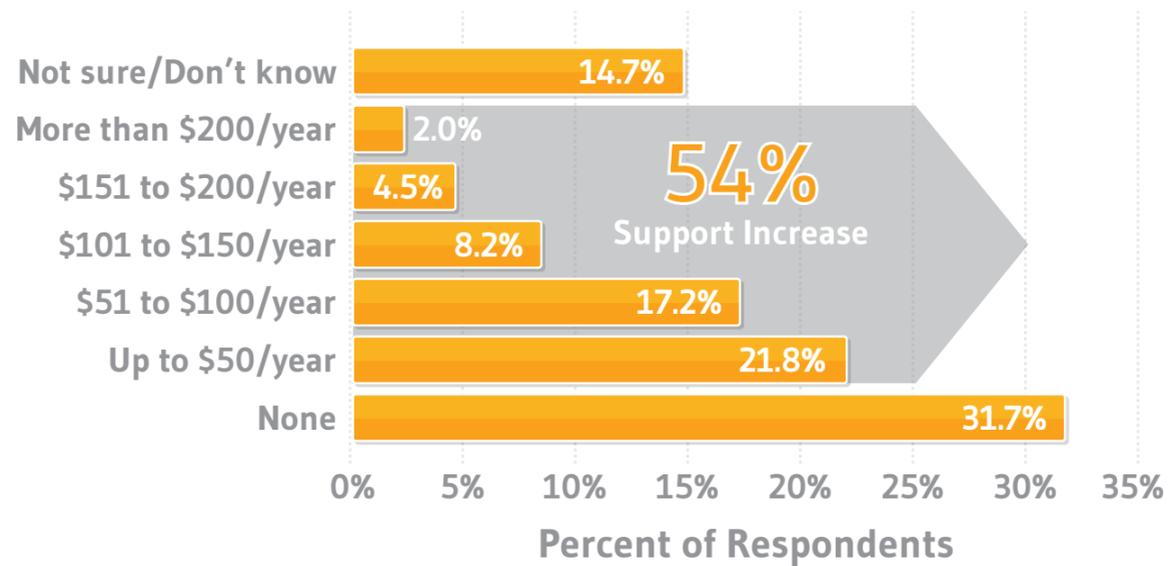
Enhancing the Visitor Experience

To grow visitation and enhance the visitor experiences, respondents indicated that the Town and M.D. should focus on enhanced promotion and marketing (25%), improved trails (12%), and upgrades to the curling rink (10%) and golf course (8%).



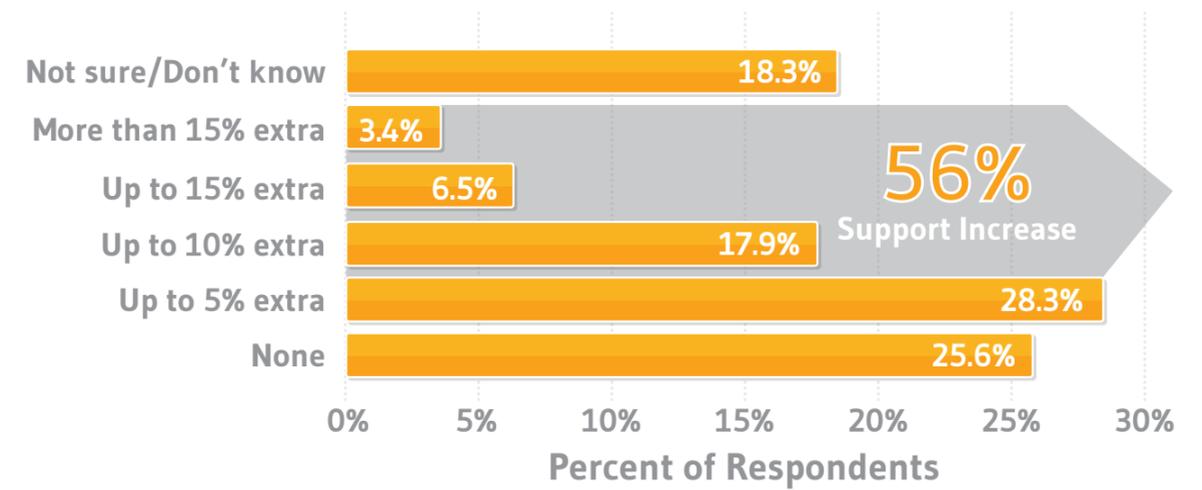
Support for Increased Taxation

54% of respondents indicated support for an increase in property taxes to support recreation, parks, and culture needs.



Support for Increased User Fees

56% of respondents indicated support for an increase in user fees to support recreation, parks, and culture needs.



Stakeholder Survey and Interviews

An online survey of recreation, parks, and culture stakeholders in the Pincher Creek region was conducted between July 14 and August 28, 2020. The objective of the stakeholder survey was to gain a deeper understanding of stakeholder group perspectives in relation to recreation, parks, and culture development. The Town and M.D. promoted the survey through their municipal websites, social media accounts, and by emails to known stakeholder contacts. In total, responses from 20 different groups were received.

In-depth, one-on-one interviews were made available to identified stakeholders throughout the engagement process. The purpose of the interviews was to gather detailed information from key internal and external stakeholders regarding existing recreation, parks, and culture assets, opportunities and challenges for development, and other topics as appropriate. In total, 7 interviews were conducted.

Many stakeholders who responded to the survey and interviews thought that their organization, the Town, and M.D. would benefit from continued engagement, collaboration, and communication. Opportunities to work together include advertising and promotions, funding support, access to space and facilities, and programming.

Respondents were also asked to describe the barriers facing their organization in meeting the needs of their participants. The top two barriers were the need for funding and support and a need for facility improvements.

95% of stakeholder groups are anticipating growth annually over the next 5 years. To better serve their participants, stakeholder groups identified improved trails and upgrades to the arena and curling rink as the most important facility needs. Stakeholders indicated strong appreciation for existing program support and were largely in agreement on the need for greater promotion, signage, and collaboration to improve visitation. The top results from the survey and interviews is shown below.

To better serve their participants, stakeholder groups identified the need for upgrades to existing facilities.

Indoor Facility Needs	Outdoor Facility Needs
<ul style="list-style-type: none"> • Ice arena upgrades • Performing arts/events spaces • Multi use facility/fieldhouse • Curling rink upgrade • Storage (watercraft) 	<ul style="list-style-type: none"> • Trails and signage • Sports fields (football/rugby) • Golf course upgrades • Staging areas & access points • Tennis court wind fence • Skatepark upgrades
Programming Needs	Visitation Needs
<ul style="list-style-type: none"> • Arts/Culture programming • Trails programming • Wind energy programming 	<ul style="list-style-type: none"> • Promotion and signage • Collaboration with nearby attractions • Trail and creekside development



Community Engagement Sessions

Three Digital Engagement Sessions were held by video/phone conference on July 23, July 29, and August 4, 2020 to gather more detailed resident and stakeholder input into the Master Plan. The sessions were promoted through the municipal websites, social media posts, and emails to stakeholder groups. In total, 16 people attended the sessions.

In addition, three In-Person Engagement Stations were held at Cenotaph Park, Ranchland Mall, and the Pincher Creek Farmers Market on August 13 and 14, 2020. The stations provided residents and stakeholders with an opportunity to speak directly with the consultant team and provide input into the Master Plan. Hard-copy residents surveys were also made available to station participants. The stations were promoted through the municipal websites, social media posts, and emails to stakeholder groups. In total, approximately 100 people participated in the stations.

Indoor and outdoor facility needs were very similar to the stakeholder survey and interviews. Residents also echoed many of the needs of stakeholders with the addition of large community events and camping/day use areas. The top facility, programming, and visitation needs expressed through the digital sessions and in-person stations are shown in the following figure.

Indoor Facility Needs	Outdoor Facility Needs
<ul style="list-style-type: none"> Arena upgrades Curling rink upgrade Climbing wall Performing arts/events spaces Multi-use facility/fieldhouse Indoor walking/running track 	<ul style="list-style-type: none"> Trails and signage Sports fields (football/rugby) Bike park maintenance Playground fences Tennis court wind fence
Programming Needs	Visitation Needs
<ul style="list-style-type: none"> Expanded program hours Arts/Culture programming Parks/Trails programming Large community events 	<ul style="list-style-type: none"> Promotion and signage Collaboration with nearby attractions Trail, creekside, and downtown development Camping and day use areas



Council Input Workshops

Two Council Input Workshops were hosted on August 5 and August 25 to gather input into the Master Plan from Town Council and M.D. Council, respectively.

Councillors identified many of the same indoor and outdoor facility needs as the community and were largely in agreement with the community with regards to programming and visitation needs. The top facility, programming, and visitation needs expressed through the workshops are in the following figure.

Indoor Facility Needs	Outdoor Facility Needs
<ul style="list-style-type: none"> • Curling rink upgrade • Arena upgrades • Performing arts/events spaces • Multi-use facility/fieldhouse • Indoor walking/running track 	<ul style="list-style-type: none"> • Trails and signage • Sports fields (football/soccer/rugby) • Staging and day use areas • Golf course upgrades
Programming Needs	Visitation Needs
<ul style="list-style-type: none"> • Promotion and awareness • Arts/Culture programming • Youth programming • Volunteer development 	<ul style="list-style-type: none"> • Promotion and signage • Collaboration with nearby attractions • Historical and interpretive exhibits • Camping, staging, and day use areas

Recreation Advisory Committee Input Workshop

A Recreation Advisory Committee Input Workshop was hosted on August 19, 2020 to gather input into the Master Plan from the Recreation Advisory Committee.

Committee members provided insight into the past and current needs regarding recreation, parks, and culture in the community. Indoor and outdoor facility, programming, and visitation needs aligned with those identified in other engagement activities. The top needs identified through the workshop are shown in the following figure.

Indoor Facility Needs	Outdoor Facility Needs
<ul style="list-style-type: none"> • Curling rink upgrade • Performing arts/events space • Multi-use facility/fieldhouse • Arena upgrades 	<ul style="list-style-type: none"> • Trails and signage • Sports fields (football/soccer/rugby) • Golf course upgrades (irrigation) • Windbreaks around existing amenities
Programming Needs	Visitation Needs
<ul style="list-style-type: none"> • Court sports (volleyball/basketball) • Promotion and awareness • Arts/Culture programming • Youth programming • Drop-in and informal activities 	<ul style="list-style-type: none"> • Trail development • Promotion and signage • Collaboration with nearby attractions • Enhanced facilities for sport tourism • Downtown revitalization

7

VISION FOR THE FUTURE



The region has several challenges to face over the coming years, including the social and financial impacts of the COVID-19 pandemic and provincial economic slow down. But perhaps the biggest threat to the region is stagnant population growth and an aging population that is not retaining young people. However, the region is resilient and has made significant recent investments in its people and infrastructure. As the region moves forward with this plan it will do so in a strategic way that will leverage community assets and build off community strengths. Investment in recreation, parks, and culture will be an integral part of enhancing the social, economic, and environmental value of the community. The statement described below outlines a vision for the future.

Vision for Recreation, Parks, and Culture

Attracting and retaining young people in the community will be important for the long-term sustainability of the community.

By 2031, investment in high quality recreation, parks, and culture services combined with enhanced economic development opportunities will result in significant retention of young people in our region. This will contribute to the sustainability of the community and will encourage vitality, energy, and future growth.

Guiding Principles for Service Delivery

Guiding principles for recreation, parks, and culture service delivery were developed to support the implementation of the Master Plan. The Town and M.D. will:

1. Acknowledge recreation, parks, and culture has an important role to play in keeping young adults in the community, attracting new residents, attracting investment, and improving quality of life for all residents.
2. Ensure recreation, parks, and culture supports the region's strategic direction.
3. Ensure inclusion and accessibility in all programs, facilities, and services.
4. Provide equitable access to facilities, services and programs which will include a balance between access for:
 - Organized groups and the general public
 - Passive and active endeavours
 - Competitive and non-competitive pursuits
 - Structured and spontaneous activities
 - Diverse ages, cultures, and abilities
 - Indoor and outdoor opportunities
5. Ensure integration and connectivity of indoor, outdoor, and cultural spaces to create a wholistic and rich experience for residents.
6. Seek opportunities to enhance and invigorate Pincher Creek's downtown.
7. Regularly engage with citizens to ensure services are delivered that meet the needs of the community in the most effective way.
8. Ensure public spaces incorporate a high degree of creative design and flexibility of use.
9. Seek solutions that preserve and enhance the natural environment.
10. Undertake sound planning for new developments including a comprehensive review of supply, demand, cost and benefit and further integration into broader municipal planning (see Priority Evaluation Matrix in Section 9 and Capital Project Evaluation Criteria in Appendix H).

8

MASTER PLAN PRIORITIES



This section outlines the priorities that have been identified for recreation, parks, and culture in the Pincher Creek region. These priorities were identified based on research, analysis and the findings collected through the community engagement activities. These priorities are intended to benefit the region, as a whole, in pursuit of the vision for recreation, parks, and culture.

Priorities have been divided into four categories for organizational purposes. These categories include:

1. Indoor Facilities and Programming

2. Outdoor Facilities and Programming

3. Tourism Linkages

4. Service Delivery, Community Partnerships, Communication

Detailed action items stemming from the master plan priorities are provided in Appendix I – Implementation Plan.



1. Indoor Facilities and Programming

- A. Ice Arena Upgrades
- B. Pincher Creek Curling Rink
- C. Expand and Enhance Programming for All Ages
- D. Climbing Gym
- E. Performing Arts and Culture Space
- F. Multi-use Facility



A. Ice Arena Upgrades

Originally opened in 1963 and renovated in 1974 to host events for the Canada Winter Games, the Memorial Community Centre Arena is one of the Town’s most utilized indoor recreation facilities and, according to resident survey respondents, the third most important indoor facility (25%) falling just behind the Multi-Purpose Facility pool (60%) and the Pincher Creek & District Municipal Library (38%). 27% of the respondents also indicated that they are most in favour of a new or improved ice arena in Pincher Creek, second only to the curling rink (35%) in terms of indoor facilities.

A recent Facility Lifecycle Assessment Report (2020) indicated that the facility is still largely in acceptable condition. However, the report indicated that investment of approximately \$1.3 million is required to address the architectural, structural, mechanical, and electrical deficiencies over the next five years.

In anticipation of the need for a new arena, the Town has committed annual funds to capital reserves for a total of \$2.7 million.

The Town (and region) is still projected to be within the comparative service level for ice surfaces over the next 10 years based on current benchmarking (see Appendix D). However, residents and stakeholders have indicated that other aspects of the arena are currently outdated and require upgrading. For example, users have requested upgraded dressing rooms to better accommodate modern teams and multiple genders while others have mentioned the need for an improved lobby and front entrance.

In the short-term, it is recommended that the upgrades outlined in the recent assessment be completed, dressing rooms should be upgraded, the front lobby should be modernized, and a new façade should be put on the building.

In the long-term, once the arena is nearing the end of its useful life or utilization has grown substantially (see Appendix B), development of a new arena should be considered. To support future replacement, annual contributions to capital reserves should continue.



1. Indoor Facilities and Programming

- A. Ice Arena Upgrades
- B. Pincher Creek Curling Rink**
- C. Expand and Enhance Programming for All Ages
- D. Climbing Gym
- E. Performing Arts and Culture Space
- F. Upgrade the Pool
- G. Multi-use Facility

B. Pincher Creek Curling Rink

Originally constructed in 1952 and rebuilt in 1964, the Pincher Creek Curling Club is one of the oldest recreation facilities in town. The Club’s aging structure has created difficulties securing insurance, maintaining operations, and planning for the future. A 2020 Facility Lifecycle Assessment Report concluded that major rink components are in conditions ranging from marginal to good and that an estimated investment of just under \$600,000 is required in the next five years to address the architectural, structural, mechanical, and electrical deficiencies.

Community engagement revealed strong resident and stakeholder sentiment to upgrade the curling rink. Resident survey respondents indicated that the curling rink was the most needed new or improved indoor facility (35%), the most important improvement the Town and M.D. could make to recreation (18%), and the third most important action to grow visitation and improve the visitor experience (10%). Stakeholder engagement similarly identified curling rink upgrades as a top indoor facility need for the community.

Town Council has identified upgrading the curling rink as a key success factor in the Town’s Four Year Strategic Plan and has undertaken significant assessment and planning efforts over the past decade, exploring options for rink renovations, new facility development, and strategic partnerships.

While curling participation on a national level is declining due largely in part to shifting demographics and difficulty attracting younger participants, the Pincher Creek Curling Club has experienced growth in recent years.⁸ This growth is largely attributed to the popularity and accessibility of the stirring curling program which provides a unique curling experience for approximately 60-80 local seniors, youth, and those with disabilities. The Club also runs mixed leagues (60 members), supports school recreation programs (375 student participants), and hosts bonspiels.

The region’s older population, growing participation in curling programs, and the aging infrastructure of the rink support the need for a new facility in the short to medium-term.

In the short to medium-term, the Town and M.D. should further explore developing a new curling rink. New development should include sound business and operational planning to support the sustainability and success of the club.

In order to further justify this development and support the vision for this Master Plan it will be essential for the new curling rink facility to reach out to children, youth, and young adults through enhanced programming specifically directed at these age groups. It is further recommended that the curling rink be highly visible to the general population through architectural enhancements (e.g. glass wall and viewing area).



1. Indoor Facilities and Programming

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C. Expand and Enhance Programming for All Ages

There is a need for expanded and enhanced recreation, parks, and culture programming in the Pincher Creek region. 32% of respondents indicated that program scheduling was not conducive to participation while 23% indicated that programs they want to participate in are not offered in Pincher Creek.

To address the need for expanded and enhanced recreational and culture programs, the Town and M.D. should develop program plans that clearly outline:

- a. The current program offerings available in the Town and M.D. (including partner-run programs).
- b. The program demands from the public.
- c. How the Town, M.D. and its partners in recreation and culture will meet those demands through program offerings.

Youth Programming

Recreation and culture programming for youth was identified as a priority during the community engagement activities as survey respondents were most dissatisfied with recreation, parks, and culture opportunities for youth (21%).

In the short-term, it is recommended that the Town and M.D. utilize existing programmable space at the community facilities, library, and schools to offer a greater variety of recreation, parks, and culture opportunities for youth.

Educational and Skill-building Programming

While the Town provides courses and training in areas such as safety, first aid, and babysitting, educational and skill-building programs were identified by survey respondents as the most needed new or improved indoor programming by a considerable margin (42%).

In the short-term, it is recommended that the Town and M.D. increase the provision of educational and skill-building programs directly or in partnership with local groups. For example, programs could feature nutrition, health, and wellness education or career, mentorship, and leadership skills development.

Sport Programming

Community engagement and a programming gap analysis identified the need for enhanced sport programming at existing facilities. Specifically, 23% of respondents indicated the need for improved indoor gym/court programs while 26% indicated that they would like to participate in more court sports such as volleyball, basketball, and badminton in Pincher Creek but are not able to. The Town and M.D. should directly provide additional sport programming or work with local groups to develop sport programs or leagues for volleyball, basketball, and badminton.

Arts and Culture Programming

Community engagement feedback identified a need for more arts and culture programming and activities in Pincher Creek. 33% of survey respondents indicated that they would like to participate in more arts and culture activities in Pincher Creek but are not able to. Of particular note is the lack of dance programs in the community. The region has a rich cultural heritage, unique historical sites and attractions, and a dynamic arts community. The Town and M.D. should provide opportunities for cultural programming and activities directly or through the support of local organizations.



1. Indoor Facilities and Programming

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- F. Upgrade the Pool
- G. Multi-use Facility



D. Climbing Gym

21% of resident survey respondents along with numerous residents and stakeholders engaged in-person and online identified a climbing gym as a needed indoor facility in Pincher Creek. The region’s close ties to outdoor recreation, the Rocky Mountains, and opportunities for rock climbing make it an ideal location for the development of a climbing/bouldering gym/wall. Residents were in favour of supporting popular outdoor activities with indoor facilities that could be utilized for skill development in the off-season such as a climbing gym. The amenity would also provide the community with an opportunity to offer additional forms of informal recreation and fitness activities.

In the short to medium-term, the Town and M.D. should consider opportunities to develop a climbing space at an existing facility such as the Multi-Purpose Facility (near the water slide), a future multi-use facility or in partnership with the private sector.

E. Performing Arts and Culture Multi-use Space

A dedicated performing arts and culture space capable of hosting programs, events, and performances for approximately 200 people is not available in the Pincher Creek region. The nearest space that residents currently utilize for performing arts such as dance is located in the Crowsnest Pass.

However, local organizations such as Kootenai Brown, the Allied Arts Council (Lebel Mansion), and Pincher Creek & District Municipal Library have expressed interest in developing this type of space to support programming, events, performances and local arts and culture.

In the medium-term, the Town and M.D. should consider opportunities to develop a performing arts and culture space.



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F. Upgrade the Pool

The pool was identified by resident survey respondents as the most important indoor facility. Strategic upgrades to this facility could bolster the facility’s utilization and expand participation in recreation. For example, the leisure pool and family changerooms could be expanded and modernized for greater utilization. Similarly, the water slide is an attractive feature of the pool but its current configuration that places it partially outside the building limits its use during colder months.

In the medium to long-term, the Town and M.D. should invest in strategic upgrades to the pool including enhanced changerooms, an expanded leisure pool, a spray and play structure, and a year-round enclosed water slide.

G. Multi-use Facility

In terms of indoor facilities, resident survey respondents were most in favour of a new or improved community/multipurpose space (36%). As the community continues to grow, demand may outpace supply. To meet the needs of tomorrow’s residents, the Town and M.D. should consider the development of a Multi-use Facility in the medium-long term. The facility may include the following indoor amenities:

- Fieldhouse
- Multipurpose space
- Playgrounds
- Court space
- Indoor running/walking track



2. Outdoor Facilities and Programming

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- A. Expand and Enhance the Trail System
- B. Enhance Outdoor Programming
- C. Continue to Support the Pincher Creek Golf Course
- D. Upgrade Existing Outdoor Facilities
- E. Crime Prevention Through Environmental Design



A. Expand and Enhance the Trail System

The Town of Pincher Creek currently has a growing trail network; however, further development and prioritization is needed to create a coordinated trail system. Trails for walking, hiking, biking, and skiing in the Pincher Creek region were the most requested outdoor facility by the public (45%). A comprehensive, well connected trail system throughout the region will encourage people to get outside and live a healthy, active lifestyle as well as promote active transportation.

A variety of trail types should be considered from wide, paved and fully accessible trails to low maintenance gravel or natural surface pathways. Meandering pathways, vegetated corridors, and viewpoints can be added to create a more desirable experience. Map 4 outlines existing trails/pathways and priorities for future development.

Town Trail Connection Opportunities:

The trail network within the Town will provide:

- Access for pedestrians and cyclists;
- A variety of trail types (both roadside and recreational);
- Trailheads with facilities as required (parking, waste receptacles, information kiosk, washrooms);
- Wayfinding and interpretive signage at key locations;
- Rest areas with benches;
- Connections between key parks and open space, recreational amenities and schools.

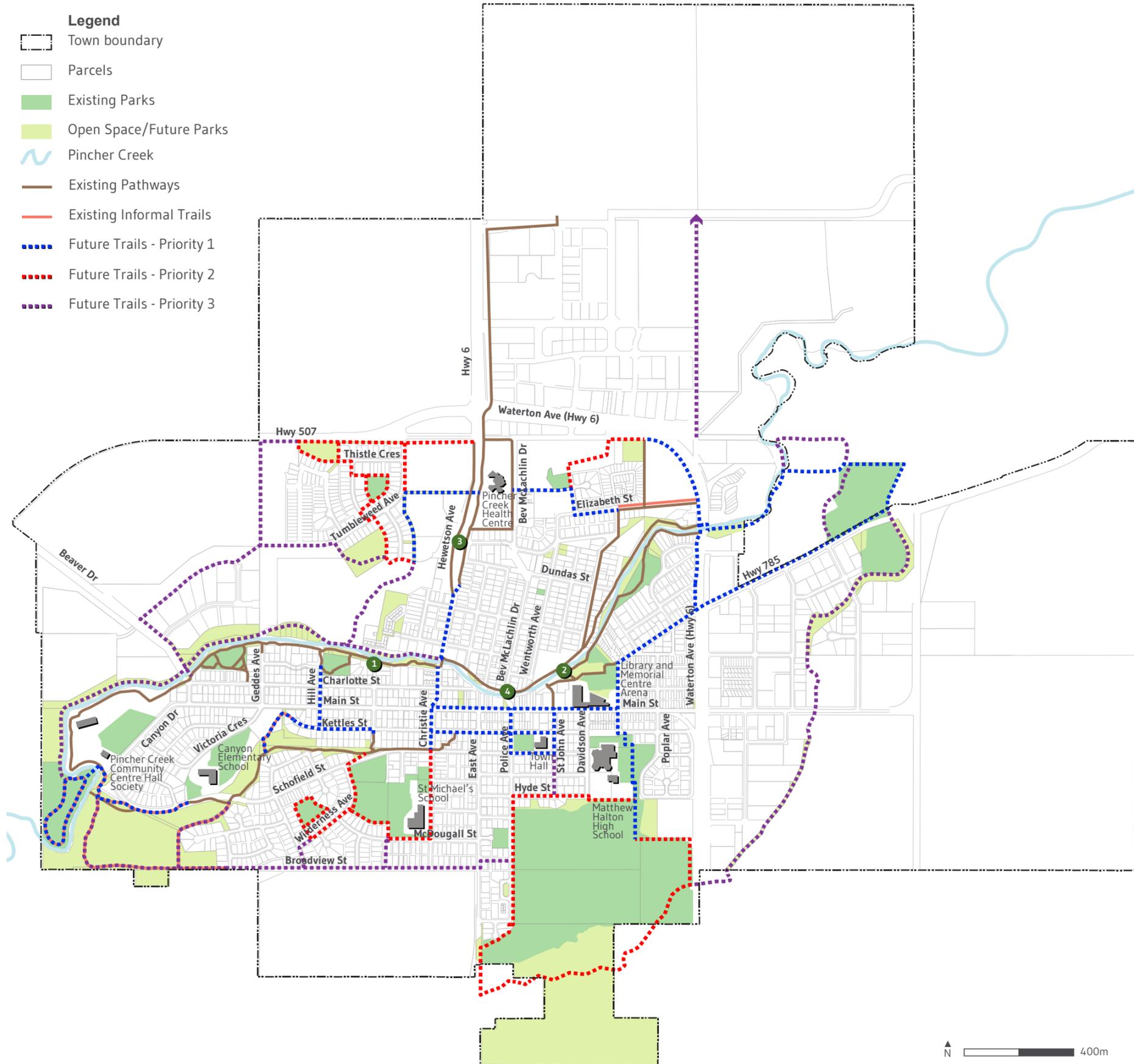
M.D. Trail Connection Opportunities:

The M.D. has an opportunity to develop an expansive and growing network of regional trails connecting municipalities, regional facilities, recreation areas, and nearby attractions and communities (see Map 2 for a potential regional bike trail and a popular regional bike loop). Trail connections to the following areas should be considered:

- Oldman Dam Reservoir and recreation areas
- Lundbreck
- Beaver Mines
- Cowley
- Castle Provincial Park
- Castle Mountain Resort
- Piikani First Nation



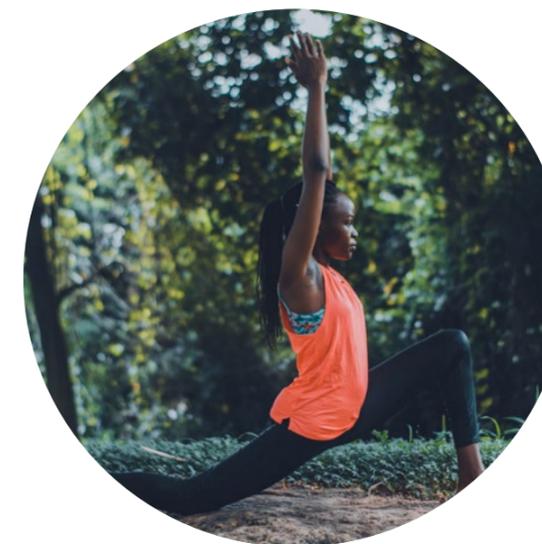
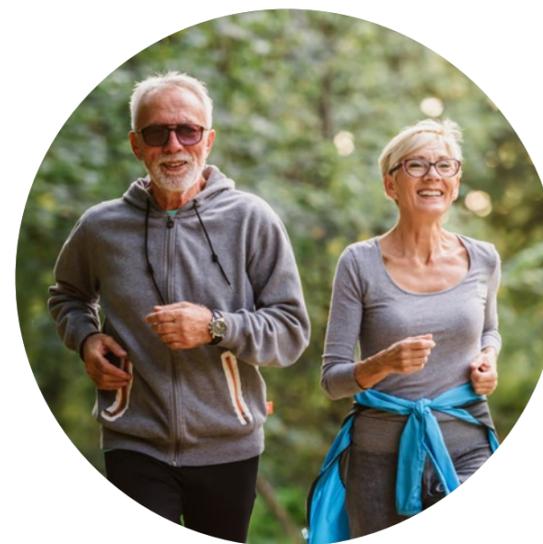
Map 4. Opportunities for New Trails and Improved Pedestrian Connections – Town of Pincher Creek



2. Outdoor Facilities and Programming

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- C. Upgrade Existing Outdoor Facilities
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B. Enhance Outdoor Programming

COVID-19 has forced many municipalities to reconsider how they deliver programs. They have responded by shifting to offering more outdoor programs in the short-term. We will likely see this shift continue into the long-term as municipalities see the value in providing more programs in an outdoor setting.

Outdoor recreation, parks, and culture programs were identified as lacking in the Pincher Creek region. Survey respondents suggested they were most in support of new or improved outdoor programs focused on parks and trails (48%), education/skill-building (39%), culture (19%), fitness (18%), and courts/fields (17%).

Parks and Trails

At present, no programs exist in Pincher Creek that focus on parks and trails. However, with the proposed expansion of the Town and M.D. trail network and abundance of regional parks, opportunities exist to develop programs that utilize some of the region’s most prominent outdoor recreation assets. Programs could be designed for all ages and be developed in conjunction with local social clubs and organizations. Programs should be developed that offer opportunities for parks and trail use year-round.

Education/Skill-building

Respondents to the resident survey were highly in favour of greater programming opportunities to enhance their personal education and skills. The Town and M.D. could partner with local organizations or look to directly provide outdoor programs that leave participants with new knowledge or skills such as adventure/wilderness training, wind energy science, or rock-climbing classes.

Culture

The Town and M.D. should work to partner with regional arts, culture, and heritage groups to enhance the provision of outdoor cultural programs and celebrate the region’s rich cultural heritage.

Fitness

The Town and M.D. may want to consider offering registered outdoor fitness classes including yoga, cardio, bodyweight bootcamp and a variety of other classes for all levels of fitness. The programs would make use of existing outdoor recreation facilities and allow participants to enjoy fitness in nature, even in winter for a more challenging fitness experience.



2. Outdoor Facilities and Programming

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C. Upgrade Existing Outdoor Facilities

Pincher Creek currently has many well-loved outdoor facilities that are utilized by residents. By investing in continued maintenance and upgrading of these facilities they can be used into the future and will support greater participation in recreation, parks, and culture. Outdoor facilities would be most improved by enhanced irrigation at sportfields, wind fencing at the tennis courts, and equipment upgrades at the skatepark.

D. Continue to Support the Pincher Creek Golf Course

In Pincher Creek, the Golf Club was identified by survey respondents as the outdoor facility second most in need of improvements (23%). Some stakeholders further recognized upgrades to the golf course as being an outdoor facility need for the community. Residents also indicated that they enjoy golfing with visiting family and friends and that upgrading the golf course could grow visitation.

The Golf Club reported 150 adult members, 50 junior program participants, and 6,000 rounds played in 2019. The club currently receives annual operational funding support from the Town and M.D and has also requested capital funding support for specific upgrades to the irrigation system.

In the short-term, the Town and M.D. should work with the Golf Club to continue operational funding support, enhance local offerings, improve business planning, and create efficiencies. For example, golf and recreation packages could be developed in conjunction with nearby courses, hotels, attractions, and amenities. The use of the golf course could also expand to the off-season, opening the course to the public for outdoor events, cross country skiing, or tobogganing. Discounts or free golf could also be offered to youth golfing with family to better promote learning the sport and removing part of the financial barrier to entry.

In the short to medium-term, the Town and M.D. should work with the Golf Club to seek opportunities to fund upgrades.



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E. Crime Prevention Through Environmental Design

The Town and M.D. should consider a Crime Prevention Through Environmental Design (CPTED) approach when planning for future facilities and amenities. CPTED has been defined as the “science around the design and effective use of physical space to lead to a reduction in both the incidence and fear of crime.”⁹ CPTED guidelines have long been recommended as a standard for neighbourhood planning, and some evidence exists that the principles can be adapted to park spaces.¹⁰ For example, natural surveillance should be promoted in addition to traditional surveillance techniques such as cameras. This can be accomplished by ensuring that foliage in parks is well maintained and trimmed, adequate lighting is maintained, and structures are located strategically to produce clear sightlines throughout the establishment.¹¹



3. Tourism Linkages

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- A. Position Recreation, Parks, and Culture as a Core Competitive Advantage
- B. Develop a Tourism Strategy
- C. Downtown Revitalization
- D. Tourism Marketing, Promotion, and Signage
- E. Improve Access to Outdoor Recreation Assets
- F. Collaboration with Nearby Attractions

A. Position Recreation, Parks, and Culture as a Core Competitive Advantage

Prospective residents often strongly consider the recreation, parks, and culture opportunities of a community when deciding where to live.¹² Positioning these services and opportunities as a core competitive advantage of the community can help attract young families, recruit professionals, retain young adults, and support an enjoyable retirement.

For example, the COVID-19 crisis has pushed large parts of the workforce into situations where remote work is not only more possible than previously realized but actively encouraged going forward. This opens up opportunities for rural communities to attract new residents with the capability to work from anywhere. Traditionally called “lone eagles”, these people live in large cities, but many are moving to small towns and rural areas in search of a better quality of life.¹³ Lone eagles share a variety of characteristics including:

- Generate 75% or more of their income from outside the local area,
- Mobile and can live wherever they want,
- Are leaving large urban environments and areas of rapid development and environmental degradation,
- Want specific quality of life amenities such as clean air and quiet spaces to enjoy flora and fauna, access to high quality telecommunications services, outdoor recreational activities, a safe place to live, and employment for their spouse (if applicable).

In the short-term, the Town and M.D. should develop strategies for resident attraction and retention broken down by demographics that position the region’s recreation, parks, and culture opportunities as a core competitive advantage. The strategies should align with the Regional Recreation Master Plan and other community plans and strategies.

B. Develop a Tourism Strategy

The Pincher Creek region is a popular tourism destination and a gateway to nearby attractions, offering residents and visitors opportunities to enjoy abundant recreation and culture activities while providing social, economic, and environmental support. It is recommended that the Town and M.D. develop a regional tourism strategy to provide a shared vision for tourism, a framework for stakeholders to collaborate, and a direction for tourism development in the Pincher Creek region. The strategy should align with the Regional Recreation Master Plan, Economic Development Strategy, and other community plans and strategies.

C. Downtown Vitality and Walkability

Residents and stakeholders were aligned in their support for a revitalized downtown to improve quality of life, economic development, and visitation. The Town and M.D. should prioritize opportunities to develop facilities, programs, and events near the downtown core to promote downtown vitality. Opportunities to improve the walkability of the area, provide better access to the creek, and enhance the visual aesthetic of downtown should be explored.



3. Tourism Linkages

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D. Tourism Marketing, Promotion, and Signage

When asked how regional facilities and programs can be enhanced to grow visitation and enhance the visitor experience, residents responded most favourably for the need for greater marketing and promotion (25%). All other resident and stakeholder engagement activities revealed the same need with the additional suggestion for improved regional signage. M.D. residents indicated that improved regional signage could better inform visitors of tourism opportunities while communicating acceptable areas for visitation that do not interfere with private property.

In the short-term, it is recommended that the Town and M.D. enhance regional tourism marketing and promotion through social, digital, and print media in a coordinated campaign that clearly identifies the region’s tourism identity and offerings. In the short to medium-term the Town and M.D. should work to develop a network of regional signage for identified areas of visitation. Regional signage should have a consistent theme that matches the brand of the region.

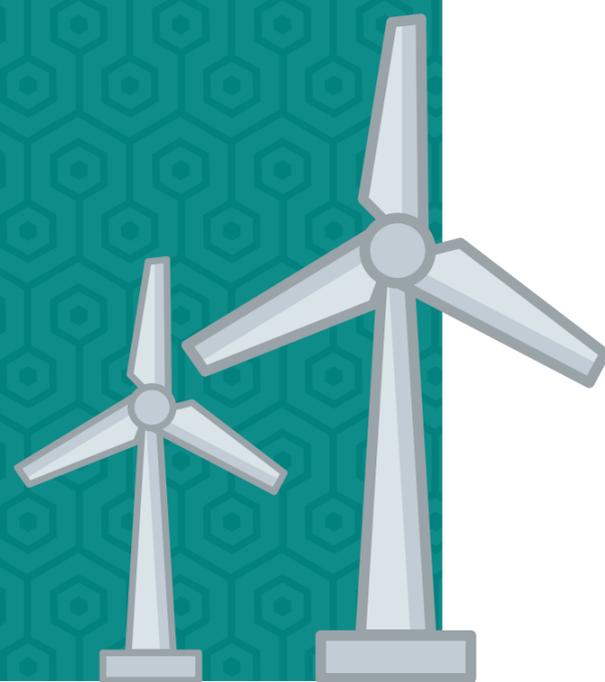
E. Improve Access to Outdoor Recreation Assets

Stakeholder engagement and the outdoor community assessment indicated a need for greater access to outdoor recreation assets such as the town creekside, Oldman Dam Reservoir, and Oldman River. The Town and M.D. should look to develop additional and enhanced staging and day-use areas at key locations that include water access, trails, parking, washrooms, picnic tables, and BBQ pits with a strong focus on accessibility.

F. Collaboration with Nearby Attractions

As the gateway to a host of popular attractions and destinations, Pincher Creek is in a favourable position to collaborate with nearby entities to better provide services, promotion, and high-quality experiences for visitors and residents. Residents and stakeholders that participated in the engagement process echoed this sentiment and communicated that innovation and partnership is key to increasing visitation, attracting new residents, growing the regional economy, creating jobs, improving environmental stewardship, and aiding in recovery efforts.

In the short-term, the Town and M.D. should seek to establish partnerships and enhanced offerings with nearby attractions such as Castle Mountain Resort, Castle Provincial Park, Waterton Lakes National Park, and the Crowsnest Pass.



4. Service Delivery, Community Partnerships, and Communication

- A. Better Align Facility and Program Scheduling with Community Need
- B. Municipal Role in Service Delivery
- C. Improving Communication
- D. Evaluating New Partners
- E. Capital Project Evaluation
- F. Implement New Policies and Plans**
- G. Funding Recreation, Parks, and Culture

A. Better Align Facility and Program Scheduling with Community Need

Program scheduling and timing was reported by survey respondents as the top barrier to participating in recreation, parks, and culture activities (32%) in Pincher Creek. An assessment of facility hours of operation and program scheduling confirmed the need to better align facility and program scheduling with the needs of the community.

For example, the Multi-Purpose Facility pool is only open until 7:00 pm on weekdays, for 5 hours on Saturdays, and completely closed on Sundays while bowling and squash at the Community Recreation Centre is unavailable from Monday-Thursday and open for only 14 hours per week. Furthermore, program attendance and participation has declined from 2017-2019 at key facilities such as the arena (-26%) and Town Hall gymnasium (-9%) (see Appendix B).

In the short-term, it is recommended that the Town and M.D. collect feedback from the community on preferred program scheduling and look to amend the operational hours of key facilities through direct provision or through the support of local organizations.

B. Municipal Role in Service Delivery

The Town’s current role in recreation, parks, and culture service delivery is best described as Shared. Figure 8 below describes the current role of the Town along a continuum of municipal service delivery. In the future, it is our recommendation that the Town take on a greater role in the provision of some services (e.g. recreational programming) while also providing greater support for community groups and the private sector, therefore maintaining their position along the continuum. The M.D. supports the Town in delivery of services and it is expected that it will continue in this role. See Appendix G for an explanation of service delivery approaches.

Figure 8. Role of the Town in Recreation, Parks, and Culture Service Delivery



Program and Community Development Officer

The community engagement process indicated that community groups are largely siloed and need more support from the Town in terms of communication, guidance, and capacity building. Stakeholder groups also indicated that the volunteerism in the region is declining due to shifting demographics and assistance is needed to bolster the volunteer base to support local groups. We recommend that the Town and M.D. add a community development and programming officer in the short to medium term. The role of this position will be:

1. Aid in the provision of recreation, parks, and culture programs for residents.
2. Build capacity among stakeholder groups to offer programs.
3. Educate and build the local volunteer base.
4. Direct programming where gaps exist.

4. Service Delivery, Community Partnerships, and Communication

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C. Improving Communication

Communication of the recreation, parks, and culture opportunities available in Pincher Creek was identified as an area for improvement by residents and stakeholder groups. Nearly 1 in 4 resident survey respondents (24%) indicated that a lack of awareness of available facilities, programs, and services keeps them from participating in recreation, parks, and culture opportunities.

Many stakeholders who responded to the survey thought that their organization would benefit from continued engagement, collaboration, and communication. At present, the Town website, Town and M.D. social media accounts, and local print and digital media are the primary channels for communicating recreation, parks, and culture opportunities.



Online Information

The Town’s webpage should be easy for users to understand and navigate. Improvements to the website could be made to ensure residents, user groups and visitors are able to easily find the information they are looking for. These improvements could include improvement to the layout and organization of topics on the landing page to make it easier for different groups to find the information they need (see <https://www.edmonton.ca/activities-parks-recreation.aspx> as an example).



Collaboration and Planning Forums

The Town and M.D. should seek to host regular regional recreation, parks, and culture forums for residents and stakeholder groups to improve communication and collaboration.



Print Information and Signage

While communications have recently shifted to online platforms, the Town and M.D. should consider the distribution of a printed or mailout recreation, parks, and culture newsletter or booklet to better inform regional residents of programs, upcoming events, and opportunities.

Recently installed signage throughout the town has improved local wayfinding for recreation, parks, culture, and community facilities. The Town should continue to develop the network of prominent signage for the benefit of residents and visitors.



4. Service Delivery, Community Partnerships, and Communication

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D. Evaluating New Partners

As projects begin to advance through the planning stage, the Town and M.D. may have opportunities to form new partnerships. The Town and M.D. will then have the responsibility of choosing which partners add the most value to recreation, parks, and culture service delivery. Table 1 describes a set of criteria to help evaluate future partners.

Table 1. Criteria for Evaluating Partners

Criteria	Description
Goal Alignment	The extent to which the goals of the organization align with those of the Town and M.D.
Inclusivity and Collaboration	The level to which the organization is inclusive and encourages participation by all residents of the Town and M.D. The extent to which the organization encourages and supports collaboration between stakeholders.
Organizational Capacity	The extent to which the organization has the capacity to add value. This includes business infrastructure, experience, management capacity and financial resources.
Viability	The extent to which the organization has the ability to generate revenue/reduce costs to be reinvested in services.
Complementary Skills	The extent to which the organization will bring to the arrangement a skill set and/or other resources that will complement Town and M.D. resources and enhance services to citizens.
Past Success	The extent to which the organization has been successful in the past.



4. Service Delivery, Community Partnerships, and Communication

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E. Capital Project Evaluation

At the present time, the Town and M.D. does not appear to have a clear, concise, and data-based process for evaluating new capital projects and new partnerships. The Intermunicipal Collaborative Framework outlines some criteria for assessing the desirability of funding new projects, however the process could be improved. This process gap could result in capital projects being funded that do not provide adequate value for taxpayer investment. For this reason, we propose the following business case and partnership framework.



Business Case Development

Budgeting for new facilities requires advanced analysis and planning in order to properly estimate resource requirements, prove the need for new infrastructure exists, and to gain support from the public and from funders. The analysis and business planning process often begins years before construction takes place to ensure adequate time for consultation and planning, and to confirm that the necessary funds are budgeted to begin construction.

The Town and M.D. should consider starting the process when certain indicators show that new facility development is required. This can include facilities reaching end of life, growth in market size, facilities reaching capacity, or demand for new facilities that are not provided within the market area. Proper analysis and business planning is a multi-step process, involving a high level of engagement of both stakeholders and the public. See Appendix H for a recommended outline of the process.



Criteria for Evaluating Major Capital Development Projects

The Town and M.D. recognize the importance of enhancing recreation and culture infrastructure and, funding permitted, will seek to partner on capital projects that demonstrate a high degree of community need and viability. Appendix H describes a set of criteria that will be used by the Town and M.D. to evaluate business cases for major capital funding. Business cases may be submitted by external partners seeking funding from the Town and M.D. or developed by the Town and M.D. themselves.



4. Service Delivery, Community Partnerships, and Communication

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F. Implement New Policies and Plans

Analysis of the current situation in Pincher Creek identified several policy gaps that impact the development of recreation, parks, and culture in the region. Addressing these gaps will be important in the coming years.

Naming Policy

At present, the Town and M.D. do not have policies that address the naming of new or existing municipal facilities. With the recent cultural movement calling into question the historical naming of public facilities, sports teams, and parks, the Town and M.D. should develop a policy that outlines the criteria for facility naming. It is important that the policy mitigates the risk associated with the naming of public facilities in these rapidly changing social times. The policy should also outline opportunities for corporate partnerships and sponsorships. The Town and M.D. should consider the development of a Naming Committee to work in conjunction with Town and M.D. Council and Administration to evaluate potential names that reflect Pincher Creek’s heritage.

New Residential and Commercial Development

Planning for community growth should strongly consider recreation, parks, and culture development and address the most prominent needs of the community. More specifically, development and design standard policies should be amended to include opportunities for neighbourhood trail and parks development. The development of new neighbourhoods should include extensive connection to the proposed expanded trail network and parks system.

Strategic Alignment

It is recommended that the Economic Development Strategy currently under development and all other Town and M.D. strategies align with each other and the Regional Recreation Master Plan to ensure the efforts and investments of the Town and M.D. provide maximum value to the community.

G. Funding Recreation, Parks, and Culture

The Town and M.D. should consider a variety of financial strategies and opportunities in order to achieve the objectives identified in this Master Plan. For an expanded discussion of funding opportunities see Appendix K.

Pandemic Plan

The Town and M.D. should develop a Pandemic Plan that supports an approved municipal emergency plan and business continuity plans with strong consideration for the impact to recreation, parks, and culture services.

Allocation for Art

Public art is considered to be a key component to the attractiveness and identity of a municipality. Investment in the arts strengthens the local economy while support for local arts and culture is a reflection of a progressive municipality with a strong sense of character. The Town and M.D. should develop a policy that contributes a percent of annual capital funding to support the development and showcasing of art. Comparable organizations implementing this policy contribute approximately 1% of capital project budgets to art. The policy would aim to:

- Improve the liveability and attractiveness of Pincher Creek
- Increase public awareness and appreciation of the arts
- Stimulate the growth of the arts and arts-related business
- Use public art to help meet urban design objectives of municipal developments
- Encourage public art in private developments through example

Land Acquisition and Trail Development

The Town and M.D. should establish guidelines and criteria for recreational land acquisition and trail development policies to support regional recreation, parks, and culture development. See Appendix J for an expanded set of recommended criteria and guidelines for consideration.





9

TOP 10 FACILITY AND OPERATIONAL PRIORITIES

This section provides a summary of the top 10 facility and operational priorities identified for recreation, parks, and culture in the Pincher Creek region.

Top 10 Facility Priorities

Priority Action Items



1. Trail system expansion and enhancement



6. New climbing wall/gym



2. Arena upgrades



7. Arts/culture performance and rehearsal space



3. Upgrade existing outdoor facilities (tied for #3)



8. Golf Club irrigation



3. New curling rink (tied for #3)



9. Enhanced day use areas and river access



5. Regional signage/wayfinding



10. Enhance pool changerooms and leisure elements

Important Note:

It is recommended that the Town and M.D. utilize the Capital Project Development Process and create business cases for major capital projects prior to committing to development (see Appendix H). Utilize the master plan as a starting point and re-adjust priorities as detailed costs and benefits are identified.

The following evaluation matrix was established to prioritize important recommendations involving potential capital projects. The process provides greater weighting to community engagement as three indicators relate to engagement results. This matrix can be further utilized by the Town and M.D. when considering future development priorities. In future years, the weighting of each indicators should be considered and amended based upon importance to the community at that point in time.

Evaluation Indicators												
Scoring Chart	Public Engagement	Stakeholder Engagement	Council Engagement	Comparator Benchmarks	Facility Utilization	Supply/Existing Condition	Future Growth Projections	Trends	Strategic Alignment	Public Access	Cost/Benefit	Total Score
	0 = clearly does not support 1 = somewhat supports 2 = clearly supports 3 = exceedingly supports											
1. Trail system expansion and enhancement	3	2	2	1	3	2	2	2	3	3	2	25
2. Arena upgrades	3	2	2	2	3	2	2	2	3	2	1	24
3. Upgrade existing outdoor facilities (sport field irrigation, skatepark equipment, and wind fencing)	2	2	2	2	2	2	2	2	2	3	2	23
3. New curling rink	3	2	2	2	3	2	2	1	3	2	1	23
5. Regional signage/wayfinding	2	2	2	2	2	2	2	2	2	2	2	22
6. New climbing wall/gym	3	1	1	1	2	3	1	2	3	2	2	21
7. Arts/Culture performance and rehearsal space	2	2	2	1	2	3	2	2	2	2	1	21
8. Golf Club upgrades	3	2	2	2	2	2	1	1	1	2	2	20
9. Day use areas and river access	2	2	2	2	2	1	2	2	2	2	1	20
10. Enhance pool changerooms and leisure elements	1	1	1	2	2	2	2	2	2	3	2	20



A variety of evaluation indicators were used to develop a total score for each recommendation. Descriptions of the indicators are shown below.

Indicators	Description
Public Engagement	Public support for the recommendation based on the resident survey and engagement sessions/stations.
Stakeholder Engagement	Stakeholder support for the recommendation based on the stakeholder survey, interviews, and engagement sessions/stations.
Council Engagement	Town and M.D. Council support from the Council Input Workshops.
Comparator Benchmarks	The degree to which the recommendation aligns with needs identified by comparator benchmarks.
Facility Utilization	The degree to which the facility is utilized by the community.
Supply/Existing Condition	The degree to which the recommendation addresses gaps in regional facility supply and current facility condition.
Future Growth Projections	The degree to which the recommendation is supported by activity participation, general population, and demographic growth.
Trends	The degree to which the recommendation is supported by trends in recreation, parks, culture, facility development, and tourism.
Strategic Alignment	The degree to which the recommendation aligns with the Master Plan and other community strategies and plans.
Public Access	The degree to which the facility is accessible to the public.
Cost/Benefit	The estimated cost/benefit or return on investment the recommendation is projected to create.



Top 10 Operational Priorities

Priority Action Items



1. Better align facility and program scheduling with community need.



6. Improve the communication of recreation, parks, and culture information, opportunities, and mapping.



2. Position recreation, parks, and culture as a core competitive advantage of the community.



7. Develop a regional tourism strategy.



3. Hire a community development and programming officer.



8. Support downtown vitality and walkability.



4. Expand and enhance indoor programming for all ages.



9. Enhance tourism marketing, promotion, and signage.



5. Enhance outdoor programming.



10. Seek opportunities for collaboration and partnership with stakeholder groups and nearby attractions/communities.

Master Plan Scorecard - Measuring Success

The Town and M.D. can use the following measures to track performance during the implementation of the plan. Exact numbers and percentages should be added to each performance measure once benchmarks have been developed.

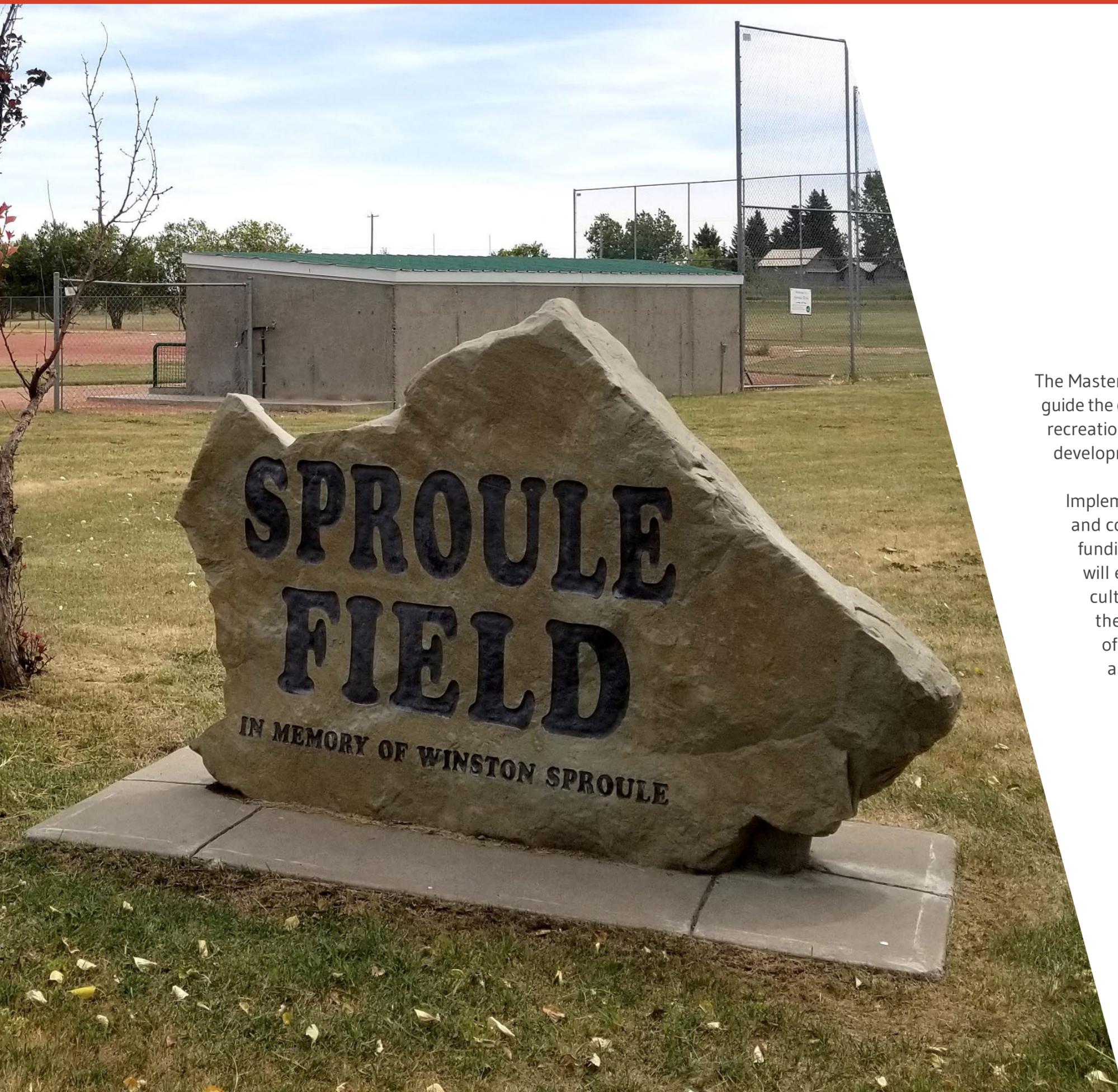
Goal	Performance Measures	Measurement Tools	Measurement Value
Social Measures	1.1 Increased utilization of facility amenities (e.g. ice sheets, pool, ball diamonds, etc.).	Visitation Statistics	% Growth % Utilization
	1.2 Strong support for recreation, parks, and culture offerings among stakeholders.	Resident and user surveys	% Support
	1.3 Facilities and programs positively impact individual and community wellness.	Resident and user surveys	% Satisfaction
	1.4 Facilities and programs demonstrate a high level of accessibility.	Accessibility audits, user survey	% Satisfaction
	1.5 Increased user satisfaction.	User survey	% Satisfaction
Economic Measures	2.1 Increased rental sales.	Revenue tracking	% Growth
	2.2 Increased revenue from programs/events.	Revenue tracking	% Growth
	2.3 The department achieves budget targets.	Dept. budget	% Target Realization
	2.4 Increased market reach and awareness.	Resident and user surveys	% Market Growth % Awareness
Organizational Measures	3.1 Facilities are appropriately staffed to successfully deliver programs and run operations.	Staffing complement, staff survey	% Satisfaction
	3.2 Facility and program performance are reviewed annually.	Annual report	% Target Realization % Growth
	3.3 Improved support is offered to community organizations.	User group survey	% Satisfaction
Environmental Measures	4.1 Facility use and development minimizes negative impact to the environment.	Environmental impact assessments, energy audits.	Impacts Identified % Energy Savings
	4.2 Increased awareness of environmental issues, conservation efforts, and impactful behaviours.	Resident and user surveys	% Aware
	4.3 Increased number of program initiatives that reduce environmental footprint.	Annual report	% Growth in Initiatives





10

CONCLUSION



The Master Plan puts forward a strategic direction that will guide the community toward its vision to deliver high quality recreation, parks, and culture services, enhance economic development opportunities, and retain young people.

Implementation of the Master Plan will require investment and concerted effort on the part of the Town, the M.D., funding partners and the community. This investment will ensure that the enhanced recreation, parks, and culture system is recognized as a core strength of the community, contributing to the sustainability of the community and encourage vitality, energy, and future growth.

APPENDICES



APPENDIX A: Recreation, Parks, and Culture Infrastructure

The following is a summary of the indoor and outdoor facilities available in the Town of Pincher Creek (see Map 1) and the M.D. of Pincher Creek (see Map 2).

Town of Pincher Creek

Multi-Purpose Facility (Pool)

The 23,000 square foot multi-use facility offers a variety of amenities including an aquatic centre, library, and conference and meeting rooms. The pool is a barrier free facility with swimming and kayaking programs, a waterslide, hot tub, and kid's pool. The facility is also home to Consistent Fitness, a private fitness centre focused on cross-fit.

Memorial Community Centre Arena

The Town has one indoor ice sheet located at Memorial Community Centre Arena that is used for public skating, figure skating, minor hockey, adult recreational hockey, shinny hockey, facility rentals, and special events.

Pincher Creek Curling Club

The local curling club offers curling, sturling, league play, bonspiels, and school programs on four ice sheets along with facility rentals.

Huddleston Senior Citizen's Drop-in Centre

The Huddleston Senior Citizen's Drop-in Centre hosts community programming for local seniors.

Town Hall (Gymnasium)

The Town Hall facilities feature a well-equipped gymnasium and meeting rooms suitable for recreational activities, meetings, reunions and other gatherings.

Community Recreation Centre

The Community Recreation Centre located at the Pincher Creek Golf Club offers a variety of recreation amenities including Chinook Lanes Bowling, Joe's Weight Training and Fitness, and squash courts.

School Gymnasiums

A Joint Use Agreement with the Livingstone Range School Division and the Holy Spirit School Division provides community groups and organizations access to school facilities in the community including large gymnasiums, meeting rooms, classrooms, and outdoor recreational facilities.

Community Hall

The Pincher Creek Community Hall is a spacious, 700-person hall with full kitchen facilities available for rentals and community events.

Pincher Creek & District Municipal Library

The Pincher Creek & District Municipal Library is located in the Multi-Purpose Facility and hosts a variety of public recreation and culture programs.

Kootenai Brown Pioneer Village

Kootenai Brown Pioneer Village allows residents and visitors to experience the pioneer way of life through 24 authentic heritage buildings displaying over 22,000 artifacts. The facility also offers numerous special events throughout the year like Canada Day celebrations and the autumn Harvest Festival.

Lebel Mansion/Allied Arts Council

The Lebel Mansion is a designated Historic Resource that overlooks downtown Pincher Creek and offers a free public art gallery which features a new exhibit each month, pottery studios, a meeting room, local arts gift shop, tours, and community arts programs and classes.

Juan Teran Regional Park

Juan Teran Regional Park features more than 15 acres of developed park area including three ball diamonds, concession/washroom building, beach volleyball pit, children's playground, horseshoe pits, and picnic area.



Sproule Field

Sproule Field is located across from Juan Teran Regional Park and offers nearly 7 acres of developed park space, a ball diamond, a soccer/football field, and a portable concession.

Lions Ball Park

The Lions Ball Park adjacent to the creek walkway hosts one ball diamond for Little League play, a concession stand, and washrooms.

Pincher Creek Golf Club

The Pincher Creek Golf Club is a nine-hole public course that offers men’s, women’s, and youth leagues, tournaments, and public play. The clubhouse is open year-round and available for rentals and special events.

Rectangular (Soccer) Fields

The Town has 6 rectangular fields located at local parks and schools throughout the community.

Tennis Courts

Two tennis courts are located behind the Multi-Purpose Facility, adjacent to the skate park.

Skatepark

The Town has one fenced skatepark adjacent to the tennis courts and bike park offering mobile equipment.

Bike Park (Pump Track)

Between the tennis courts, skatepark, and Pincher Creek is the recently developed bike park with bike trails, jumps, and wooden structures.

Parks and Playgrounds

Playgrounds are located at 9 local parks throughout town, including Castleview Playground, Central Park, Dillmer Park, Edna Park, Hank Planger Park, Juan Teran Regional Park, Lions Tot Lot, South Hill Playground, and Wentworth Playground. The Town also provides a number of ornamental parks that display ornamental gardening projects managed by local volunteers.

Running Track

The Town has one outdoor 400 meter running track along with a high jump pad and long jump pit.

Off Leash Dog Parks

The Town recently opened two new off leash dog parks adjacent to Juan Teran Regional Park and across the footbridge behind the Community Hall.

Trails

The Town has a more than 8 km of shale and asphalt trails located throughout local parks, neighbourhoods, and the creek side.

Veteran’s Memorial Campground

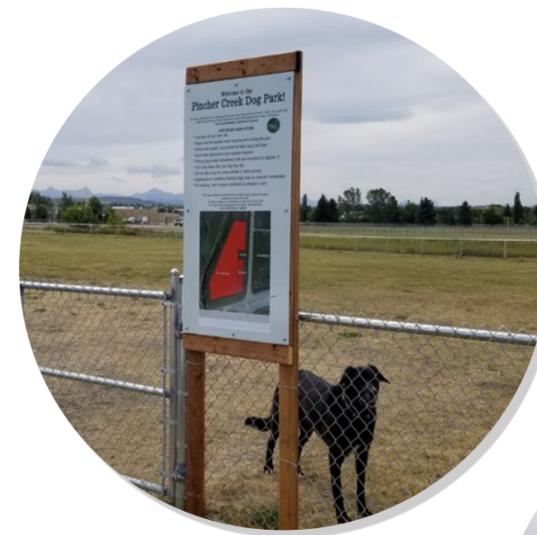
The municipal campground located next to the creek and walkway system offers 18 campsites, washrooms, and shower facilities.

Agricultural Grounds

The Agricultural Grounds are managed by the Pincher Creek Agriculture Society and are home to an indoor riding pavilion, outdoor rodeo arena, and staging area. The grounds play host to the Pincher Creek Pro Rodeo and other local rodeos and events.

Disc Golf

An 18-hole disc golf course winds through green spaces and school properties in town.



M.D. of Pincher Creek

Pincher Creek at Heritage Acres

This historical site located just northeast of the Oldman River Dam is operated by the Oldman River Antique Equipment & Threshing Club and is now Alberta’s largest independent Agricultural Museum. The site is home to relocated heritage buildings an extensive collection of pioneer and farm related artifacts.

Patton Park

Patton Park is located in Lundbreck and home to two ball fields, a skatepark, playground, disc golf course, and rectangular field.

Castle Mountain Resort

Castle Mountain Resort offers residents and visitors year-round recreational opportunities including skiing, hiking, biking, and horseback riding through open participation, programs, and events.

Campgrounds

Several campgrounds are located throughout the M.D. including:

- Lundbreck Falls Campground
- Cottonwood Campground
- Waterton Dam Campground
- Beauvais Lake Campground
- Castle River Rodeo Campground
- Syncline Group Campground

Recreation Areas

Recreation areas also feature heavily in the M.D. including:

- Maycroft Recreation Area
- Burmis Lake Recreation Area
- Todd Creek Recreation Area
- North Fork Recreation Area
- Oldman Recreation Area
- Windy Point Recreation Area
- Castle Falls Recreation Area
- Lynx Creek Recreation Area
- Castle Bridge Recreation Area
- Beaver Mines Lake Recreation Area
- Lee Lake Recreation Area

The M.D. is also home to a variety of parks, trails, halls, and other amenities including:

- Fishburn Park and ball diamond
- Bobbie Burns Park (stocked fishpond)
- Beaver Mines trails
- Beaver Mines tennis court
- Lundbreck Community Hall
- Maycroft Community Hall
- Windsor Heritage Drop-in Centre
- Twin Butte Community Hall
- Willow Valley Community Hall



APPENDIX B: Facility Utilization and Community Programming

Facility and Program Utilization

Town facilities and programs are utilized by a wide variety of people and organizations throughout the year. A breakdown of the utilization and participation information for the pool, arena, sports fields, gymnasium, and sport groups is shown in this section. Figure 9 outlines the utilization of these key community facilities and programs.

Figure 9. Facility and Program Utilization in Pincher Creek

Facility/Group	Unit	2017	2018	2019	% Change
Pool					
Pool Parties/Events	Total Participants	388	382	403	3.9%
Aquatic Leadership Courses	Total Participants	127	82	115	-9.4%
Pool Room Rentals	Total Rentals	73	100	111	52.1%
Pool Lessons/Programs/ Club	Total Participants	64557*	48923	52862	N/A
Ice Arena					
Minor Hockey & Figure Skating	Total Registrations	120	134	152	26.7%
Drop-in Programs	Total Participants		2338	2178	N/A
Arena Rentals/Sessions	Total Rentals	201	234	207	3.0%
Sports Fields					
Field Usages	Total Usages	423	402	559	32.2%
Sports Groups					
Sport Group Participants	Total Participants	596	519	531	-10.9%
Town Hall Gym					
Town Hall Programs	Average Attendance	68	62	62	-8.8%

*Free swimming made available at the pool for the Canada 150 celebrations.

Community and Partner Programs

Pincher Creek residents participate in a number of recreation, parks, and culture programs, including:

- Figure skating
- Youth soccer
- Minor hockey
- Adult hockey
- Shinny hockey
- Adult slo-pitch
- Youth baseball
- Youth football
- Adult fitness
- Pickleball
- Curling
- Sturling
- Bowling
- Judo
- Swimming
- Squash
- Tennis
- Volleyball
- Archery
- Kayaking
- Equestrian and rodeo
- School activities
- Library programs
- Arts and culture programs

Community Events

The Town and M.D. play host to a series of annual events that welcome residents and visitors from the town, M.D., and many nearby communities. These events take place throughout the year and include:

- Winter Walk Day
- Volunteer Appreciation Luncheon.
- Volunteer Recruitment Fair
- Bike Park Jam
- Skateboard Day
- Canada Day celebrations & fireworks
- Pincher Creek Pro Rodeo and parade
- Boredom Busters day camp
- Children’s Festival
- Shoreline Clean-up
- Day on the Creek
- Movie in the Park
- Moonshadow Run
- Skate into Winter
- Heritage Acres Annual Show
- Heritage Acres Chuckwagon Cookout
- Ranchers Rodeo
- Twin Butte Soul Festival
- Iundbreck Corn Festival
- Harvest Festival
- Parade of Lights
- Community Carol Festival

APPENDIX C: Comparative Service Level Analysis

Figures 11 and 12 identify relative service level provisions among comparator municipalities. Inventories were developed for each comparator’s indoor and outdoor recreation, parks, and culture facilities through an online review. Ratios were then calculated to demonstrate facility-to-population service levels. These ratios are inclusive of comparators’ urban facilities and population bases. Research was conducted to assess the rural populations serviced by each municipality; however, this information is largely not available. It should also be noted that only municipally owned and/or operated facilities were included in the comparative analysis (except golf courses). Therefore, communities may have additional facilities run by the private or not-for-profit sector that contribute to their service level provision. Currently, the Town offers 1 indoor ice surface per 3,642 people and the benchmark standard is 1 indoor ice sheet per 3,510 residents. In this case, the Town is slightly under the standard but very close and within an acceptable range (shown by figures in black). In order to meet benchmark standards for publicly operated facilities, the Town of Pincher Creek would need to add a programmable centre/hall (shown in red). Green figures indicate Pincher Creek is currently exceeded service level provisions for those facilities.

Figure 10. Comparator Urban and Rural Service Populations

Town	Pop.	County/M.D.	Pop.	% of Urban Pop.	Rural Rec. Pop.	Total Rec. Pop.
Pincher Creek	3642	M.D. of Pincher Creek	2965	100%	2965	6607
Cardston	3585	Cardston County	4481	60%	2696	6281
Claresholm	3780	M.D. of Willow Creek	5179	40%	2067	5847
Fort Macleod	2967	M.D. of Willow Creek	5179	31%	1623	4590
Raymond	3708	County of Warner	3847	60%	2327	6035

Crowsnest Pass: 5589 (Crowsnest Pass is a Specialized Municipality made up of the former communities of Blairmore, Coleman, Bellevue, Frank, and Hillcrest)

Comparative Service Level Analysis Key Findings

The following key findings were derived from the comparative analysis:

- Pincher Creek exceeds comparative service levels for indoor pools, arts/culture facilities, rectangular fields, playgrounds, and dog parks.
- Pincher Creek meets comparative service levels for ice surfaces, curling sheets, fitness centres, gymnasiums, libraries, spray parks, skateparks, bike parks, ball diamonds, golf courses, campgrounds, and running tracks.
- To meet current benchmark standards, Pincher Creek would need to add a programmable centre/hall.

Figure 11. Indoor Recreation, Parks, and Culture Facility Service Level Provision Comparison

Indoor Recreation Facilities	Service Levels by Population (Count)							Extra**
	Pincher Creek	Average Across Comparators*	Cardston	Claresholm	Fort Macleod	Raymond	Crowsnest Pass	
Ice Surfaces	3642 (1)	3510	3585 (1)	3780 (1)	2967 (1)	3708 (1)	5589 (1)	
Curling Sheets	911 (4)	843		945 (4)	742 (4)		932 (6)	
Pools	3642 (1)	3780		3780 (1)			5589 (1)	
Fitness Centres	3642 (1)	3708				3708 (1)	5589 (1)	
Centre/Hall	3642 (1)	2950	3585 (1)	3780 (1)	1484 (2)		1118 (5)	
Gymnasiums	3642 (1)	3647	3585 (1)			3708 (1)	5589 (1)	
Libraries	3642 (1)	3510	3585 (1)	3780 (1)	2967 (1)	3708 (1)	5589 (1)	
Art/Culture Facilities	1214 (3)	2104	1793 (2)	3780 (1)	989 (3)	1854 (2)	1397 (4)	

*Averages exclude comparator communities that do not provide the services. Certain averages were calculated using data from two or less comparators. These results should be interpreted with caution.

**The Special Municipality of the Crowsnest Pass is listed for comparison but not included in the comparator average calculation.

Figure 12. Outdoor Recreation, Parks, and Culture Facility Service Level Provision Comparison

Outdoor Recreation Facilities	Service Levels by Population (Count)							Extra**
	Pincher Creek	Average Across Comparators*	Cardston	Claresholm	Fort Macleod	Raymond	Crowsnest Pass	
Spray Parks	3642 (1)	3510	3585 (1)	3780 (1)	2967 (1)	3708 (1)	5589 (1)	
Skateparks	3642 (1)	3444	3585 (1)	3780 (1)	2967 (1)		5589 (1)	
Bike Parks	3642 (1)	3708				3708 (1)	5589 (1)	
Rectangular Fields	607 (6)	1041	359 (10)	1890 (2)	989 (3)	927 (4)	1118 (5)	
Ball Diamonds	728 (5)	622	598 (6)	540 (7)	424 (7)	927 (4)	1397 (4)	
Tennis Courts	1821 (2)	1443	1793 (2)	1260 (3)	1484 (2)	1236 (3)	2795 (2)	
Parks/Playgrounds	405 (9)	722	896 (4)	630 (6)	742 (4)	618 (6)	430 (13)	
Dog Parks	1821 (2)	1890		1890 (2)			5589 (1)	
Golf Courses	3642 (1)	3510	3585 (1)	3780 (1)	2967 (1)	3708 (1)		
Pools		3420	3585 (1)		2967 (1)	3708 (1)	5589 (1)	
Campgrounds	3642 (1)	3691	3585 (1)	3780 (1)		3708 (1)	5589 (1)	
Running Tracks	3642 (1)	3047	3585 (1)	3780 (1)	2967 (1)	1854 (2)		

*Averages exclude comparator communities that do not provide the services. Certain averages were calculated using data from two or less comparators. These results should be interpreted with caution.

**The Special Municipality of the Crowsnest Pass is listed for comparison but not included in the comparator average calculation.

APPENDIX D: Fee Structure Analysis

An analysis of Pincher Creek's recreation fee structure was conducted using fee structure information gathered from comparator communities (see Figure 13). The fee categories shown below are those in which a relatively direct comparison could be made and do not represent the full fee schedules of each municipality. Pincher Creek fees are closely aligned with comparators and no major fee structure changes are recommended.

Figure 13. Recreation Fee Structure Comparison

	Unit (per)	Pincher Creek	Average Across Comparators*	Cardston	Claresholm	Fort Macleod	Raymond
Parks/Sportsfields							
Field booking fee	Booking	\$40.00	\$37.50	\$50.00		\$25.00	
Baseball Youth (Per season)	Player	\$22.00	\$12.50	\$10.00			\$15.00
Soccer Youth (Per season)	Player	\$22.00	\$15.00	\$10.00			\$20.00
Football Youth (Per season)	Player	\$22.00					\$20.00
Campground							
Full Service – Power, Sewer and Water	Day	\$35.00	\$30.00	\$30.00	\$35.00		\$25.00
Partial Service – Power	Day	\$30.00	\$29.50	\$28.00	\$31.00		
Tent	Day	\$20.00	\$17.67	\$24.00	\$19.00		\$10.00
Arena (Winter)							
Youth Programs and Sports (hockey, figure skating)	Hour	\$73.00	\$77.38	\$70.00	\$69.50	\$85.00	\$85.00
Adult Programs and Sports (recreational hockey)	Hour	\$125.00	\$121.25	\$150.00	\$100.00	\$120.00	\$115.00
Youth Programs and Sports (Out of Region)	Hour	\$150.00	\$121.56	\$105.00	\$121.25	\$125.00	\$135.00
Pool							
Drop-in – Child	Person	\$3.00	\$3.67		\$2.00	\$4.00	\$5.00
Drop-in – Youth	Person	\$4.00	\$4.19	\$4.00	\$3.25	\$4.50	\$5.00
Drop-in – Adult	Person	\$6.00	\$5.50	\$5.00	\$5.50	\$5.50	\$6.00
Drop-in – Senior	Person	\$5.00	\$4.25		\$4.00	\$4.50	
Drop-in – Family	Family	\$14.00	\$16.67		\$13.00	\$17.00	\$20.00
10 Punch - Child/Youth	Person	\$36.00			\$28.00		
10 Punch - Adult	Person	\$54.00	\$46.50	\$45.00	\$48.00		
10 Punch - Senior	Person	\$45.00			\$34.00		
Private Pool Rental	Hour	\$130.00	\$125.00	\$150.00	\$90.00	\$100.00	\$160.00
Private Lesson	Half Hour	\$22.50	\$24.00	\$30.00	\$18.00		

APPENDIX E: Expanded Strategic Alignment Analysis

The following figure outlines the strategic alignment of the Master Plan with municipal, regional, provincial, and national plans.

The Town of Pincher Creek is currently developing an Economic Development Strategy to guide future development, business retention and recovery. The strategy’s recommendations and direction should align with the Master Plan.

Figure 14. Strategic Alignment Summary

<p>Town of Pincher Creek Four Year Strategic Plan (2018)¹⁴</p> <p>Outlines the direction Town Council will pursue over 4 years including the following key success factors:</p> <ul style="list-style-type: none"> • Planning for facilities. • Sport field and curling rink development. • Population increase (attract and retain new residents). • Providing funding for long-term projects. • Maintaining a satisfactory service level. 	<p>Pincher Creek Parks and Open Space Master Plan (2009)¹⁵</p> <p>Guides the current and future development of the parks and open space network.</p> <ul style="list-style-type: none"> • Identifies the open spaces and pathways of Pincher Creek are important to the quality of life and the health of citizens of all ages and abilities. • Establishes a set of guiding principles for development that foster public safety, provide safe and convenient barrier-free access for everyone, preserve and enhance natural areas, and ensure open space in new development areas meets the needs of citizens of Pincher Creek.
<p>Town of Pincher Creek Municipal Development Plan (2013)¹⁶</p> <p>Serves to guide future growth and development toward the community’s desired future including the following targets and policies regarding recreation, parks, and culture:</p> <ul style="list-style-type: none"> • Provide quality recreational facilities, parks and open space and pathways for the enjoyment of residents and visitors alike. • Maintain and improve existing recreational facilities, parks and open space and pathways in an efficient, cost-effective manner. • Encourage linkages between open space, parks, schools, and pathways where feasible. • Balance the needs of natural and cultural environments with economic development, recreation and individual landowners as a reflection of community values. 	<p>Town and M.D. of Pincher Creek Intermunicipal Development Plan (2010)¹⁷</p> <p>Prescribes policy for future land use and development, and any other matter relating to the physical, social or economic development. It includes the following goals and objectives related to the Master Plan:</p> <ul style="list-style-type: none"> • To identify possible joint ventures, such as the provision of municipal services. • To provide for a continuous and transparent planning process that facilitates ongoing consultation and cooperation among the two municipalities and affected ratepayers. • To identify the growth strategies of the Town of Pincher Creek and ensure that these growth strategies are compatible with the development and land use policies of the Municipal District of Pincher Creek.
<p>Town and M.D. of Pincher Creek Intermunicipal Collaborative Framework¹⁸ (2020)</p> <p>Creates opportunities to better serve and provide quality of life to the residents of the Town and M.D.</p> <ul style="list-style-type: none"> • Outlines the provision of access to regional assets, programs, and services. • Provides a framework recreation, parks, and culture cost-sharing. • Recognizes the value recreation facilities bring to the Region including resident’s health, vitality of the community, giving young people activities which contribute to skill development, and building pride and safety in the community. <p>Identifies recreation facilities as necessary to attract young families, retain growing families, support the schools and the social community and provide entertainment for local families and visitors to the region.</p>	<p>M.D. of Pincher Creek No. 9 Municipal Development Plan (2002)¹⁹</p> <p>Establishes the overall policy direction for the M.D. and provides guidance for more specific plans. It includes the following objectives related to the Master Plan:</p> <ul style="list-style-type: none"> • To minimize conflicts in the urban fringe by implementing cooperative and mutually satisfactory land use policies. • To facilitate the orderly and economic expansion of urban communities by limiting the fragmentation of rural land which surrounds urban municipalities and designated hamlets and to limit premature development of these lands. • To foster cooperative relations with all other bordering jurisdictions.

<p>South Saskatchewan Regional Plan 2014-2024 (amended 2018)²⁰</p> <p>Establishes a long-term vision for the region and identifies strategic directions for the region over the course of 10 years.</p> <ul style="list-style-type: none"> • Identifies recreation infrastructure and tourism investment be key for rural areas to retain residents and support economic diversification. • Provides outdoor recreation and nature-based tourism opportunities that preserve and promote the region’s unique cultural and natural heritage. 	<p>Active Alberta Policy (2011-2021)²¹</p> <ul style="list-style-type: none"> • Recognizes the importance of recreation, active living and sport to quality of life, health and wellness, strong communities, economic benefits and personal fulfillment. • Encourages Albertans to become more active.
<p>Provincial Regulations</p> <ul style="list-style-type: none"> • The Master Plan complies with all relevant provincial Acts, regulations, plans and policies (e.g. Alberta Land Stewardship Act, Land Use Framework). 	<p>National Framework for Recreation: Pathways to Wellbeing (2015)²²</p> <ul style="list-style-type: none"> • Provides a vision for recreation in Canada whereby everyone in Canada is engaged in meaningful, accessible recreation experiences that foster individual wellbeing, community wellbeing and the wellbeing of natural and built environments.
<p>Canadian Sport for Life: Long-Term Athlete Development (2016)²³</p> <ul style="list-style-type: none"> • Aims to build quality sport and physical literacy in Canada by addressing overall sport and physical activity from policy to program delivery. 	

APPENDIX F: Trends in Recreation, Parks, Culture, and Facility Development

In order to inform the planning process, it is important to review pertinent trends that affect the delivery of recreation, parks, and culture services.

Recreation, Park, and Culture Trends

Increase in Flexible, Unstructured Activities

Nearly all households in Alberta have participated in some form of informal active living. The most popular activities among adults are walking, gardening, bicycling and jogging/running.²⁴ Two main factors are driving the trend towards more informal activities. First, there are growing pressures for individuals to fit recreation activities into convenient time slots, in the context of a busy schedule. Increased commuting, a move to “two career families,” growing pressures to perform in the workplace and children having multiple extracurricular commitments are some of the contributing factors. Second is the aging population who are gravitating towards flexible, low-intensity activities such as walking and wildlife viewing and away from organized sports. As individuals age and move into retirement, they have more time available for participating in recreation and leisure activities. In order to accommodate this trend, recreation providers are developing more flexible opportunities for participation by providing drop-in activities and flexible day-use areas, building fitness centres and developing trails for biking, cycling, walking and jogging.

Team Sports

Team sport programs are an important part of recreation, especially with younger age groups. The Albertan Recreation Survey (2017) describes the recreation activities and percentage participation of all Alberta households during the last 12 months. The most common organized sports across Alberta are soccer (20%), ice hockey (17%), basketball (17%), baseball (14%), volleyball (12%), and curling (9%).²⁵ However, organized sports in Alberta are decreasing in popularity overall. Between 2015 and 2018, membership in provincial sport organizations grew at an annual rate of 0.86%.²⁶ This rate of growth did not keep pace with the annual increase in provincial population over this timeframe (1.29%), which leads to a lower proportion of participation (see Figure 15).

Figure 15. Membership in Provincial Sport Organizations Compared to Population Growth in Alberta

	2015	2016	2017	2018	Average Annual Growth
Sport Memberships	768,000	804,000	811,000	788,000	0.86%
Alberta Population	4,144,000	4,067,000	4,244,000	4,307,000	1.29%

Rise in Outdoor-Based Activities

Participation in outdoor recreation has increased significantly overall, particularly with regards to connecting people with nature. The 2017 Alberta Recreation Survey reports that 94% of Alberta households enjoy connecting with nature. Most popular activities were walking (83%), cycling (54%), jogging (39%), and picnics (33%).²⁷ Trails and parks play an essential role in providing residents with a daily connection to nature. They also contribute to healthy and active neighbourhoods.

Proximity of activities plays a role in their popularity. For example, snowmobiling, fishing and ATV use are popular among individuals living in rural areas, while downhill skiing is popular among those living near ski resorts.²⁸ Of note, fewer individuals over the age of 55 participate in land, water and snow-based activities when compared to younger demographics.²⁹ Camping, hiking and walking are ranked within the top three most favorite activities among Albertans.³⁰ As sections of the Trans-Canada and other long-distance trails are developed, there will also likely be a rise in alternative transportation adventures/treks.

The COVID-19 pandemic has forced municipalities to reconsider how they offer recreation and culture services due to limitations around indoor gatherings. Municipalities have responded by offering increased outdoor fitness, health, wellness, and culture opportunities. These opportunities are likely to remain or experience growth in the years following pandemic recovery.

Increased Emphasis on Parks for All Seasons

Alberta communities experience cold weather conditions as well as long summer days and short winter days. To ensure park systems support outdoor recreation in all seasons, municipalities are developing their parks to offer appropriate climate responses, including rest points, night lighting, warming huts, path clearing, and amenities to support winter recreation and comfortable protection from wind and cold winter weather. Amenities to support activities such as ice skating, hockey and cross-country skiing should be a key component to recreation planning by the Town and M.D.

Importance of Culture

The creation of and participation in culture is important to Albertans:

- Albertans participate in 2.5 cultural activities per month on average, with the average Canadian small-town participation being 2.4 times per month.³¹
- In 2017-18 visitation at provincially operated museums, interpretive centers, and historic sites increased by 3.4 per cent to 821,344 visits.³²
- In 2016, approximately 44,880 Albertans were employed in the arts, entertainment, and recreation.³³
- In 2016, the visual and applied arts, and live performance industries in Alberta contributed approximately \$1.3 billion in GDP.³⁴

The most popular activities that Albertans participate in share three core principles: community, connection, and discovery. These types of activities bring together audiences with shared interests, provide opportunity for sociability, and often expose participants to new things.³⁵

Cultural Districts

Creative placemaking describes projects in which art plays an intentional and integrated role in place-based community planning and development. This brings artists, arts organizations and artistic activity into the suite of placemaking strategies pioneered by Jane Jacobs and her colleagues, who believed that community development must be locally informed, human-centric and holistic.³⁶

Many communities across Canada and the U.S. have created Cultural Districts to position the arts at the centre of urban revitalization efforts. These districts, often in the heart of a community's downtown, employ creative placemaking through building iconic spaces for cultural and community programming and activity, using bylaws and other mechanisms to allow public space to be used for creative and cultural expression, and programming and using public art to enliven the public pedestrian experience.

Downtown cultural districts boost urban revitalization and bring life to downtown cores through:

- Beautifying and animating cities
- Providing employment
- Attracting residents and tourists
- Complementing adjacent businesses such as restaurants and retail shops
- Enhancing the property values
- Expanding the tax base
- Contributing to a creative and innovative environment that can be a differentiator between other towns in proximity.

Playgrounds and Youth Recreation

Current trends in playground design include a focus on increasing children's connection with the natural environment. "Nature play" areas incorporate natural elements such as boulders, logs, stumps, sand pits, small water features and native plantings. These natural elements enhance the play environment and complement traditional play structures such as swings and slides (which will continue to attract kids). Other amenities like climbing boulders, bicycle/tricycle circuits, seating areas for reading or socializing, skate parks, mountain biking parks, outdoor classrooms, musical elements, mural/art walls, multi-sport courts, and food/flower gardens are gaining popularity across Canada and North America.

There is a growing recognition that providing recreational opportunities and community spaces specifically for youth are critical to positive youth development and engagement in the community. Youth leadership programs and youth-led projects can be especially effective at building confidence and skills that will help them be successful throughout their lives. Recently, some communities have developed "Youth-Friendly Community Plans" to drive a shift in the approach to youth services.

Increased Focus on Inclusion and Access

In recent years there has been an increasing focus on improving the inclusiveness of recreation activities to reach all citizens and bring people together. In order to accomplish this task, municipalities must strategically address any barriers and constraints that specific populations may face. Affected individuals include the elderly, visible minorities, individuals with lower socioeconomic status, LGBTQ people, people living with disabilities, and many others. These individual factors must be taken into consideration in the planning of facilities, open spaces and recreation programming, to ensure that all citizens can participate.

Focus on Sustainability and Capacity of Recreation

An appropriate mix of individuals including professional staff and volunteers is needed for delivering high-quality recreation programs and services. In many communities, there is a significant workload placed on volunteers specifically, which can lead to burnout of the volunteer pool. Nationally in 2010, volunteers in recreation and sport accounted for 208,000 full time equivalent jobs, which further exemplifies the importance of this resource.³⁷ Volunteers must be provided with training and other forms of support to ensure that they feel valued and that they have a reason to continue donating their time and effort to the community.

Naming Policies and the Growing Cultural Shift

Recently, a growing cultural movement has focused on reconsidering how communities use historical iconography such as statues, memorials, and prominent names. A push has been made to rename many existing facilities and infrastructure with ties to controversial historical figures. Municipalities must ensure that policies around the naming of public spaces and events are clearly outlined and strongly consider the contextual, cultural, and community significance of any current and proposed names.

Pandemic Planning

The COVID-19 pandemic has had profound impacts on every community, with municipalities facing an unprecedented financial crisis that could last for years. As a result, many difficult decisions will need to be made about staffing, service levels, taxation, and future projects. The US Centers for Disease Control and Prevention has identified a number of factors that increase the risk that future outbreaks will occur more frequently and spread rapidly, including:³⁸

- Increased risk of infectious pathogens “spilling over” from animals to humans.
- Development of antimicrobial resistance.
- Spread of infectious diseases through global travel and trade.
- Acts of bioterrorism.
- Weak public health infrastructures.

Municipalities must be aware of the impact of a pandemic on their own capacity to provide services. All services delivered by municipal governments are likely to be affected by supply chain disruptions, staff absenteeism due to their own illness, to care for ill family members, or to otherwise support family members and children at home, and recommendations or orders issued by the Chief Medical Officer of Health. It is critical in for municipalities to develop pandemic specific plans that support an approved municipal emergency plan and business continuity plans.³⁹

The Evolving Nature of Volunteerism

Volunteers continue to be vitally important to the planning and delivery of recreation, culture, events, and programs. The following are current trends in volunteerism as identified by Volunteer Canada that apply to Pincher Creek.⁴⁰

- **Much comes from the few.** While 47% of Canadians volunteer, over one-third (34%) of all volunteer hours were contributed by 5% of total volunteers.
- **Volunteer motivations.** Young people volunteer to gain work related skills (Canadians aged 15 – 24 volunteer more than any other age group). New Canadians also volunteer to develop work experience and to practice language skills. Persons with disabilities may volunteer as a way to more fully participate in community life.
- **Volunteer job design.** Volunteer job design can be the best defense for changing demographics and fluctuations in funding.
- **Volunteering by contract.** The changing volunteer environment is redefining volunteer commitment as a negotiated and mutually beneficial arrangement rather than a one-way sacrifice of time by the volunteer.

Facility Planning and Development Trends

*A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing*⁴¹ describes current trends related to facility planning and development. Facility administrators should consider these key areas when planning for future development.

Infrastructure Deficits

Planning for future facilities should balance fiscal and service priorities, with built-in cost efficiencies and as many revenue opportunities as possible. Many centres have faced significant costs associated with aging infrastructure, so capital reserve funds have become more commonplace to ensure that funding is set aside for regular capital maintenance. Securing dedicated funding and forming partnerships with private sector and not-for-profit organizations may be necessary to ensure ongoing renewal of facilities. Furthermore, municipalities must develop assessment tools and evidence-based guidelines to inform decisions to invest in new infrastructure or reinvest in aging infrastructure.

Multi-purpose Facilities

The use of multipurpose facilities is on the rise. Consolidation of services leads to effective use of resources and increases efficiencies through economies of scale. Multi-purpose facilities become community hubs where a variety of activities including education and recreation can be accessed by families or groups of users. Other trends related to the shift towards multi-purpose facilities include:

- As multi-purpose facilities replace single use facilities, it is important to continue working with partners to utilize existing structures such as schools, churches and vacant land for recreation purposes in addition to their primary function
- The focus of recreation facilities has shifted from male youth sports to become more inclusive of all ages, genders, interests and abilities.
- Facility designs are changing to facilitate the growing demand of individual activities.
- Fitness rooms are larger and indoor tracks are making use of circulation corridors and activity spaces; indoor synthetic surface running tracks remain popular.
- Aesthetically appealing and welcoming facilities are becoming more popular in an effort to meet the desire for quality experiences.

Many new multi-purpose facilities are built on the outskirts of municipalities where

more land is available for purchase and construction. However, this movement away from the core of the community can have a detrimental effect on overall community vitality in some circumstances. Future planning should consider the cost/benefit of centrally locating facilities versus locating them in new development.

Embracing New Technology

Recreation facilities benefit from numerous technologies, including bar-coded entry systems, computer and web-based program registration, user tracking systems, improved facility security and enhanced communication with both users and colleagues. Increasing technological complexity, coupled with increasing bandwidth and connectivity, improve facilities' ability to manage and track information, model alternative courses of action and provide customer service. Communities and recreation departments are finding it critical to embrace new technology to meet the changing demographics and needs of their citizens and users. However, these high-tech capacities can complement, but not replace, human contact and personal attention.⁴²

Regional Facilities

The Alberta Municipal Government Act was recently amended. A change to note was that it gave municipalities and counties/districts two years to make Intermunicipal Development Plans and Intermunicipal Collaboration Frameworks with neighbouring areas. Regional cooperation on the funding of operating and capital costs is an expected outcome of this new policy direction. The Town and M.D. currently do have a recreation cost sharing agreement in place that sees the M.D. contributing to Town facilities on an annual basis.

APPENDIX G: Service Delivery Approaches

Delivery Approach Options⁴³

The following four service delivery options represent a continuum of service provision that municipalities offer. It is possible for a municipality to fall in between two of the options on the continuum, and this is used as a general guide to monitor and compare changes in service delivery approach.

Indirect Provider

Municipalities have limited or no involvement in the provision of recreation facilities and programs. These services are provided by the private sector and/or non-profit associations.

Facilitator

Municipalities primarily influence the development and delivery of recreation and culture opportunities through planning, counsel, support and promotion. Municipalities may provide some operational or capital funding to support services and may own some facilities. Facilities owned by the municipality are often leased out for delivery of services. Management of facilities and programs is primarily the responsibility of other sectors.

Shared

Municipalities primarily partner with organizations and share responsibility for the provision of recreation facilities and programs with other sectors. Municipalities provide considerable operational and capital funding to support services and may own many facilities. Management of facilities and programs is a shared responsibility.

Direct Provider

Municipalities primarily assume the lead responsibility for the direct provision of recreation facilities and programs. Municipalities own facilities and provide all operational and capital funding to support services. Management of facilities and programs is the responsibility of the municipality.

APPENDIX H: Capital Project Evaluation Criteria

Evaluation Criteria

1. Condition Assessment (if the project is an expansion, renovation or replacement of an existing facility)
 - The project mitigates safety risk to staff and public.
 - The project ensures compliance with all laws and regulation.
 - The project mitigates risk to infrastructure and the environment.
 - The project will enable operational cost savings and efficiencies.
2. Strategic Alignment
 - Demonstrates strategic alignment/compliance with key planning documents, including the Strategic Plan, Regional Recreation Master Plan and other documents produced by the Town and M.D.
3. Consultation with Town and M.D. Council
 - Demonstrates early involvement and consultation with Town and M.D. Council.
4. Consultation with Town and M.D. Residents
 - Demonstrates meaningful consultation with residents.
5. Demand
 - Demonstrates demand from residents in the catchment area (indicators may include public input surveys, stakeholder interviews, focus groups, activity trends, population projections, current and projected facility utilization, program statistics etc.);
 - Clearly identifies target markets and how the facility will meet the needs of those markets.
6. Comparative Research
 - Comparison of facility provision to benchmarks from other communities supports the project.

7. Supply

- Provides complementary (vs. competitive) services and facilities;
- Demonstrates facility supply does not meet demand in the catchment area;
- Demonstrates effective use of existing assets in the community and has completed a thorough review of all re-purposing options of existing assets.

8. Strategic Partners

- Demonstrates a collaborative approach and strong partnerships;
- Demonstrates a plan to work with other organizations to ensure resources are shared, support services are centralized and efficiencies are maximized.

9. Public Access and Facility Use

- Demonstrates high level of accessibility to the public and ensures the greatest access to the greatest number of citizens;
- Demonstrates inclusiveness and accommodates people of all ages, cultural backgrounds, income levels and abilities;
- Single use facilities or those facilities that cater mostly to one user group must specifically demonstrate the broad community benefit.

10. Capital Financing Plan

- Capital financing plan is realistic and is supported by sound data;
- Capital financing plan demonstrates a clear ability to fund the project;
- The sponsoring organization demonstrates provision of an agreed upon percentage of project costs (e.g. cash in hand, grants, donations, labour in kind, etc.).

11. Operational Costs

- Operational revenue/cost assessment is realistic and is supported by sound data;
- Business model demonstrates enhanced opportunities for citizens, while seeking to maximize revenue and minimize tax supported annual operating costs;
- Demonstrates sound lifecycle planning and allocates annual resources for lifecycle costs;
- Clear identification of annual taxpayer support required.

12. Operating Plan

- Demonstrates that the facility will operate efficiently and effectively;
- Proposed operating model demonstrates sound management capacity, financial resources, business infrastructure, support services, experience and management controls to support the on-going high quality operation of the facility;
- Implementation plan is clear, logical and realistic;
- Implementation plan identifies clear performance measures.

13. Facility Concept and Site

- Sound preliminary design and site assessment that provides maximum benefit for citizens;
- Location ensures the greatest access to the greatest number of citizens;
- Location links new facility with other high value recreation and/or tourism assets;
- Project is high quality and built to last;
- Design encourages multi-use spaces that promote a variety of uses for a variety of interests;
- Design allows for growth in the future as needs change and evolve;
- Design will limit negative impacts on the environment.

14. Risks

- Project risks and mitigation measures are adequately identified.

15. Relative Priority

- After evaluation of the above criteria, Town Council will measure the need for the project against other Town municipal projects (both recreation and non-recreation).

Process for Evaluating Major Capital Development Projects

It is recommended that the Town and M.D. incorporate the evaluation of business cases into its annual budget planning cycle. Figure 16 outlines a process for evaluating major capital projects.

Figure 16. Process for Evaluating Major Capital Development Projects



APPENDIX I: Implementation Plan

This section provides a detailed plan for implementing the priorities identified for recreation, parks, and culture in the Pincher Creek region.

Categories, Priorities and Action Item Charts

The Action Plan is divided into categories, priorities, and action items. Priorities are divided into the four categories identified in the previous section. Within each priority, specific action items have been established that clearly describe the steps that should be taken to achieve the objective. The action items will also assist the Town and M.D. in evaluating the success of the plan moving forward. Each action item has been assigned a suggested priority rating, estimated cost, and anticipated timeline for implementation.

Priority Criteria

- Low Priority (L) There is considerable community benefit, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority at this time.
- Medium Priority (M) There is a considerable community benefit, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority than high priority items at this time.
- High Priority (H) There is a strong community benefit, and because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a high priority at this time.

Cost Criteria

- Low Cost (L) Less than \$25,000
- Medium Cost (M) \$25,000 - \$100,000
- High Cost (H) More than \$100,000

Implementation Timeline

- Short Term (S) 2021 - 2025
- Medium Term (M) 2026 - 2030
- Long Term (L) 2031 - 2040

Organizational Lead

The Town and MD will take the lead role in implementing the master plan. The Town and M.D. are encouraged to seek partnerships with stakeholder groups, neighbouring communities, provincial ministries, and other applicable groups wherever possible to leverage available resources. Residents can also be engaged through task forces and committees to help contribute to implementation.

Quick Wins



A blue star indicates that an action item is a “Quick Win.” Quick wins are actions that can be implemented within a year or two, have a high probability of success and have a relatively low cost.

Highest Priority Items



An exclamation mark identifies items that should be considered the highest priority in the short term.

Future Planning, Evaluation, and Reporting

A key component of the success of the Master Plan will be the evaluation of its initiatives. The action plan should be reviewed bi-annually, at which time priorities should be re-evaluated and a discussion of any variances should occur in reference to key performance indicators (KPI’s). If new projects are added (or old projects removed) as the plan progresses, this should be done by weighing the relative priority of all projects in the plan. The action plan should be updated on a yearly basis; therefore, the third quarter evaluation period will set the stage for the updated version of the plan. In the fourth quarter, the updated plan should be formalized and a draft approved by the end of the year.

Implementation Considerations

In total, the Implementation Plan identifies 53 action items, grouped into 25 separate priorities. Attempting to complete all initiatives concurrently will stretch the resources and limit the focus of the Town and M.D. as they implement the plan. Therefore, it is recommended that implementation of the plan begin with the highest priority items and quick wins.

1. Indoor Facilities and Programming

Legend:

Priority/
Cost L (Low)
M (Medium)
H (High)

Timeline S (2021-2025)
M (2026-2030)
L (2031-2040)



Quick Win



Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Ice Arena Upgrades	1.A.1 Complete the recommended upgrades outlined in the 2020 Facility Lifecycle Assessment.	H	S – M	H (\$1.3M)
	1.A.2 Upgrade the dressing rooms to allow for more space in each room and create a new dressing room for use by other genders or special groups.	H	S – M	H (Feasibility study needed)
	1.A.3 Upgrade and modernize the front lobby of the arena.	M	S – M	H (Feasibility study needed)
	1.A.4 Provide enhancements to the façade of the arena and Multi-Purpose Facility.	M	M	H (Feasibility study needed)
	1.A.5 Continue to contribute annual funds to capital reserves to support future replacement.	M	Ongoing	H
B. Curling Rink Development	1.B.1 Develop a new curling rink.	H	S – M	H (\$5-6M)
	1.B.2 Expand and enhance programming and opportunities for children, youth, and young adults.	H	S	L
	1.B.3 Ensure the facility is highly visible to the public through architectural enhancements.	H	S – M	H
C. Expand and Enhance Indoor Programming for All Ages	1.C.1 Develop recreation and culture program plans and enhance programming for a wide variety of interests and ages.	H	S	L
	1.C.2 Provide support to local groups and organizations to encourage the development of recreation and culture events and programs.	H	S	L
D. Develop a Climbing Gym or Wall	1.D.1 Explore opportunities to develop a climbing gym or wall at the Multi-Purpose Facility, another existing municipal facility or through partnership with local organizations or the private sector.	H	S	H (\$300-400k)
E. Develop a Performing Arts and Culture Multi-use Space	1.E.1 Develop a performing arts/culture multi-use space.	H	M	H (\$1M)



1. Indoor Facilities and Programming

Legend:

Priority/
Cost
L (Low)
M (Medium)
H (High)

Timeline
S (2021-2025)
M (2026-2030)
L (2031-2040)

 Quick Win

 Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
F. Upgrade the Pool	 1.F.1 Enhance the changerooms for improved accessibility and greater facility utilization.	M	M – L	H (Feasibility study needed)
	1.F.2 Expand the leisure pool, add a spray and play structure, and enclose the water slide for year-round utilization.	M	M – L	H (Feasibility study needed)
G. Multi-use Facility	1.G.1 Consider the need to develop a multi-use facility to accommodate new programs, services, and increased demand. The facility could include the following components: fieldhouse, multipurpose space, playgrounds, court space, or indoor running/walking track.	M	M – L	H (Feasibility study needed)



2. Outdoor Facilities and Programming

Legend:

Priority/
Cost
L (Low)
M (Medium)
H (High)

Timeline
S (2021-2025)
M (2026-2030)
L (2031-2040)

 Quick Win

 Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Expand and Enhance the Trail System	 2.A.1 Develop a network of interconnected Town trails, wider sidewalks, and open spaces as identified in Map 4. <ul style="list-style-type: none"> Increase the length of overall paved trail network within the Town. Enhance site amenities within all parks. Provide enhanced maintenance for year-round use. 	H	S	H
	2.A.2 Consider the development of regional bike trails from the town to other communities and popular recreation areas (as shown in Map 2).	M	M – L	H
B. Enhance Outdoor Programming	 2.B.1 Develop a set of programs focused on parks and trails.	H	S	L
	 2.B.2 Partner with regional arts, culture, and heritage groups to enhance the provision of outdoor cultural programs	H	S	L
	2.B.3 Develop a set of programs focused on outdoor education and skill-building.	H	S	L
	2.B.4 Develop registered and drop-in outdoor fitness programs during the summer and winter months.	H	S	L
C. Upgrade Existing Outdoor Facilities	 2.C.1 Install wind barriers/fencing at the tennis courts and other strategic locations such as playgrounds or parks.	H	S - M	M (\$50-100k)
	2.C.2 Improve sport field irrigation.	H	S – M	H (Depending on system)
	2.C.3 Upgrade the equipment at the skatepark.	M	S – M	M – H
D. Continue to Support the Pincher Creek Golf Course	 2.D.1 Continue to provide operational funding support to golf course.	H	Ongoing	M
	2.D.2 Explore opportunities to enhance local offerings, improve business planning, create recreational efficiencies, and utilize the golf club for activities and events in the off-season.	H	S - M	L
	2.D.3 Explore opportunities to provide support for upgrades.	M	S - M	H (\$750K)
E. Crime Prevention Through Environmental Design	2.E.1 Incorporate CPTED guidelines in all future outdoor facility planning.	M	Ongoing	L
	2.E.2 Review existing outdoor facilities utilizing CPTED guidelines and enhance the crime prevention qualities of existing spaces.	M	Ongoing	L



3. Tourism Linkages

Legend:

**Priority/
Cost** L (Low)
M (Medium)
H (High)

Timeline S (2021-2025)
M (2026-2030)
L (2031-2040)

 Quick Win

 Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Position Recreation, Parks, and Culture as a Core Competitive Advantage  	3.A.1 Develop strategies for resident attraction and retention broken down by demographics that position the region’s recreation, parks, and culture opportunities as a core competitive advantage.	H	S	L
B. Develop a Tourism Strategy 	3.B.1 Develop a regional tourism strategy to support tourism growth and development.	H	S – M	M
C. Support Downtown Vitality and Walkability 	3.C.1 Prioritize opportunities to develop facilities, programs, and events near the downtown core to promote downtown vitality.	H	Ongoing	L
	3.C.2 Explore opportunities to improve the walkability of the area, provide better access to the creek, and enhance the visual aesthetic of downtown.	M	S – M	L – M
D. Enhance Tourism Marketing, Promotion, and Signage  	3.D.1 Enhance regional tourism marketing and promotion through social, digital, and print media.	H	S	M
	3.D.2 Develop a network of regional signage and wayfinding for identified areas of visitation. Regional signage should have a consistent theme that matches the brand of the region.	H	S – M	M – H
E. Improve Access to Outdoor Recreation Assets 	3.E.1 Provide improved access to outdoor recreation assets such as the town creekside, and Oldman River.	H	S – M	M – H (Water access study needed)
F. Collaboration with Nearby Attractions 	3.F.1 Explore opportunities to establish partnerships and enhanced offerings with nearby attractions such as Castle Mountain Resort, Castle Provincial Park, Waterton Lakes National Park, and the Crowsnest Pass.	M	S – M	L – M



4. Service Delivery, Community Partnerships, and Communication

Legend:

- Priority/ Cost: L (Low), M (Medium), H (High)
- Timeline: S (2021-2025), M (2026-2030), L (2031-2040)
-  Quick Win
-  Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Better Align Facility and Program Scheduling with Community Need  	4.A.1 Collect feedback from the community on preferred program scheduling and look to amend the operational hours of key facilities.	H	S	Depending on feedback
B. Maintain the Town and M.D.'s Role in Service Delivery 	4.B.1 Hire a community development and program officer to aid in programming, build capacity among stakeholder groups to offer programs, build the local volunteer base, and program directly.	H	S – M	M
	 4.B.2 The Town and M.D. should maintain their shared role in recreation, parks, and culture service delivery.	H	Ongoing	L
C. Improve Communication 	4.C.1 Improve the layout and organization of topics on the Town website landing page to make it easier for different groups to find the information they need.	H	S	L
	4.C.2 Consider the development of a printed communication channel for activities, programs, events, and opportunities for community engagement.	H	S	L
	4.C.3 Continue to develop the network of prominent recreation, parks, culture, and community signage throughout the Town.	M	S – M	M
	4.C.4 Host regular regional recreation, parks, and culture forums for residents and stakeholder groups to improve communication and collaboration.	M	Ongoing	L
D. Evaluate New Partners	4.D.1 Evaluate new partnership arrangements based on the criteria in Section 8.	M	Ongoing	L
E. Capital Project Evaluation	4.E.1 Implement the process identified in Appendix G for evaluating major capital development projects.	H	Ongoing	L



4. Service Delivery, Community Partnerships, and Communication

Legend:

Priority/
Cost L (Low)
M (Medium)
H (High)

Timeline S (2021-2025)
M (2026-2030)
L (2031-2040)

★ Quick Win

! Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
F. Implement New Policies	4.F.1 Develop a Municipal Naming Policy that outlines a framework for naming municipal facilities. Consider the creation of a Naming Committee.	H	S	L
	4.F.2 Amend existing development and design standards to include greater opportunities for trails and parks development in new neighbourhoods.	H	S	L
	4.F.3 Develop a Pandemic Plan that supports an approved municipal emergency plan and business continuity plans with strong consideration for the impact to recreation, parks, and culture services.	H	S	L
	4.F.4 Align the Economic Development Strategy currently under development and all other Town and M.D. strategies with each other and the Regional Recreation Master Plan to ensure the efforts and investments of the Town and M.D. provide maximum value to the community.	H	Ongoing	L
	4.F.5 Develop a percent for art policy that contributes capital funding to support the development and showcasing of public art.	M	Ongoing	L – M
	4.F.6 Establish guidelines and criteria for recreational land acquisition and trail development policies to support regional recreation, parks, and culture development. See Appendix J for an expanded set of recommended criteria and guidelines for consideration.	M	S	L
G. Funding Recreation, Parks, and Culture	4.G.1 Explore a variety of financial strategies and opportunities in order to achieve more objectives identified in this Master Plan and to mitigate the anticipated capital and operational budget impacts. For an expanded discussion of funding opportunities see Appendix K.	H	Ongoing	L



APPENDIX J: Land Acquisition and Trail Development Policy Guidelines

This section provides guidelines for land acquisition and trail development policies in the Pincher Creek region. These guidelines are intended to compliment and support existing Municipal Development Plans and Land Use Bylaws.

Recreation Reserves

In new industrial and commercial subdivisions, the Town and M.D. should continue the current practice of negotiating reserves considering land dedications, cash in lieu, or a combination of both.

In new residential subdivisions the Town and M.D. may consider land dedications for municipal reserve if the lands meet these criteria:

- Supplements environmental reserves along lakes and rivers,
- Protects habitat or vegetation not protected in environmental reserves,
- Provides ecological connections for vegetation continuity or wildlife corridors.
- Where a developer wants to provide recreation facilities like trails or playgrounds.
- Provides linear connections to adjoining subdivisions.
- Where residential development is concentrated as identified in an Area Structure Plan.
- Where a direct demand for recreation services can be reasonably anticipated.

If these criteria are not met, the Town and M.D. may consider cash in lieu of land or a combination of land and money.

Land to be dedicated as Recreation Reserves will meet the following conditions:

- Lands are safe and accessible to the public.
- Lands are suitable for recreation with natural vegetation, good quality soils, flat or gently rolling topography, and in attractive natural surroundings.
- Lands provide access to the shoreline of major lakes, and river valleys.
- Lands are compatible with and provide opportunities for connection to nearby recreation lands or corridors.
- Site is not adjacent to major roads or other land uses that may diminish its use for future recreation.

Trail Development

The Town should continue to enhance existing policies regarding trail and pathway development. Town trail development priority outlined in Map 4 and select recommendations for regional trail development guidelines should be considered by the Town for future policies.

The M.D. should both lead development of regional trails and assist other municipalities, agencies and non-profit trail organizations in the development of regional trails. M.D. assistance on regional trails may occur in one of the following ways.

- The M.D. will assist other agencies where private landowner support for trails is demonstrated.
- The M.D. will liaise with other municipalities within or adjacent to the M.D. regarding their interests in regional trail extensions.
- The M.D. will coordinate planning and development of trail systems with organized trail associations. The trail associations will be responsible for securing agreements to cross private lands, landowner liability protection, routing, design, construction and long-term maintenance of trails systems. The M.D. would provide liaison with other agencies and landowners.
- The M.D. may permit development of designated trails on M.D. owned lands that have natural features that are attractive for trails.
- The M.D. will consider the suitability of existing linear corridors (road allowances, rail beds, utility corridors) for potential use for trails, now or in future.
- The M.D. will consider opportunities for dedication of linear corridors for recreation reserves in larger new residential subdivisions. The linear corridors may be developed for trail systems if demand warrants. The combination of Environmental Reserves and Municipal Reserves along streams will be encouraged to provide environmental and recreational benefits.
- The M.D. will place preference on development of non-mechanized trails (walking and biking).
- The M.D. may support other agencies or groups who wish to develop mechanized trails within the municipality. The mechanized trails must be in a closely controlled and managed location that is not environmentally sensitive.

APPENDIX K: Funding Opportunities

The Town and M.D. should consider the following financial strategies and opportunities in order to achieve more objectives identified in this Master Plan and to mitigate the anticipated capital and operational budget impacts.

Involvement of the Non-Profit Sector

The non-profit sector can be of assistance in reducing capital development and annual program/project costs in a variety of ways. For example, non-profit societies can access grants that are not available to municipalities or private sector organizations; they can fundraise for new projects or on-going facility operations; and they can volunteer at programs and events, and conduct work-bees to lower project costs. The Pincher Creek region already has numerous non-profit organizations related to recreation and culture that can be of assistance in similar ways.

Review Existing Municipal Budget

The Master Plan has the potential to alter the Town and M.D.'s municipal budgets. Therefore, it would be prudent to examine the budgets as a whole and determine if there are opportunities to reduce costs and increase revenues in order to support the capital and operational budget impacts.

Alternative Operating Models for Facilities and Programs

In certain cases, independent operating boards, non-profit societies, and the private sector have been successful in running facilities and delivering programs. Given the right circumstances, alternative operating models have the potential to reduce costs to the Town and M.D.

Enhanced Corporate Sponsorships

There may be opportunity to develop enhanced corporate sponsorships for recreation, parks, and culture services in the region. As the region grows and attracts new industries, corporations can be invited to sponsor facilities and programs in the community. Additional sponsorship funds will allow the Town and M.D. to reduce costs and achieve more with their investments in service delivery.

Grant Funding from Provincial and Federal Governments

Municipalities are able to access grant funding from provincial and federal governments for projects related to recreation, parks, and culture. The Municipal Sustainability Initiative is an example of a provincial level funding program that provides grants for capital developments and operational costs. The Town and M.D. can seek to secure additional grant funding to help them achieve objectives identified in the Master Plan. Additional grant opportunities include:

- Investing in Canada Infrastructure Program (Federal)⁴⁴
- Heritage Preservation Partnership Program (Provincial)⁴⁵
- Community Facility Enhancement Program (Provincial)⁴⁶
- Event Support Program (Provincial)⁴⁷
- Community Initiatives Program (Provincial)⁴⁸
- Community and Regional Economic Support (Provincial)⁴⁹

APPENDIX L: References

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