

# Recreation Facility Plan

2010 - 2020

April 2010



City of Regina



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# Objective & Scope

The Recreation Facility Plan was developed to ensure that investments in sport, culture and recreation infrastructure occur in a manner that:

- enhances the quality of life of Regina citizens by meeting the highest priority needs of present and future populations,
- is aligned with the Official Community Plan (the Regina Development Bylaw No. 7877) and other corporate and community initiatives<sup>1</sup>, and
- is fiscally responsible.

The scope of the plan includes indoor and outdoor facilities in the following service areas: athletic fields, ball diamonds, arts and culture, aquatics, fitness, arenas and skating surfaces, gymnasiums and multi-purpose spaces, outdoor sports complexes, and other recreational outdoor spaces, some of which include playgrounds, spray pads, dog parks, and skate plazas. Golf courses, with the exception of the Regent Par-3, are excluded from the study.<sup>2</sup> The plan does not address service levels, nor does it include facilities that would be established primarily for economic development purposes.

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<sup>1</sup> Initiatives include the Downtown Plan, North Central Shared Facility plan, neighbourhood plans Evraz Place Revitalization initiatives, the Regina YMCA's strategic plan, the Open Space Management Strategy, park master plans, the Transit Service Review and the University of Regina's facility plans, among others.

<sup>2</sup> The Golf course program was excluded from the study because courses (with the exception of the Regent Par-3 which is included in the scope of this study) run on a cost recovery basis. All capital improvements are funded through reserves generated from the operation of the courses. Consistent with the City's Core Services Review, no new courses are expected to be added to the existing inventory.

## Background

In 2007, City Council adopted a new vision statement to provide a strategic focus for the future of the community.

# A Vision for Regina

## Imagine Regina 2020

Canada's most...  
Vibrant,  
Inclusive,  
Attractive,  
Sustainable Community,  
where people live in Harmony  
and Thrive in opportunity.

A corporate strategic plan was developed to build on this Vision and help the organization achieve its mission to become the best run municipality in Canada, providing services that enhance the quality of life in Regina. Through the planning process, it was recognized that “our City is growing, our buildings are aging, demographics are changing, and funding from other levels of government is limited. The expectations of the community are increasing.”<sup>3</sup> To address these issues, four strategic priorities were identified, focussing on:

- achieving operational excellence for our customers,
- managing growth and community development,
- strengthening City infrastructure and assets, and
- ensuring organizational capacity and effectiveness.

<sup>3</sup> City of Regina Corporate Strategic Plan 2008-2012, “Imagine Regina 2020 – Accelerating Excellence”



The need for a Recreation Facility Plan that will ensure that sport, culture and recreation facilities are revitalized in a planned, coordinated, prioritized and financially responsible manner was determined to be a key area of focus to help achieve defined outcomes related to these strategic priorities.<sup>4</sup>

An external consultant, Professional Environmental Recreation Consultants Ltd. (PERC) was contracted to develop a Recreation Facility Strategy to 2020. After an extensive planning process that involved research and consultation with the community, stakeholders, and Council, PERC provided its report with a number of recommendations related to sport, culture and recreation facility planning to the City in July, 2008.

The process used to develop the recommendations involved four key phases, as outlined in Figure 1 below.

**Figure 1:**  
**Summary of the Four Phases of the Recreation Facility Strategy to 2020 Process<sup>5</sup>**



<sup>4</sup> Outcomes specified in the Strategic Plan, which the Recreation Facility Plan is intended to help achieve, include: revitalized facilities; a responsive, diverse, well-managed open space system that includes parks, pathways, the urban forest and landscapes; and increased customer satisfaction

<sup>5</sup> PERC, Recreation Facility Strategy to 2020 Final Report, page i.

PERC's research and planning process included:

- a statistically valid public survey and dozens of stakeholder focus groups to measure demand for recreation facilities in Regina;
- development of a decision making framework which included six separate factors that collectively assessed the long term cost/benefit of each demand, against:
  - :: “the degree to which meeting each demand is consistent with and supports high level overall City direction (including the City’s Core Services Review, its Vision and its Strategic Plan),
  - :: the degree to which meeting each demand supports the Benefits Based Approach<sup>6</sup> (which focuses on how demands result in varying degrees of public benefits and the incremental costs of realizing the benefits),
  - :: the degree to which meeting each demand is consistent with and supports other City public policy values<sup>7</sup>,
  - :: projection of long term demographic changes in Regina and their influence on the degree of need over the next 12 years and beyond,
  - :: assessment of recreation behaviour trends and their influence on the degree of need over the next 12 years and beyond,
  - :: the condition and capacity of existing facilities to meet needs today and into the future”<sup>8</sup>.
- Development of a planning framework that identified three levels of facilities in Regina (City-wide, Zone Level, and Neighbourhood Level); and
- Development and prioritization of recommendations, including financial implications.

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<sup>6</sup>The Benefits Based Approach will be described in depth later in the report as part of the discussion on the role of the municipality in the provision of sport, culture and recreation facilities

<sup>7</sup>Public policy values identified as priorities in a Council workshop include: (i) facilities that cater primarily to children as a higher priority than those which cater primarily to adults; (ii) facilities for “high needs” areas of the City as a higher priority than those in other areas; (iii) properly funding existing facilities that continue to meet public needs before investing in new; (iv) investments in safety considerations as a higher priority than other investments; (v) facilities that provide multipurpose spaces as a higher priority than those serving a single use; and (vi) facilities that are free or low cost as a higher priority than those that are expensive to use.

<sup>8</sup>PERC, Recreation Facility Strategy to 2020 Final Report, page ii.



The Administration has reviewed PERC’s recommendations through an extensive consultation process that has involved exploring the role of the municipality, developing a planning framework, and developing a plan to address municipal priorities. It is recognized that opportunities for facility development to realize Regina’s vision are extensive, yet resources are limited. **The Recreation Facility Plan is intended to provide direction for making choices with respect to how to invest limited public resources in a manner that maximizes the impact on the community for every dollar invested.**

The Plan is based on an approach that balances municipal leadership and community involvement in the development and revitalization of facilities, with partnerships as a key service delivery approach. This approach maximizes the impact of public resources by leveraging human and financial resources from the community and also positions the municipality to respond in a timely manner to citizen/community needs and expectations.

# Exploring the City's Involvement in Sport, Culture & Recreation

Sport, culture and recreation services and facilities play an important role in community development. They are vital services that result in personal, social, economic and environmental benefits to individuals and communities. Specifically, municipalities invest in sport, culture and recreation infrastructure where an individual's participation results in indirect benefits to all citizens and where infrastructure helps build healthy communities, as described in Appendix A, which is extracted from the Recreation Facility Strategy to 2020.

*"Parks provide many benefits for users and non-users alike. Parks provide a sense of place in the community, allowing for escape, contemplation, discovery, access to nature, interpretive education and recreation. They also provide shelter, wildlife habitat, relief from urban form, buffers between residential and industrial areas and aquifers. They enhance aesthetic quality, increase property values and improve the image and livability of communities.*

*Recreation, through physical, social and artistic expression provides opportunities for people to improve their health and wellness, socialize and interact with others, learn new skills, have fun and find balance in their lives. These factors have been shown to improve physical and mental health, reduce health care costs, provide positive lifestyle choices for youth at risk and develop improved self-image. Sport and recreation events, festivals and visual and performing arts also boost civic pride.<sup>9</sup>*

Through many of its deliberations, City Council has recognized that local sport, culture and recreation facilities – including parks and open spaces – are vital to building a sustainable future and to achieving Regina's Vision.

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<sup>9</sup> Alberta Recreation & Parks Association, "In Alberta...Recreation and Parks Matter! Research Summary – Public Perceptions on Use and Benefits of Local Government Recreation and Parks Services"





As a result, the City provides services that offer Regina residents a variety of sport, culture and recreation opportunities. Services are delivered by a number of Departments within the organization, and include:

- Provision of sport, culture and recreation programs, facilities, and special events directly and through partnerships;
- Provision of organizational development, support services and community investments to build capacity in sport, culture, and recreation organizations, neighbourhood based associations, and organizations with a social development mandate; and
- Leadership and support to help communities identify and address issues and for collaboration and partnerships with other levels of government, private and non-profit organizations.

An inventory and condition assessment of existing facilities is included in Appendix B, as developed through the Recreation Facility Strategy to 2020 Final Report.

As is common among many municipalities across Canada, the City of Regina is experiencing:

- Aging infrastructure, including many facilities that are nearing the end of their useful life, some of which no longer serve the needs they were originally established to fill;
  - :: The last City owned and operated recreation facilities that were built were the Sandra Schmirler Leisure Centre (1990) and the Doug Wickenheiser Arena (1989). In recent years, the City has contributed to infrastructure development such as the Credit Union Eventplex, the University of Regina Centre for Kinesiology, Health & Sport, and Cooperators Centre at Evraz Place (multi-purpose arena facility)
- Increasing maintenance and lifecycle requirements, which are a result of the aging infrastructure;
- Increasing expectations for new and better services, coupled with shifting participation trends that result in demands for a wider range of facilities and services than was expected in the past;



- An aging and growing population, with more cultural diversity and a significant proportion of citizens who are of Aboriginal ancestry. These trends put pressure on existing facilities to serve a more diverse customer base, reflecting a wider range of needs, interests and expectations;
- Increasing expectations among community groups with a growing capacity in the community to participate in the establishment and/or operation of facilities; and
- Escalating budget pressures as the City moves towards achieving its Vision, with limited federal and provincial funding.

Clearly, in addition to dealing with aging infrastructure, the City needs to respond to changing sport, culture and recreation needs and expectations as well as expected population growth that will require the upgrading or replacement of existing infrastructure as well as new infrastructure. In order to meet these challenges, there will need to be a high level of community engagement, leadership and participation including other levels of government, the private sector, and the community. This partnership approach is explored further in the planning framework.



## Planning Framework

The planning framework includes three primary elements (i) a discussion on the role of the municipality and the degree of community involvement that will be required to implement the Plan; (ii) nine guiding principles for the planning process; and (iii) a hierarchy of facilities that can be used to define the number and distribution of facility types throughout the City.

### Defining the Level of Municipal Involvement

Sport, culture and recreation has been positioned as a core service that is essential to helping the City achieve its Vision. The question remains, what should the City's level of involvement be, and where should the City focus its resources?

Much research has been done in the industry to help municipal Councils explore this question. It is generally recognized that choices among competing priorities should be influenced by the degree of public good for available public dollars, with the degree of public good referring to the indirect and often intangible benefits and outcomes of sport, culture and recreation. This is called the Benefits-based Approach, which is summarized in Appendix A.

Consistent with the Benefits-based Approach, and with the public policy values developed by Council during the Recreation Facility Strategy to 2020 planning process, the Administration has considered the following priorities in the development of recommendations and plans.

- **Targeted Services:** Targeted services include those which facilitate overall fitness and well being of all citizens through provision of basic skill development opportunities to a large segment of the population. The goal is to enable citizens to develop skills that allow for lifelong learning, participation and social interaction, with a focus on facilities that are free or low cost (for example, outdoor athletic fields and ball diamonds, playgrounds, and spray pads) as a higher

priority than those that are expensive to use. Facilities that enable participation in competitive activities or advanced learning will also be considered as a higher priority when participation in such activities encourages lifelong participation or when such facilities are typical of a municipality this size in Canada.

- **Targeted Population Segments:** While adults are an important market that is served through the City's sport, culture and recreation programs and facilities, the City aims to place a greater emphasis on the following segments, whose participation is vital to improving the social, cultural and economic well being of the City:
  - :: Children and youth, to encourage lifelong participation from a young age, as well as social opportunities for youth;
  - :: Families, which are recognized as an integral building block to community growth;
  - :: Individuals who are more likely to encounter barriers to participation, including for example, seniors, persons with disabilities, individuals of Aboriginal ancestry, single parents, and low-income households and individuals who have recently immigrated.

It is recognized that higher participation levels among these segments of the population have a positive impact on the community-at-large by encouraging life-long participation in activities that are known to have a positive impact on the community (for example, on the creation of safe and healthy neighbourhoods, promoting acceptance and understanding among individuals with diverse ethnic backgrounds, reducing costs related to health care and social services, and preventing vandalism or other crime).

To more clearly define the level of involvement of the municipality in these opportunities, the Administration has developed a Continuum of Municipal Involvement to help relate the degree of involvement to the targeted services and population segments.



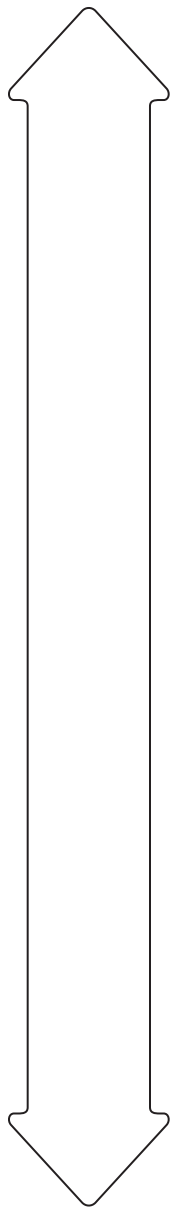
- **Primary facilities** are those in which the municipality will play a stronger leadership role in establishing and will invest more significant public resources to ensure that they are available to the public. These facilities are pursued where there are significant indirect benefits of participation to the community-at-large, where a high proportion of the population is expected to participate (including the identified targeted population segments), where such facilities are common in similar municipalities across Canada, and where the private and non-profit sectors are less likely to become involved.
- **Secondary facilities** are those which the municipality will support through allocation of public resources in order to ensure a predetermined amount of access to the general public at affordable rates. These facilities are those in which there are lesser indirect benefits of participation to the community-at-large (compared to primary facilities), where a smaller proportion of the population is expected to participate, and where other sectors are more likely to become involved.
- **Tertiary facilities** are those which may be needed in the City, but which the municipality would not direct public resources towards, often because they provide services in an area that is not deemed to be a core service area, because the proportion of citizens that use the service is small in relation to the costs of providing the service, because the community is already served adequately by existing facilities that serve the same purpose, or because the private or non-profit sectors are willing and able to provide the service.

Figure 2 on the next page illustrates these levels with definitions and examples.

**Figure 2:**

## Continuum of Municipal Involvement in Sport, Culture & Recreation

Municipal  
Leadership



Community  
Leadership

### Primary Facilities

(established primarily through municipal leadership and financial contributions)

These facilities are more highly subsidized through public dollars and are established through municipal leadership. In most cases, the municipality would operate these facilities, though partnerships may exist.

- Facilities in which an individual's participation positively impacts the community-at large (i.e., basic skill development to encourage lifelong participation in sport, culture and recreation opportunities)
- Facilities that serve a large segment of the population and are more likely to provide opportunities for children, youth, families and segments that are at risk of encountering increased barriers to participation
- Facilities that are not likely to be provided without a high degree of municipal involvement
  - :: May also include facilities that offer competitive or advanced levels of instruction where the private sector would not be involved, if such a facility contributes to encouraging high levels of participation in basic services
  - :: May include complementary services that are also provided in the private sector (such as strength and conditioning centres within aquatics facilities), in an effort to improve the return on investment and encourage higher levels of participation in core services
  - :: May include competitive facilities that are consistent with other municipalities in Canada

### Secondary Facilities

(established primarily through community leadership, with some degree of municipal contribution towards capital and/or operating costs)

These facilities are established and operated by the private and/or non-profit sectors with municipal investment to provide public access.

- Facilities in which an individual's participation impacts, but to a lesser degree than primary facilities, the community-at-large
- Facilities that serve a smaller segment of the population and are less targeted at the City's target population segments
- The Community (private or non-profit sector) will typically play a leadership role in building and operating the facility; the City may contribute public funds to ensure base level of public access

### Tertiary Facilities

(established through community leadership, with no municipal involvement)

- Facilities are needed in Regina, but there is no rationale for public sector involvement because participation in the opportunity does not provide significant benefits to the community-at-large and/or the service can be provided without public money
- If the public sector is involved (for example, for historical reasons or because provision of the service is complementary and helps offset costs of another facility), its involvement is on a full cost recovery basis
- Includes facility types where existing facilities already meet the needs of the community



It is also recognized that there is a need for collaboration between the City of Regina and the Public and Catholic School Boards. School facilities can help satisfy many of the primary facility needs and, as such, there is a need for greater municipal involvement in the planning of school sites. The Administration has been working closely with the public school board on current projects and will continue to work with both school boards to identify opportunities for future development.

## Guiding Principles

The Guiding Principles are the core directional statements that have been used to guide the development of the Plan's recommendations. The Guiding Principles reflect corporate priorities, public policy values developed by Council during the development of the Recreation Facility Strategy to 2020, themes that have emerged through public feedback, and leading practices in the industry. The nine Guiding Principles that have been developed are not prioritized; instead, all nine will be used to guide the development of recommendations.

- **Outcomes-based & Targeted:** Priorities will be determined through the Benefits-based Approach, while also considering public policy values and corporate strategic priorities. Those facilities that serve the targeted population segments through the provision of the targeted services identified above will be priorities.
- **Fiscally Responsible & Financially Sustainable:** Assessment of opportunities will include capital, operating and lifecycle impacts, as well as an assessment of environmental sustainability and partnership potential. Strategic partnerships will be pursued to maximize available resources and avoid duplication. Non-traditional funding sources such as reallocation of savings, land re-use and sale, and developer contributions will be explored.

There will be no investment in new facilities at the expense of not properly funding existing facilities that continue to meet community needs. However, it is recognized that there are facilities that are approaching the end of their functional life. Due to the fact that needs and behaviour trends are changing, rebuilding the same facility may not be the best way of responding to current or future needs. Therefore, facilities that no longer provide benefits to the public may be decommissioned and replaced with facilities that better serve today's needs and behaviour trends.

- **Affordable:** Facilities will be developed to reduce financial barriers to participation.
- **Complementary:** Facilities are intended to complement rather than replace or compete with those which can be provided by the private and non-profit sectors. There will be no municipal involvement where community needs can be achieved without public subsidy.
- **Aligned:** Plans will be aligned with the Official Community Plan (Regina Development Plan) and with other corporate and community initiatives.
- **Clustered:** Where appropriate, facilities will be grouped with other sport, culture and recreation facilities to achieve economic efficiencies, expand use, and maximize the provision of sport, culture and recreation opportunities at one location.
- **Integrated:** Where possible, facilities will be co-located with other facilities that are elements of community life, such as schools, libraries and health services.
- **Flexible, Multi-use, Multi-season, Multi-generational and Environmentally Sustainable Design:** Facilities will be able to accommodate diverse and changing needs and interests to create synergies in skill and interest development.<sup>10</sup> Where appropriate, outdoor facilities will be designed for year-round use recognizing Regina as a winter city.

Facilities that provide opportunities for all generations will be preferred over facilities that serve a targeted generation; as such, spaces within multi-use facilities may be established to target the needs of a particular generation or other segment of the population.

Leading practices in environmentally sustainable design will be considered as part of the planning and design processes.

- **Accessible:** Where possible, facilities will be planned in a strategic location and will be connected to other municipal amenities through pathways, on-street bike routes and public transit. Facilities will also be designed in a manner that minimizes barriers to participation, including physical, economic, cultural and transportation.

## Hierarchy & Distribution of Facilities

In the Recreation Facility Strategy to 2020 Final Report, PERC recommended that public recreation facilities in Regina be provided by the City of Regina and other service providers at three levels as follows:

- **City Wide Level** – includes larger facilities that require the entire population of the City, or at least 190,000 to 200,000 residents to justify them and to make them viable. At this level, one major facility will be provided in the most appropriate location in the City and most residents would be required to travel to it.

<sup>10</sup> It is recognized that community growth can be fostered through opportunities that provide increased contact between people of varying age groups, mixing of various ethnic groups, and intergration of individuals with disabilities into mainstream activities.





- **Zone Level** – where a number of facilities are needed in the City, and they can be justified in a much smaller market than a City Wide facility, they may be provided within each of the City’s five zones, which have an average population of about 40,000 residents.
- **Neighbourhood Level** – in a few exceptional cases, there may be some facilities that are needed within each of Regina’s 28 neighbourhoods. Since each one is a very small market, and that reduces the viability of each facility, the number of recreation facilities provided in each neighbourhood will be kept to a minimum. Only those that are accessed primarily without a private vehicle, which attract a high proportion of residents in each neighbourhood, and are most inclusive, will be considered in each neighbourhood<sup>11</sup>.

It was recommended that in general, spectator and tournament-oriented facilities would be provided at the City Wide Level, while participant-focused facilities would be provided at the Zone Level. Furthermore, the majority of facilities provided at the Neighbourhood Level would be outdoor amenities or indoor amenities connected to other public sector Neighbourhood Level services like an elementary school.

The Administration has explored these levels in the context of the Official Community Plan, population projections, and current usage patterns of existing facilities. Through this internal planning process, it was determined that current zone boundaries (or other administrative boundaries that are often used for administrative planning) do not often provide the required facilities to meet the needs of a community or neighbourhood.

As a result, the three levels of facilities have been modified as per Figure 3, with each level of facility intending to fill unique, though overlapping roles. These guidelines reflect market demand and a reasonable distribution of resources and aim to achieve the Guiding Principles identified above.




<sup>11</sup> PERC, Recreation Facility Strategy to 2020 Final Report, page iv.



The proposed zone-level facility has been replaced in this model with Community Destination facilities. Community destination facilities will provide multi-purpose spaces (for arts and culture activities, social purposes, and meeting space) and gymnasiums in addition to facilities that may fill gaps in services within the geographic area. The distribution of such facilities would be determined through factors such as analysis of geographic barriers and analysis of usage and travel patterns for customers currently using City of Regina leisure facilities. For some areas, city-wide facilities may also serve as the community destination site. Current facilities that fit this category include the Northwest Leisure Centre, Sandra Schmirler Leisure Centre and Sportplex (which also serves as a City-wide facility, providing competitive aquatics and athletics facilities in addition to basic recreation opportunities).

Neighbourhood level facilities are now described as neighbourhood hub facilities to reflect the guiding principles of **clustered** and **integrated**. Neighbourhood hub facilities provide informal, unstructured active recreation uses intended to serve a large proportion of neighbourhood residents.

Figure 3:  
Hierarchy of Facilities

	City-wide Facilities	Community Destination Facilities	Neighbourhood Hub Facilities
Population Base	190,000 to 235,000 or more to be viable and justifiable 	40,000 to 50,000 or more to be viable and justifiable 	Typically serve 7,500 - 12,500 residents 
General Characteristics	<ul style="list-style-type: none"> <li>• Intended to serve all residents</li> <li>• Provides a specialized service</li> <li>• Located adjacent to other elements of community life – i.e. libraries, high schools, parks</li> <li>• Provides outdoor amenities to complement indoor amenities</li> <li>• May attract tourists</li> <li>• Includes tournament level facilities with spectator support</li> <li>• Typically larger in scope and size than community destinations or neighbourhood hubs</li> </ul>	<ul style="list-style-type: none"> <li>• Serve as hubs of activity within the community</li> <li>• Located adjacent to other elements of community life – i.e. libraries, high schools, parks</li> <li>• Provides outdoor amenities to complement indoor amenities</li> <li>• May be customized to meet the needs of target groups within a specific community</li> <li>• May be provided in partnership with organized user or community groups and non profit organizations</li> <li>• May respond to organized interests and events but are designed with recreational use in mind</li> </ul>	<ul style="list-style-type: none"> <li>• May serve as the “community focal point” as defined in the Official Community Plan</li> <li>• Include facilities that attract a high proportion of local residents in each neighbourhood, with few barriers to participation</li> <li>• Focus on informal, unstructured active recreation uses</li> <li>• More common in neighbourhoods with economic or geographic barriers</li> <li>• May include similar amenities as community destinations</li> <li>• May exist as a hub or a stand alone facility if there are conditions that prevent the clustering of facilities</li> </ul>
Common Approach	Generally accessed by vehicle or public transit, but linked by pathways and on street bike routes where possible to provide increased access	A community destination facility would be established in each primary geographic area (see map)	Neighbourhood hubs would be accessed primarily without a vehicle and would be established with existing facilities such as neighbourhood centres and existing park spaces. These hubs would typically be developed through partnerships with other levels of government, school boards, etc.
Examples	Canada Games Athletic Complex, Mosaic Stadium, Sportplex, Neil Balkwill Civic Arts Centre	North West Leisure Centre, Sandra Schmirler Leisure Centre, zone level parks, Wascana Skateplaza	Playgrounds, spray pads, outdoor rinks, Core-Ritchie Neighbourhood Centre, North East Community Centre

## Public Engagement & Planning Process

Recommendations have been developed through extensive research and consultation that involved City Council, civic administration, key community stakeholders, community organizations, user groups, and the general public. Through this process, the work done as part of the Recreation Facility Strategy to 2020 was explored, new options related to other community and corporate initiatives were considered, and the recommendations were developed and assessed according to the Planning Framework. The Administration engaged approximately 20 key stakeholder organizations, 75 user groups, all five zone boards and 28 community associations, the Arts Advisory Committee, and the Community Services Advisory Committee in the development of the Plan. The Plan and its proposed recommendations were then shared with the public through two open houses and the City's public web site to provide an opportunity for feedback.

The level of support for the recommendations, which are presented in the following section, is high. Organizations are enthused about the strategic directions presented and opportunities for community participation to make the Plan a reality.

## Strategic Directions & Recommendations

The following section provides recommendations by facility type and includes:

- a brief overview of the current state and the typical role of municipalities in Canada;
- the long term strategic direction for each facility type; and
- the specific recommendations required to achieve the strategic direction.

Phase I recommendations are the early priorities. Phase II recommendations would be expected to follow after the completion of Phase I. Where no time frame is identified, the recommendation is ongoing in nature. Actual timing of Phase I and Phase II projects will be dependent on availability of funds and partnerships, and will also be impacted by facility condition assessments; however, a tentative timeline is included in Appendix C, Implementation Plan/Budget.

It should be noted that the design of each initiative would be developed through extensive visioning processes with the community and user groups to ensure that developments do in fact satisfy the needs of citizens and customers. While some of the following recommendations provide examples of elements that may be included as part of each development, plans would be created through public engagement processes.

## Indoor Aquatics & Complementary Fitness Spaces



### Current State:

The City of Regina currently operates three indoor pools:

- The Lawson Aquatic Centre (LAC) is centrally located in Regina's sport-entertainment corridor and is the only pool in the city that serves the needs of competitive user groups. The LAC is used for lessons, fitness, lane swimming and basic leisure swimming; it attracts customers from throughout the City.

The facility has a remaining useful life of fifteen years. However, it does not satisfy the technical requirements to host international competitions and provides limited opportunity to host national competitions. It also falls short of providing the amenities of Saskatoon's new Shaw Centre, a combined competitive/leisure aquatics facility. Demand for access to the LAC by competitive groups for training is high; groups are interested in booking more hours, particularly during prime time. The facility is attached to the Fieldhouse, which provides sport and fitness spaces and amenities.

- The North West Leisure Centre provides a pool that accommodates lessons, fitness classes and leisure swimming, a small strength and conditioning centre, a gymnasium and multipurpose space. The facility primarily serves the north west area of the city.
- The Sandra Schmirler Leisure Centre provides a pool that accommodates lessons, fitness classes and leisure swimming. The facility also has a 2,500 square foot strength and conditioning centre and a multipurpose room. While the facility does not include a gymnasium, the City-owned, community-operated Arcola East Community Centre, which is in close proximity and located between a public and Catholic school, serves the needs of that area with a gymnasium and walking track.

In addition to the City's three aquatics facilities, the University of Regina offers a pool that provides limited community access. The YMCA of Regina also has two facilities – one in the downtown and the other in the north west, close to the North West Leisure Centre. Both YMCA facilities provide lessons and leisure aquatics opportunities as well as lane swimming. The City is aiming to ensure its programming at the North West Leisure Centre is complementary to that of the north west YMCA; the City is also interested in pursuing potential programming opportunities with the YMCA, either at City-owned facilities or other community facilities.

Municipalities across Canada typically play a role in the provision of aquatics facilities, which are costly to operate. As such, other complementary amenities including strength and conditioning centres are provided to increase use of the facilities and to help provide a more reasonable cost recovery level for taxpayers. Typically such fitness facilities are a minimum of 5,000 sq. ft. to generate a return on investment that helps subsidize the pools. Strength and conditioning centres at the North West Leisure Centre and Sandra Schmirler Leisure Centre are much smaller, limiting their potential to achieve higher cost recovery levels for the facilities.

While the local YMCA has established a strong market position in fitness and aquatics programming, the City of Regina will continue to play a complementary role, to ensure all citizens and competitive groups have reasonable access to aquatics facilities for fitness, leisure and competitive uses. The YMCA has been exploring the long term potential of building facilities in the east and/or south areas of the City; both the City and YMCA have agreed to work together to explore opportunities to ensure that future developments are done either in partnership with one another or in a manner that is complementary to one another, to maximize benefits to the community.

Overall, there is a need for more pool time for competitive user groups particularly during prime time hours, eventually in a facility that better serves the needs of today's organizations and events. As well, existing facilities offer limited leisure aquatics experiences. A range of leisure aquatics features can be incorporated into the design of new or existing facilities, such as pools with zero-depth entry, a lazy river, slides, and a variety of permanent or temporary play elements.

There is also an opportunity for the City to build upon its aquatics facilities to create community destination facilities, with an indoor – outdoor connection, in a manner that satisfies the unique needs or preferences of the demographic segments in each area of the city. A number of organizations have expressed a willingness to partner in such opportunities. The Arcola East Community Association, for example, has been raising funds to partner with the City to provide an outdoor space with a spray pad and accessible playground, which would serve children, youth and families in the area.

### **Strategic Directions:**

- Provide a centrally located city-wide indoor facility to serve both leisure and competitive aquatic needs with complementary fitness amenities.
- Provide smaller community destination facilities in the north, east and south areas with a connection to other indoor and outdoor recreation facilities.



## Recommendations:

### 1) Establish a city-wide leisure and competitive facility near the Lawson Aquatic Centre.

- Phase I would consist of construction of an indoor leisure aquatics facility that could potentially include a pool for lane swimming and fitness opportunities with a zero-depth entry, as well as recreation components that would be determined through a community visioning process, such as slides and a lazy river. Lessons and leisure swims could be moved out of the Lawson Aquatic Centre into this facility, to provide increased access to the Lawson Aquatic Centre for competitive groups.
- Phase II would consist of the addition of an outdoor aquatics component, which would be developed through a community visioning process that would include the surrounding neighbourhoods. The outdoor area would be accessible from inside and could potentially include a pool and/or water park features.
- Phase III (after 2020) would include replacing the Lawson Aquatic Centre with a training & competitive facility, through an extensive design process involving competitive user groups.

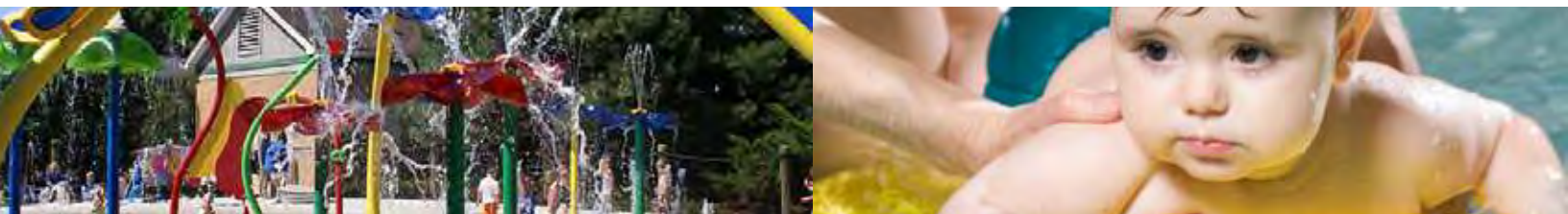
The site for this development would be near the existing Lawson Aquatic Centre; design would allow for a long term integrated facility that includes the competitive facility, the leisure facility, the outdoor water component, the Fieldhouse and complementary green space and outdoor recreation components.

### 2) Maintain the Lawson Aquatic Centre through lifecycle investments until it is replaced after 2020; until replacement, implement limited programming enhancements such as upgrades to the electronic scoring systems.

### 3) Enhance the North West, Sandra Schmirler and South Leisure Centres as community destination facilities through community visioning processes that include the surrounding neighbourhoods (Phase I), with long term plans to explore partnerships to add a pool to the South Leisure Centre to accommodate the growing needs related to the development of Harbour Landing (post-2020). The focus for the next ten years at each of these three sites would be building a stronger connection to the outdoor space. While this would be done through visioning processes that engage the surrounding neighbourhoods, initial discussions with the community suggest that opportunities include:

- At the North West Leisure Centre, addition of an outdoor boarded rink, accessible play structure, spray pad and enclosure of the courtyard to add a multi-purpose room.
- At the Sandra Schmirler Leisure Centre, addition of an accessible play structure and spray pad, in partnership with the Arcola East Community Association. A longer term plan (post 2020) would include investments in the strength and conditioning centre to at least 5,000 square feet to create opportunities to achieve higher cost recovery levels.
- At the South Leisure Centre, enhancements to the outdoor facilities, such as adding synthetic surfacing to the tennis courts. The SLC already provides a well used and recently developed spray pad and play structure, as well as athletic fields, and is adjacent to the Optimist Arena.

## Outdoor Aquatics



### **Current State:**

Regina has five city-owned and operated outdoor pools which require significant lifecycle investments. These pools serve the north (Regent Pool), central (Maple Leaf Pool and Dewdney Pool) and south (Massey Pool) areas. The centrally located Wascana Pool, in Wascana Park, is a city-wide destination. Research conducted by PERC as part of the Recreation Facility Strategy to 2020 suggests that about 30 percent of households use an outdoor pool at least once a year, which is considered a high proportion of use relative to research conducted by the same organization in other Canadian municipalities.

As well, the City has 13 spray pads throughout the city. Most are in need of upgrading and provide limited play opportunities; the two newest spray pads are both located in the south area of the city and attract residents from all areas.

Municipalities have historically provided outdoor pools, which offer substantial direct and indirect benefits to citizens since they are used for both fitness and play, and encourage participation among all ages. Regina's inner city pools offer free swimming, making outdoor swimming an accessible, inclusive opportunity.

Today, many municipalities across Canada are closing outdoor pools, which are reaching the end of their lifespan, and not replacing them due to the high cost of maintenance for a limited season. Technical research conducted for the City suggested that Wascana Pool is near the end of its lifespan and would be uneconomical to retrofit; Dewdney and Maple Leaf Pools can be preserved in the short term through lifecycle investments, and Regent and Massey Pools can be maintained into the medium term. The research conducted by PERC, along with the City's public consultation process, has revealed that outdoor pools are of high importance to Regina citizens. There is a desire among Regina citizens to have access to new outdoor aquatics leisure experiences, incorporating spray park elements, as well as space for traditional lane swimming and fitness activities. In particular, citizens have strongly expressed the desire to continue to have access to a pool in Wascana Park, as well as outdoor aquatics experiences in the inner-city neighbourhoods.



## Strategic Directions:

- Provide a city-wide outdoor facility in Wascana Park with a variety of aquatic and non-aquatic play amenities.
- Provide outdoor pools in the north, central and south areas, as well as spray pad facilities throughout the city at community destination and neighbourhood hub facilities where possible.



## Recommendations:

- 4) Replace Wascana Pool with an outdoor aquatic park as a city-wide facility that provides opportunities for lane swimming, fitness and recreation, as well as an accessible playground, comprehensive spray park, concession and support features (Phase I).
  - Wascana Centre Authority is an enthusiastic partner in this initiative, which is proposed as an early priority. Opportunities to share parking with the University of Regina would be critical to the success of the initiative.
- 5) Maintain Massey and Regent Pools through lifecycle investments to extend their lifespan through 2020.
- 6) Perform minimal lifecycle investments to Dewdney and Maple Leaf Pools to extend their lifespan as long as possible; involve the community in developing plans for outdoor aquatic opportunities that are clustered with city-wide, community destination or neighbourhood hub facilities in each area currently served by these pools (Phase I and II).

## Visual & Performing Arts



### Current State:

**Visual Arts** Public access to visual arts studio space is currently provided at the Neil Balkwill Civic Arts Centre (NBCAC), a 13,000 sq.ft. municipally owned and operated facility that was established in 1982 to provide citizens with access to specialized studio space. Limited public access to studio space is also

provided at the University of Regina, which primarily serves educational programming. Less specialized spaces are used for similar purposes at the City's community and neighbourhood centres and in private studio arrangements. Specifically,

- The NBCAC provides shared studio space for drawing and painting, wood carving and wood working, quilting, spinning and knitting, jewellery making and digital/dark room photography;
- The Pasqua Neighbourhood Centre provides a pottery studio, which the City intends to relocate, preferably to the NBCAC; and
- Most community and neighbourhood centres offer craft rooms and multi-purpose spaces that are used for visual arts programming.

The NBCAC is a unique facility that offers an opportunity for progressive artist development through "learn to" programs, studio space to hone skills, and gallery space to display completed works. It is also home to the Art Gallery of Regina, which is a non-profit organization that provides free public access and often displays the works of Regina's emerging artists. Through this arrangement, the City supports the Art Gallery of Regina through a subsidized lease of the space. There are other privately run galleries in Regina, as well as the non-profit McKenzie Art Gallery, which is also supported by the City.

While the NBCAC is a facility that is quite unique for municipalities across Canada, research conducted as part of the development of the Recreation Facility Strategy to 2020, as well as community and stakeholder consultations, suggests that an addition of 10,000 square feet for visual art production and exhibition is warranted and would allow the centre to achieve higher cost recovery levels nearing 100%. Participation data supports this direction; use at the centre has been increasing substantially over the past several years. Attendance has grown from 15,000 in the first few years of operation to over 80,000 today. While public interest in new programming is on the rise, opportunities are limited by the availability of space.

The City's primary role with respect to visual arts has been providing opportunities for participation at the NBCAC, which is classified as a city-wide destination facility. The City, however, also supports galleries that provide public access, such as the Art Gallery of Regina and the McKenzie Art Gallery through community investments and lease subsidies.

**Performing Arts** Regina also has a number of performing arts venues with varying capacity and amenities. Municipalities typically focus on ensuring public access to facilities that serve community level performing arts.

Regina's community based organizations are primarily served by the Regina Performing Arts Centre, which is owned and operated by Theatre Regina Inc., a non-profit organization that represents amateur theatre organizations. The facility is used by many performing arts groups and is booked annually for more than 200 events. It is also home to Regina Little Theatre, Regina Summer Stage and Theatre

Saskatchewan and provides administrative services and rental space to many organizations. It was established in a former school facility and can accommodate up to 450 patrons; however, it provides limited backstage amenities and support space. In addition to capital improvements required to enhance the programming uses, the facility is in need of lifecycle repairs to the roof, HVAC system, seating, flooring and acoustic equipment.

Community organizations are also served to a lesser extent by schools and other buildings run by non-profit organizations. However, these facilities are limited in their ability to meet the programming needs of performing arts organizations.

Other performance spaces in Regina include the Conexus Arts Centre (which is often not affordable by community organizations), the Globe Theatre (which is a newly renovated “theatre in the round” used primarily for Globe performances), the Brandt Centre (which is used for many spectator oriented performances and concerts), and Darke Hall (on the old University Campus, which requires significant renovations). Community access to all of these is limited.

Through its research, the City has explored potential partnerships and opportunities for development of performing arts space and/or a full cultural centre with the Public School Board (using facilities that may close as a result of the Public School Renewal Plan) and with the University of Regina (using Darke Hall, which is currently underused but in need of major renovations). The University of Regina is pursuing redevelopment of this facility; however, the expectation is that once it is developed, community access will be limited and would not serve the needs of the organizations currently using the Regina Performing Arts Centre.

The cultural community is also undertaking other initiatives that may increase the availability of cultural spaces in the community. The local Arts Action Inc. is working with the Legion to develop cultural spaces in the Legion building which would accommodate the need for flexible theatre space as well as provide a new home for the Plains Historical Museum, which is interested in relocating. The Regina Public Library is also working on developing a new Central Library Branch, consistent with Regina’s Downtown Plan. The Community Services Department will monitor progress with these initiatives, and will adjust plans as necessary and/or pursue new partnership opportunities as they arise.

### **Strategic Directions:**

- Provide city-wide facilities that serve visual and performing arts at the recreation level (beginner to intermediate).
- Support advanced/professional theatre and galleries, where there is a direct benefit back to the community, through financial support and consulting services.

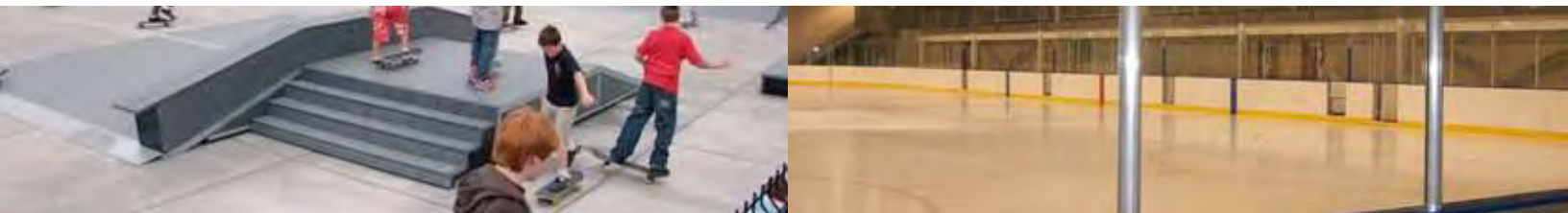


## Recommendations:

- 7) Repair & enhance the Regina Performing Arts Centre (Phase I).
  - Prior to initiating any capital improvements, the City will develop a new sustainable partnership with Theatre Regina to operate the facility. Facility enhancements would focus first on lifecycle maintenance; programming enhancements would then be considered through partnership opportunities.
- 8) Construct a 10,000 sq. ft. addition to Neil Balkwill Civic Arts Centre, to complement the current 13,000 sq. ft. facility (Phase II).
  - Determination of the allocation of space would be done through a visioning process with current customers and with visual arts organizations. The facility would however include additional studio space, gallery space and storage. Current parking and roadway access issues would also be resolved through the design.

In addition, there are opportunities to include cultural groups in the visioning processes as other multi-purpose spaces are developed (for example, in community and neighbourhood centres) and to incorporate public art into the design of facilities, where possible.

## Arenas, Rinks & Skateboarding



### Current State:

**Indoor Arenas** There are currently 17 ice surfaces in Regina and immediate area. The City owns and operates eight single arenas (with an average age of 37 years) that require considerable lifecycle and capital investment to maintain. In addition, the City recently partnered with the Regina Exhibition Association Ltd., investing \$20 million to construct a multi-purpose arena facility (named Cooperators Centre) at Evraz Place which provides the community with six surfaces. These arenas are booked by the City, and allocated based on City priorities to ensure community access in return for the City's investment. The Regina Exhibition Association Ltd. also owns and operates the Brandt Centre, which is the City's main spectator oriented arena. There is one privately run facility, the Canlan Ice Sports Twin Arena Complex, which is located just outside of City boundaries.

There have been substantial shifts in participation in ice activities in the past several years; overall, the number of participants has been stable or declining slightly. However, demand for ice time in Regina is high. In addition to accessing ice time in Regina, many user groups have been travelling to surrounding rural communities to supplement their Regina bookings. Access to these facilities, which are located in growing communities and which serve their own residents first, has been declining in recent years and winter driving conditions pose risks to those accessing these facilities. The net impact of the new Cooperators Centre on bookings at City-owned and operated facilities will be determined through the first two years of operation. The public has expressed a strong desire to maintain all city-owned arenas for at least two years, until this impact is known. At that point, the benefits to the community would be weighed against the costs to maintain the aging city-owned facilities.

A technical review of the City's arenas has revealed that the buildings are structurally sound, but lack many amenities to serve today's user groups. As well, the mechanical systems of the buildings are dated and thus not energy efficient. As a result, the City will need to continually monitor and evaluate demand for ice time, as it makes capital lifecycle and maintenance decisions.

**Outdoor Rinks** The City provides 68 outdoor skating rinks throughout the City, including boarded and non-boarded surfaces, within 2 km of most households, as well as a 400 metre speed skating oval at Mount Pleasant Sport Park. Use of these facilities varies, depending on the number of sites in the area, maintenance and availability of volunteer supervision.

Public feedback and input into the program has suggested that there is a preference to reduce the number of sites and re-invest the savings into enhancing the program. The focus would be to provide sites with a warm up shelter and both a boarded and non-boarded surface. Funds would also be redirected to providing community organizations with resources to provide adequate supervision at each site, ensuring that the shelters are accessible to the public during heavy use periods.

In addition, the City has, in some years, provided pleasure skating opportunities on lakes. While the typical season for the outdoor ice program is 12 to 14 weeks, the season for lake sites is usually much shorter. There is an opportunity to provide destination pleasure skating sites away from lakes, clustered or integrated with other recreation or community facilities, such as in Victoria Park downtown.

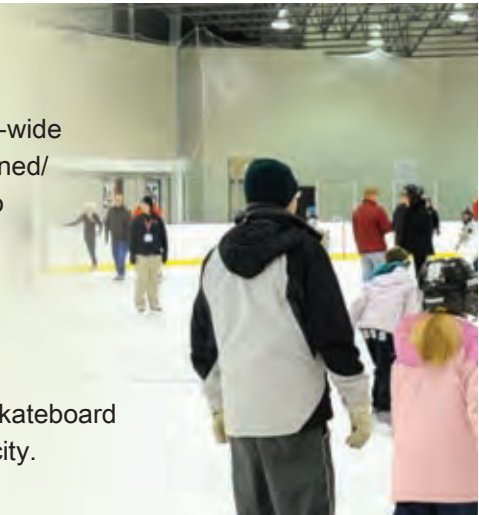
**Skateboarding** The city currently has two outdoor skateboarding parks – one in the northwest area of the city and the other centrally located in Wascana Park, as well as an indoor skateboarding facility at Evraz Place in the Heritage Building. The indoor skateboard facility is operated by SK8 Regina, a non-profit organization, in partnership with the City and Regina Exhibition Association Ltd. While participation statistics are not available, anecdotal evidence suggests that they are all well used. In fact, skateboarding has been a consistently popular activity among youth for several years.

Provision of skateboarding opportunities is a role the municipality will continue to play, due to its growing popularity and the youth-targeted nature of the activity. There is, however, a need for the City to explore opportunities for a new home for the indoor skateboard facility, which is in a building that will be decommissioned as part of the Evraz Place revitalization plan. There is also a need for the City to work towards establishing a third outdoor facility in the long term to serve the growing east area of the City.

While establishment of skateboard parks has been met with some community resistance in the past, this resistance has diminished in recent years, with the success of the Wascana Park facility. In fact, in recent years, neighbourhood based organizations have embraced the opportunity to add skateboard elements to their community during park redevelopment initiatives. Leading practice research suggests that municipalities are most successful when building such facilities in new developments, where residents have a choice with respect to whether or not they purchase property in close proximity to a skateboard facility that is part of the development plans.

### Strategic Directions:

- Ensure an adequate inventory of ice time is available in city-wide destination indoor arenas, through a combination of city-owned/operated as well as community-owned/operated facilities, to enable a base level of participation in ice activities.
- Provide outdoor skating experiences in a well distributed manner throughout the city in conjunction with community destination facilities and neighbourhood hub facilities.
- Provide a city-wide indoor skateboard facility with outdoor skateboard facilities and elements strategically located throughout the city.



### Recommendations:

- 9) Repair and maintain all city arenas.
  - The Community Services Department will review and evaluate all arena facilities on an ongoing basis, considering expected population growth and/or shifts in participation.
- 10) Develop a plan to provide combination boarded & non-boarded skating rinks preferably within 2.5 to 3.0 km of most households; provide three destination pleasure skating sites for city-wide use (Phase I).

- The plan, including specific site selection, will be developed in consultation with outdoor hockey leagues, community associations and organizations that are currently responsible for operating the sites. At the same time, the supervision grant program and maintenance processes would be reviewed in an effort to develop effective partnerships that provide an enhanced service to the community, ensuring higher levels of community access.

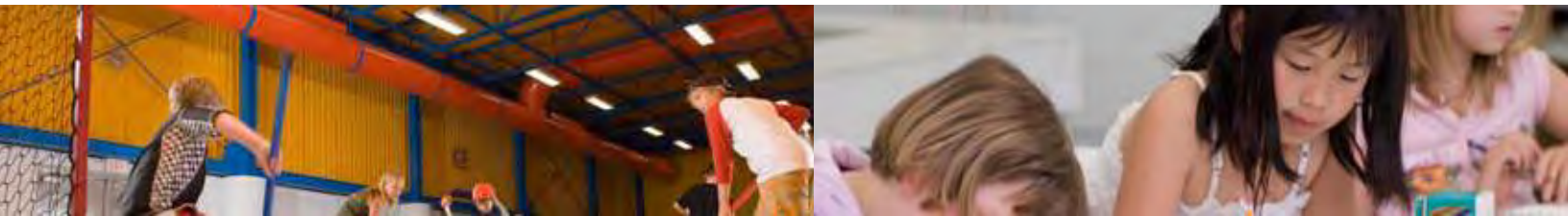
**11) Maintain the Speed Skating Oval at Mount Pleasant Sport Park through lifecycle investments.**

- A new partnership will also be developed with the speed skating club to ensure community involvement in maintenance of the facility, which is used by a relatively small number of citizens, but is targeted at children and youth.

**12) Work with developers to provide skateboard facilities in new zone level parks (Phase II); create new skateboard elements in parks and near neighbourhood hub facilities as the Open Space Management Strategy is implemented.**

**13) Establish an indoor skateboard facility near the Regent Outdoor Pool to expand upon the neighbourhood hub facility and to replace the current facility located at Evraz Place (Phase I).**

## Community & Neighbourhood Centres



### Current State:

The City of Regina currently owns six City-operated neighbourhood centres and five community-operated centres. All of these centres were established either as part of neighbourhood revitalization initiatives or to provide improved access in neighbourhoods where residents encountered economic or transportation barriers to accessing other facilities. These facilities typically provide some office space, a gymnasium and various multi-purpose spaces that are most often used by organizations that offer programs to residents who live in close proximity to the centre.

These facilities are complementary to school facilities and often serve, or have the potential to serve, as neighbourhood hub facilities. It is expected that uses of these facilities could shift as a result of the Public School Renewal Plan, which recommends school amalgamations and new developments that would result in spaces that are designed different from today's schools, in an effort to better serve the needs of today's educational models.

The highest needs neighbourhoods, in which residents experience the greatest range of barriers to accessing services, are located in the central area of the city:

- The Albert Scott Community Centre is located in the North Central neighbourhood attached to a public high school facility, along with the police, the community association and various non profit organizations such as Chili for Children. Plans are underway to explore development of the North Central Shared Facility which would replace the Albert Scott facility with a facility that would help rebuild the community through integrated educational, health and community services that are designed with the unique needs of the community in mind<sup>12</sup>.
- The Core-Ritchie Neighbourhood Centre is located in the Al Ritchie neighbourhood; it is connected to the Al Ritchie Arena and is adjacent to an outdoor boarded rink, spray pad, tennis courts, athletic field and accessible play structures. The facility offers a gymnasium, computer lab, multi-purpose and meeting spaces. The City is currently partnering with the Regina Public Library (RPL) to relocate its Prince of Wales Branch to this facility. Plans are underway to construct a 3,400 sq. ft. addition in 2010 that would lead to integrated programming opportunities. The City is also involved in discussions with various community organizations to explore enhancements to the green space surrounding the facility, in an effort to enhance the recreation amenities for children and youth.
- The Cathedral Neighbourhood Centre was established as part of the neighbourhood revitalization efforts of the 1980s. The facility provides a large multi-purpose room, games room, two meetings rooms and office space for the community association. It is located on the high traffic 13th Avenue and is used as a hub for many community events, such as the annual Cathedral Village Arts Festival. While this location does not offer outdoor recreation space, the facility is located in close proximity to the Neil Balkwill Civic Arts Centre in Les Sherman Park, alongside the multi-use pathway network, a soccer pitch, ball diamonds and play structure.
- The Glencairn Neighbourhood Recreation Centre provides a gymnasium, multi-purpose room, shower facility, and kitchen in an area where some residents encounter barriers to participation. The facility serves a complementary role to the schools in the area; it is a well used facility and use is expected to grow as a result of potential school closures and/or redevelopments.
- The Eastview Community Centre serves the Eastview Community. The centre provides a gymnasium and meeting spaces and is currently operated by a non-profit community organization.
- There is currently no neighbourhood centre in the Heritage Neighbourhood (formerly Core Neighbourhood). This gap has been identified through research and planning initiatives conducted by the City and filling the gap is deemed to be a priority.

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<sup>12</sup> Partners engaged in this initiative include the Regina Police Service, Regina Public Library, File Hills Qu'Appelle Tribal Council, Regina Public Schools, Regina Catholic School Board, Regina Qu'Appelle Health Region, Scott Infant and Toddler Care Centre, community agencies such as the North Central Community Association, REACH, and Chili for Children, as well as the federal and provincial governments.



In addition to the City-owned and operated facilities located in these higher needs neighbourhoods, the City also owns and operates or leases:

- The South Leisure Centre which, as discussed earlier in the fitness and aquatics section, provides a gymnasium, a kitchen, multi-purpose and meeting spaces, tennis courts, and athletic fields, as well as a recently developed spray pad and play structure. This facility is intended to serve as a community destination facility for the growing south area of the City, rather than the typical role of a neighbourhood centre.
- The Pasqua Neighbourhood Centre is located in Coronation Park and provides meeting and multi-purpose spaces in a former school facility. The facility is well used by organizations from throughout the City as well as some neighbourhood organizations. This facility is in need of extensive capital upgrades as it nears the end of its lifespan. Consultations with organizations that currently use the facility have revealed that the community is ready to begin working with the City to explore new options for relocating to other facilities that could better serve their needs, recognizing that the building is aging and the cost of maintaining it will eventually exceed the benefits derived by the community.
- Three community-operated centres in the North area of the city – the Uplands, Argyle Park and North East Community Centres – as well as the Arcola East Community Centre in the east area of the City provide access to gymnasiums and multi-purpose spaces. Uplands and Argyle Park fill gaps related to the geographic barriers to accessing larger community destination facilities, the North East Community Centre serves a higher needs area and the Arcola East Community Centre provides amenities that are complementary to the Sandra Schmirler Leisure Centre, which is located at a site with limited expansion opportunities. For these reasons, all facilities are viewed as appropriate for the City's current level of involvement and the City will continue to work at ensuring sustainable partnerships exist to enable the community to continue operating each facility.

The City also owns two centres which are operated by the Regina Senior Citizens Centre, one adjacent to the Neil Balkwill Civic Arts Centre and the other in the Heritage Neighbourhood. While municipalities are continuing to support existing facilities, leading practice supports working towards ensuring that new capital initiatives accommodate the needs of all segments of the population, rather than building new facilities that are targeted at specific age segments. Through the public consultation process, Regina citizens were supportive of this approach.

## Strategic Directions

- Provide neighbourhood centres in high needs neighbourhoods or those with geographic barriers to accessing community destination facilities.
- Enhance neighbourhood centre facilities as neighbourhood hub facilities, in a manner that is complementary to schools which also serve as hub facilities, through the development of amenities in the surrounding space.
- Maintain existing centres that are targeted at senior age segments, with long term plans to ensure all facilities accommodate the needs of this growing segment of the population.



### Recommendations:

- 14)** Invest in the North Central Shared Facility as a community destination facility, or maintain the Albert Scott Community Centre as a neighbourhood hub facility through lifecycle investments (Phase I).
  - The approach is dependent upon the progress with the North Central Shared Facility partnership which will require funding contributions from all three levels of government. For the purpose of the Recreation Facility Plan, it is important that in the absence of the North Central Shared Facility, the City continues to provide a neighbourhood centre and to enhance the facility as a neighbourhood hub facility.
- 15)** Establish a Heritage (Core) Community Centre in a strategic location with an outdoor program connection to create a neighbourhood hub facility (Phase I).
  - Selection of a location and design of such a centre would require extensive community engagement and visioning. There is an opportunity to integrate this facility with other initiatives in the community (such as a school) and/or to cluster this facility with other recommendations in the Plan, such as the proposed comprehensive water park identified in recommendation #6.
- 16)** Enhance the Core Ritchie Neighbourhood Centre as a neighbourhood hub facility through community visioning process (Phase I).
  - The City is currently exploring partnerships with various non-profit organizations to replace the play structures with a fully accessible structure and will explore upgrading the spray pad in the future. As well, the City has contracted an architect to conduct a functional assessment of the facility in order to provide recommendations for facility enhancements that would better satisfy today's programming needs as well as enable integrated programming with the Regina Public Library.

- 17) Maintain the Cathedral and Glencairn Neighbourhood Centres through lifecycle investments.
  - The City would also explore opportunities to build operating partnerships with community organizations that would potentially be interested in operating these facilities.
- 18) Consult with the community and user groups to explore alternate facility options to meet needs currently filled by Pasqua Recreation Centre (phase I).
- 19) Maintain all community operated centres and the Senior Citizens Centres through lifecycle investments.

Some organizations have also expressed a need for additional quality gymnasium space. As community/ user group visioning and planning processes are implemented in the design phase of initiatives such as the North Central Shared Facility, the redevelopment of the Sportplex site, and the proposed partnership at the South Leisure Centre, the need for gymnasium space will be explored.

## Other Sport & Recreation Facilities



### Current State:

This category of facilities includes many facility types, most of which are distributed throughout the City to allow for unstructured, spontaneous activities. In many instances they are established through community partnerships. The overarching strategic direction follows, and recommendations are further categorized in the following section.

### Strategic Directions:

- Provide high quality sport and outdoor recreation facilities at the city-wide, community destination and neighbourhood hub levels through direct delivery and partnerships:
  - Municipal Leadership: playgrounds, pathways, spray pads, athletic fields, ball diamonds, outdoor tennis, dog parks.
  - Community Leadership: indoor tennis, racquet sports, skiing, floral conservatory, lawn bowling.



**Pathways, Playgrounds, Spray Pads & Parks** Public opinion and market research over the past several years consistently reveals that interest and participation in unstructured, spontaneous activities is rising, and that investments in pathways should be a top priority.

- The City is planning to undertake an extensive Transportation Master Plan process, which will include plans for expansion of the multi-purpose pathway system. An early priority is to extend the pathway in the north west and to link it to the Trans Canada Trail. This initiative would be done in conjunction with the planned Courtney Street extension.
- The City currently has an Open Space Management Strategy which guides park redevelopment efforts. The recommendations of the Recreation Facility Plan will influence the specific elements that are included in park redevelopment initiatives, as well as in new park developments.
- The City also has several park master plans (Kinsmen, Kiwanis, A.E. Wilson, and Mount Pleasant) which were developed through community visioning processes. The status of implementation of these master plans varies and there is a need to validate them with the community, as funds for redevelopment become available.
- The quality of playgrounds and spray pads varies widely. These initiatives are often done through community partnerships and are intended to complement the play amenities that exist at schools. There is a significant gap in availability of accessible play structures to accommodate the needs of children and/or caregivers with disabilities. As well, there is a gap in availability of quality spray pads in the City; the only quality spray pads are at the South Leisure Centre and at Kinsmen Park South.
- The City also operates the Regent Par-3 golf course, which has very little use and is in need of significant upgrades. The golf course is situated in a high needs area; initial community consultations revealed a level of interest in engaging the community to explore options for rebuilding the site to provide year round recreation opportunities targeted at families and youth. The site is located next to the Regent Pool and the Kinsmen Arena, an area that could also become the site of the future indoor skateboard facility.
- The City has one dog park, located in the south west area of the City. The park is well used and the City is working on further development of its partnership with the Regina Humane Society related to operation of the facility. There has been some interest expressed among residents for a second park, particularly in the east area of the city.

### Recommendations:

- 20) Build the North West Link pathway in conjunction with the Courtney Street extension (Phase I).
- 21) Implement the pathway program being developed as part of the Transportation Master Plan.
- 22) Build a plan for development, redevelopment and decommissioning of playgrounds & spray pads (Phase I).
- 23) Develop a site specific plan to rebuild the Regent Par-3 site as a neighbourhood hub facility that satisfies contemporary needs through a community consultation and visioning process (Phase I).
  - Potential opportunities include an accessible play structure, spray pad, picnic area, and winter recreation opportunities such as an outdoor skating rink, tobogganing hill and cross country ski/snowshoeing trails.
- 24) Engage communities to verify that existing park master plans are aligned with the community's current priorities and with the Recreation Facility Plan (Phase II).
- 25) Consistent with the 2007 Open Space Management Strategy, ensure new parks have relatively flat informal spaces.
- 26) Develop an off leash dog park strategy (Phase II).
  - The plan would address enhancements to the existing dog park as well as consideration of locations for future parks.

**Athletics, Athletic Fields and Ball Diamonds** Municipalities typically play a leadership role in provision of athletics facilities, athletic fields and ball diamonds, which tend to be targeted at youth and accessed by a high proportion of the population, since they accommodate low cost, inclusive activities.

**Athletics** Regina's 300 member local track club uses the indoor 200 metre track at the Fieldhouse as well as the track facility at the University. The City's role in providing the multi-purpose spaces at the Fieldhouse is consistent with those of other municipalities. While competing public uses can be a challenge for the local track club, between the Fieldhouse and the University, it is believed that the club's needs are being met, allowing the City to continue to provide high levels of access to the general public.

The club is also served by the Canada Games Athletic Complex in Wascana Park, which is the city's best outdoor track and field training facility with a high quality track and spectator area. The facility was upgraded for the 2005 Canada Summer Games. Despite its recent upgrade, the track club has expressed a need for additional lighting, improved change rooms and washrooms, and enhanced bleachers. The City is addressing the need for upgrades to the change rooms and washrooms in

partnership with the users of the athletic field in the area. The City will explore opportunities to address the lighting and bleacher needs in partnership with the track club.

**Athletic Fields** The City currently has 94 scheduled sites which includes 48 athletic fields used for soccer, football, ultimate disc, lacrosse, touch and flag football, rugby and field hockey. The remainder are passive parks that are used for groups such as community soccer. While overall participant numbers have been declining, total hours of use have been increasing. Provision of fields, and upgrades, are driven by the 1996 Regina Athletic Field System Study, which is in need of being updated.

Research and public consultations have suggested that the quantity of fields is sufficient. Instead, there is a need to focus on enhancing their quality. There is also a desire to cluster fields where possible, particularly for football and soccer which together book the majority of hours allocated. The City has recently partnered with Wascana Centre Authority, Regina Minor Football and the Regina Soccer Association to install artificial turf at Leibel Field and to upgrade the support buildings, which are also used for the Canada Games Athletics Complex. Federal and provincial funds have been accessed for this upgrade, which will also serve the needs of cricket, lacrosse, ultimate flying disc, ball, skiing, and other winter sport participants in the area.

**Ball Diamonds** The City also provides 163 scheduled ball diamonds; upgrades are guided by the 1996 Regina Athletic Field System Study. Again, research and user group meetings suggest that the overall quantity of ball diamonds is sufficient; however, there is a desire for improved quality and support to maintain them. Currently the city owns 5 complexes which are operated through partnership with individual organizations. While some organizations experience a surplus of supply, others experience a deficit. There is an opportunity to work with the organizations to consolidate the programs in order to ensure the proper supply and maximize public and volunteer resources to maintaining high quality diamonds in the city.

There are also two high quality diamonds at Mount Pleasant; while user groups have asked the City to enhance their quality, such enhancements would only take place through community partnerships.

### **Recommendations:**

- 27)** Update 1996 Regina Athletic Field System Study and develop a long term plan (Phase I).
  - This would include development of a long range plan for shared minor baseball facilities, as well as renewal of existing operating partnerships. Any poor quality, underutilized diamonds would be decommissioned and savings would be reinvested in upgrading to provide higher quality diamonds to the inventory.
- 28)** Develop artificial turf field(s) and support spaces at Douglas Park.
- 29)** Continue with lifecycle repairs and capital upgrades to the Regina Fieldhouse and Canada Games Athletics Complex to provide city-wide indoor and outdoor athletics facilities.

## Tennis & Badminton

**Outdoor Tennis** Regina has 59 city-owned and maintained outdoor tennis courts at 25 sites, which can be booked for lessons or group rentals or are available to the general public on a first come first served basis. There are another eight high quality courts at the Lakeshore Tennis Club in Wascana Park, which are run by a non profit organization.

The condition of the City's courts varies widely. Of the 59 courts, 14 have a synthetic surface covering and are viewed as the highest quality public courts in the city. These 14 courts are at four sites: Douglas Park, A.E. Wilson, Lakeview, and University Park. Of these, the Lakeview site is deteriorating and will soon be in need of upgrading or replacement.

Municipalities typically provide outdoor tennis court facilities, which are deemed to be an inclusive activity that appeals to all age segments. Consultations with the public and with tennis clubs suggests that the quantity of courts is adequate, but the quality needs to be improved. Overall, the public is willing to give up quantity of asphalt sites for improved quality, with a preference to see decommissioned asphalt courts adapted for other recreation uses, such as basketball or skateboarding. In addition, clubs suggest that there is a need for a four court site in each area of the city with synthetic surfacing. Specific site selection would take place through community and user group consultation processes and should be clustered or integrated with other recreation or community facilities where possible.

**Indoor Tennis & Badminton** The only indoor tennis courts in Regina at this point in time are the four courts located at the City-owned Sportplex. The Sportplex also has five badminton courts; badminton is also played in many school and neighbourhood centre gymnasiums. The courts serve the general public through admissions and pass privileges, and are also used for some lessons and rentals. The courts are, however, a multi-purpose space and thus serve many uses such as fitness classes and basketball.

There is a group of local tennis players, along with tennis clubs and organizations, that are exploring opportunities to build an indoor tennis centre – either through a new facility or by covering outdoor courts. Typically, such facilities are built and operated through a high level of community leadership and involvement, including funding.

This City's role in providing tennis as part of a multi-purpose facility is consistent with the role municipalities play across Canada. As identified in the Recreation Facility Strategy to 2020, given the proportion of the population that play tennis, and the fact that the City already provides a basic level of service at the Fieldhouse and numerous outdoor courts, such a facility would require significant funding from the community and private sectors.

**Other Racquet Sports** There are also local clubs that have expressed a need for a facility that would provide courts for handball, squash, racquetball and walleyball, which in most municipalities are served by the private sector, with minimal level of investment from the municipality. Currently in Regina these

clubs are served by Gold's Gym and the YMCA. Given the relatively small number of participants in these activities, and that a base level of service is available, it is not recommended that the City would take the lead on building such a facility but would instead look for partnership opportunities.

### **Recommendations**

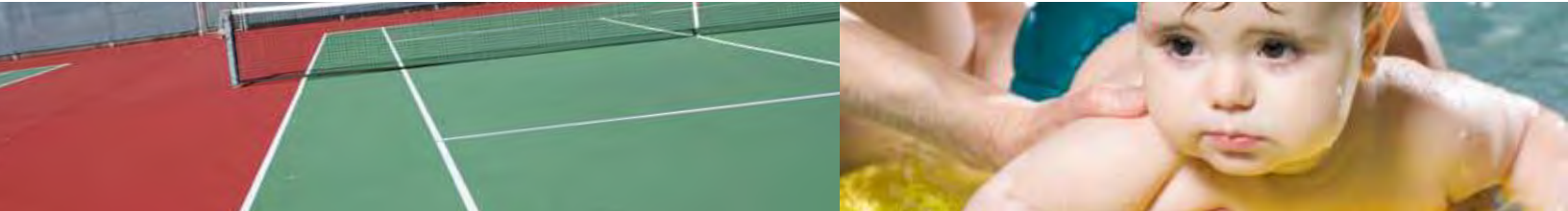
- 30)** Continue to provide four city-owned synthetic surface multi-court tennis facilities; decommission and retrofit asphalt sites if no longer required.
- The Regina Athletic Field System Study (recommendation #27) will determine the required number of asphalt sites; specific site selection and identification of opportunities for retrofitting asphalt sites would take place through an extensive community consultation process.
  - Douglas Park, A.E. Wilson and University Park tennis courts would continue to be maintained; the tennis courts at the South Leisure Centre would be upgraded with synthetic surfacing to replace the deteriorating site at Lakeview (Phase 1). This new location for synthetic surface courts is well used and fits with the recommendation to enhance the South Leisure Centre as a community hub for south Regina.
- 31)** Continue to provide indoor tennis at the Fieldhouse; continue to provide badminton at the Fieldhouse and community/neighbourhood centres.

**Other Sport & Recreation** The City also owns a lawn bowling facility which consists of four quality greens that are used for local, provincial, and national events; the facility is operated by the local lawn bowling club. Given the small number of adults and even fewer youth who use the facility, the City's involvement in this facility is well beyond what is typical of a municipality. To date, it has been justified by the fact that it is one of the best lawn bowling facilities in Canada and contributes to the sport on a national level.

- 32)** Continue with lifecycle investments as required on existing four lawn bowling greens; enter into discussions with Regina Lawn Bowling Club to consider divesting operation and maintenance of the facility.



## Supporting Community Partnerships:



### **Current State:**

The Planning Framework is consistent with the Community & Protective Services Division and Community Services Department's desire to integrate a community development approach into its operations to balance direct and indirect service delivery. This approach involves the community in defining, shaping and delivering services, recognizing that collaboration, partnerships and shared decision making among citizens, community organizations, the private sector and other levels of government helps ensure that public resources are invested in a manner that maximizes the impact of public funds invested.

Partnerships will be essential for successful implementation of the Recreation Facility Plan. The City will pursue partnerships to build, revitalize and operate facilities. The Recreation Facility Plan is intended to provide the community with a direction for where the municipality plans to invest resources in sport, culture and recreation infrastructure for the next ten years. It is intended to be a catalyst to encourage the community to work together with the municipality to make the plan a reality, recognizing that the municipality will not be the sole funder of all initiatives.

While the recommendations in the plan specify the needs that the municipality would take a lead or strong role in initiating, it is recognized that there are many other worthwhile capital projects that would also have a significant benefit to the general public. Many examples of such initiatives were discussed through the consultation process. These include a floral conservatory, an indoor racquet sport facility, a variety of cultural spaces at the proposed Legion building development, enhanced ski trails, and a support facility for skiing, snowboarding, and other winter activities at Douglas Park.

In order to provide maximum flexibility, and to enable the City to be in a position to proactively respond in a timely manner when the community is ready to embark on such an initiative, the City requires a partnership framework that would provide City Council with information to help determine when the City is involved in such an initiative and to what extent, and to provide guidance as to what the City would expect from such a partnership to be consistent with public priorities.

## Strategic Directions:

- Enable and support community leadership and involvement in the development, redevelopment and operation of sport, culture and recreation facilities.



## Recommendations:

**33)** Establish a capital reserve program to support the community to develop or redevelop facilities that are consistent with the Recreation Facility Plan.

- Implementation of the recommendations requires significant involvement and leadership from the community, other public sector service providers, all orders of government, and private organizations. In order to consider potential opportunities, the City requires clear, well-documented evidence that the project is viable and meets community needs and municipal priorities, as well as clear plans with respect to the municipality's roles and responsibilities in the long term.
  - :: The Community Services Department will lead the development of a process that supports community organizations to prepare for such requests and also to assist City Council to make decisions that are consistent with the Recreation Facility Plan's planning framework. This process will be integrated with the capital planning process and will be used to prioritize and determine the timing of those recommendations that require partnership funds and/or long term operating arrangements.
  - :: Sustainability of partnerships will be a key consideration. As such, the Community Services Department is developing consulting services and reviewing its community investments to ensure that these programs are aligned with the priorities of the proposed partnership program, in an effort to maximize the impact of the City's investment in sport, culture and recreation.

# Implementation Plan

A proposed timeline and schedule is provided in Appendix C. While the Plan is shown as an 11-year plan, it should be noted that timing of implementation will be dependent on availability of funds and partnerships. Timing may also be impacted by information from facility condition assessments. Capital planning for existing infrastructure, particularly where facilities are near the end of their expected useful life, will consider costs in relation to the benefits derived by the community. Many recommendations need to be staged in a manner that ensures optimal use of existing infrastructure, and that allows the municipality to respond to changing participation patterns/trends in the community.

The total cost to implement the recommendations is in the range of \$90-\$100 million. It is expected that approximately 25%-40% of funds will be generated through partnerships; as a result, the projected cost to the City is \$65-\$75 million for full implementation of the Plan. Proposed financing sources include:

- Land sales (redirecting funds raised from the sale of land used for recreation purposes to implementing the proposed recommendations)
- Servicing agreement funds
- Partnerships
  - :: Federal & provincial governments
    - Private sector (including naming rights)
  - :: Community organizations
- Debt financing

It should be noted that the 33 recommendations together provide a long term direction for sport, culture and recreation facilities in Regina; however, specific recommendations will be explored further in order to fully assess their feasibility and to clearly project the expected return to the community. Operating models will be explored, cost recovery models will be developed, and potential partner or sponsorship opportunities will be identified; business cases will then be presented to City Council as part of the annual budget development cycle.

Preliminary estimates suggest that operating costs for full implementation of the Plan are estimated at \$2.5 million per annum. These projections are based on the assumption that facilities will be decommissioned and in some cases retrofitted to accommodate more contemporary needs when the costs of maintaining a facility outweigh the benefits.

## Evaluation & Modification Process

As discussed, the recommendations presented in this plan provide a long term direction for investment in sport, culture and recreation facilities in Regina. There are a number of factors that can influence implementation of the Recreation Facility Plan. These include: availability of funds and partnerships; information collected from facility condition assessments and changing demographics and participation patterns/trends. As such, it is critical to ensure that an evaluation and modification process is in place.

- 1) The Recreation Facility Plan will be reviewed annually as part of the budget development process. Business cases for specific initiatives will be presented and staging of implementation will be reviewed to allow for adequate community engagement and consultation.
- 2) The Recreation Facility Plan will be reviewed and updated in depth in 2014/2015, at the half way point.
- 3) A post-2020 plan will be initiated in 2018/2019 as part of the City of Regina's commitment to long term planning.

In addition to development of the Recreation Facility Plan, the Community Services Department has adopted an organization structure and implemented processes to ensure that long term planning is part of its everyday operations. This goal is to provide a focus and commitment to ensure that capital planning for sport, culture and recreation facilities is done in a manner that aligns with other corporate and community initiatives.

# APPENDIX A:

## The Benefits-Based Approach

Recreation facilities in Regina will be considered for public support and will be considered a priority where they are effective at helping to create “Canada’s most vibrant, attractive, inclusive and sustainable community where people live in harmony and thrive in opportunity ”<sup>14</sup>.

More specifically, facilities will be supported by the City only if and to the extent that they deliver indirect benefit to all citizens (thereby qualifying as a “need” which is to say qualify as a public good) through contributing to two public goals and 19 public benefits summarized in no particular order below.

### Summary of Two Goals and Nineteen Public Benefits

<b>Foster a Sense of Community through</b>	<b>Foster Growth of the Individual through</b>
1. Special Events and Celebrations	10. Overall Fitness and Well Being
2. Strengthen or Support Community Groups	11. Pre-school Recreation Opportunities
3. Spectator Sports	12. Basic Skill Development for Children
4. Spectator Arts	13. Advanced Skills for Children
5. Social Interaction	14. Social Opportunities for Teens
6. Protecting Natural and Historic Resources	15. Basic Skill Development for Adults
7. Beautifying the Community	16. Advanced Skill Development for Adults
8. Support for Families Recreating Together	17. Recreation Opportunities for Seniors
9. Mixing and Integrating Sub Groups of Citizens	18. Reflection Escape from Urban Form

The benefits-based approach recognizes that public goods are focused on indirect benefit to all citizens rather than the direct benefit to users of services. In other words, City of Regina parks, recreation and cultural services, in addition to providing some direct benefit to users, must clearly demonstrate that there is some spin-off indirect benefit to the entire community, even if some community members haven’t used the service. This indirect benefit to all citizens, from which they cannot escape, is sometimes called “public good” and justifies public sector involvement in the delivery of the service, if such involvement is needed in order to realize the “good”. In the benefits-based approach, decisions are focused on achieving the greatest amount of public good or indirect benefit at the least possible cost to the taxpayer.

More specifically, facilities will be supported by the City only if and to the extent that they deliver indirect benefit to all citizens (thereby qualifying as a “need” which is to say qualify as a public good) through contributing to two public goals and 19 public benefits summarized in no particular order.

<sup>14</sup> City of Regina Vision Statement approved in 2007

# Sense of Community

- 1. To Encourage Special Events and Celebrations** Special events (e.g. carnivals, fairs, tournaments) can contribute to a feeling of community identity and spirit. Therefore, the City should be involved in organizing special events and participating in special events organized by others to the extent necessary to foster a sense of community identity, spirit, pride and culture.
- 2. To Support Local Groups** Local clubs, groups and agencies are and will be organizing and sponsoring leisure opportunities. This “people doing things for themselves” aspect of community life is socially worthwhile and desirable. The City should support such groups in their efforts to the extent necessary to achieve this good. Support may occur in a number of ways, including subsidized access to facilities, assistance in problem solving or help with promotion.
- 3. To Facilitate Spectator Experiences at Sporting Events** Community identity, spirit and culture can be fostered through the environment generated by spectators at athletic events. In such events, sport can be closely linked with community identity and pride. The spectating can be informal as well as formal. It can be spectators at a lacrosse tournament or casual watching of disc golfers. The City should play a role in ensuring such opportunities exist.
- 4. To Facilitate Spectator Experiences at Arts Events** Using the same logic as above, artistic endeavours (both performing and visual) represent one of the most significant aspects of developing a culture in any community. Through exposure to the arts, local residents should develop a better understanding and appreciation of their community and the cultural aspects of it.
- 5. To Facilitate Opportunities for Social Interaction** Because social functions are a valuable vehicle to use in developing community cohesion and identity, the City should strive to ensure that such opportunities exist. Some, it might sponsor itself. Others it supports through a coordinating or referral role.
- 6. To Protect Natural and Historic Resources** The protection of natural and aesthetic features, vistas, natural phenomenon and features of historic significance and the provision of public access to such features will contribute to a greater understanding of and pride in the community and, therefore, contribute to community growth.
- 7. To Beautify the Community** The extent to which a community is seen by its residents as being visually pleasing is directly related to the potential for creating community identity, spirit and culture. Therefore, making a community more beautiful is a worthwhile social objective worthy of tax support.

8. **To Support Family Oriented Leisure Opportunities** The family unit is an integral building block of community growth. Therefore, the City should provide opportunities and supports for families to pursue leisure as a family unit in a way that fosters family development.
9. **To Integrate Generations and Sub Groups Within Our Community** Community growth can be fostered through increased contact between people of varying age groups within the community. The more contact and interchange between seniors and younger adults and children, the greater the potential for community growth. Therefore, in the provision of leisure services, attempts should be made to provide such contact and interchange between seniors and younger residents with a view toward transmitting cultural heritage across the generations.

Community growth can further be fostered through an integrative mixing of various ethnic groups so that each better understands and appreciates the difference and strengths of the other. Multicultural recreation and cultural services can be used as a vehicle in making the community more cohesive.

Community growth can also be fostered by integrating individuals with various special needs into mainstream programming. Whether individuals have physical, emotional or mental special needs, recreation and culture can be used as a leveling and integrative force.

## Individual Citizen Growth

10. **To Foster and Promote Fitness and Overall Well Being** Fitness, in this context, is used broadly as a synonym for wellness, and refers to mental and emotional, as well as physical fitness. The fitness level of every resident of the City of Regina should be increased at least to a pre-determined minimum level with opportunities available for progress beyond this point. The City should provide fitness and wellness services for people at all levels of ability from those that require specialized therapeutic services to those who are very fit and able.
11. **To Foster and Promote Pre-School Leisure Opportunities** An opportunity should exist for every pre-school aged child to participate with other children in a variety of leisure experiences, in order to:
  - Expose the child to social settings
  - Foster gross motor development
  - Provide a generally happy and satisfying atmosphere where growth can occur
  - Teach basic safety skills and attitudes
  - Celebrate their natural creative tendencies

The City should be one of the players, providing leadership to ensure this happens.

**12. To Foster and Promote Basic Leisure Skill Development in Leisure Pursuits for School Aged Children** Working in partnership with the School District and other providers of service, the City of Regina should provide opportunities for basic proficiency in a variety of leisure pursuits in such areas as sport, performing arts, visual arts, outdoor nature oriented skills, and hobbies in order to:

- Provide exposure to skills which may form the basis for enjoying lifetime leisure activities
- Contribute to gross motor and fine motor physical development
- Provide social settings in which social, moral and emotional growth can be fostered
- Provide the basis for leisure education (i.e. the teachings of the benefits of and wise use of leisure time)
- Explore creative potential.

Other agencies (e.g. the school system) may provide skill instruction in some areas, with the City filling the gaps.

**13. To Foster and Promote Advanced Leisure Skill Development in Leisure Pursuits for School Aged Children** Opportunities should be provided for those children who wish to further develop their interest and skills in a wide variety of leisure pursuits beyond the basic level. The City will be one of the providers of such opportunities.

**14. To Foster and Promote Social and Leadership Opportunities for Teens** The maturing from youth to adult that occurs during teenage years is often a critical time in the life of an individual. It is also a time that individual difficulties may result in severe social problems. Hence, the City will provide opportunities for teens to:

- Learn about themselves and how they will react to various social settings and pressures
- Develop positive social/emotional/moral skills, principles and convictions
- Develop positive leisure lifestyle patterns that will remain with them through adulthood.

**15. To Foster and Promote Basic Leisure Skills in Leisure Pursuits for Adults** The City should be a player in the provision of a range of opportunities for adults who wish to be exposed to such endeavors and learn some basic skills in each.

**16. To Foster and Promote Advanced Leisure Skills in Leisure Pursuits for Adults** The City will also be involved in providing opportunities for those adults who wish to further develop beyond a basic proficiency level their interests or abilities in a variety of leisure pursuits.



- 17. To Foster and Promote Leisure Opportunities for Seniors** Opportunities should be provided by the City for senior citizens to participate in the leisure activities of their choice in order to:
- Maintain overall fitness levels
  - Maintain social contacts and continue to be involved in social environments
  - Provide a continuing sense of worth and meaning of life through continuing personal growth.
- 18. To Interpret the Environment** Opportunities should be provided for every local resident to learn about, understand, relate to and experience all aspects of his/her environment.
- 19. To Foster Reflection and Escape from Urban Form** Often growth can occur through escape, reflection, contact with nature and relaxation in a serene natural environment. Because of this, opportunities should be provided for residents to experience nature within the City.

# APPENDIX B:

## Inventory & Summary of the Condition of Existing Facilities

Athletic Fields		
Categories of Facilities	What Exists in Regina	Condition of What Exists
1. Rectangular Sports Fields (for soccer, football, ultimate disc, flag football, rugby)	94 City and School District owned fields, some operated by user groups	Fields are classified at various levels and the condition of most appear to be as specified within the City's qualitative standards for each type. The standards, laid down in a report called the Regina Athletic Field System, and in the City's Open Space Management Strategy (OSMS), are appropriate and specify a diverse set of fields to meet differing needs.
2. Ball Diamonds	179 ball diamonds owned by the City, some operated by user groups (some outside the City)  Also some private diamonds	Within the Athletic Field System report and the OSMS, diamonds are classified at various levels and the condition of most appears to be as specified. However, some diamonds operated by user groups are not at sufficiently high standards to meet ongoing needs.
3. Tennis Courts	25 outdoor tennis sites with a total of 57 courts  4 indoor courts at Fieldhouse, but not dedicated to tennis	Condition of outdoor courts varies from several single and two court sites that are not high quality, to a few high quality four court sites and a club operated eight court site in Wascana Centre. The condition of the four indoor courts is high, but there are competing uses for these facilities.
4. Cricket Pitch	One site at Douglas Park	Playing surface is poor to fair condition, but support spaces are either non-existent or of poor quality
5. Track and Field (Athletics)	Synthetic surfaced Track and Field facility at Douglas Park  Indoor track at Fieldhouse and at University of Regina	The outdoor track surface and infield are of high quality, but support spaces are of poor quality. There is a plan to rebuild washrooms. The indoor tracks are both quite high quality.
6. Outdoor Stadium	City owned and operated Mosaic Stadium at Taylor Field	Playing surface has been replaced within the past year and is quite high quality overall. There is some need for upgrading of support spaces.
7. Outdoor Speed Skating Oval	One natural ice Speed Skating Oval at Mt. Pleasant Sports Park	Surface is reasonably high quality, and club has been rebuilding support spaces, but there are more support buildings to rebuild. There is some concern about debris from surrounding land uses causing problems on the ice surface, and this leads to consideration of reorienting the oval on the site.
8. Lawn Bowling Greens	4 greens on a single City owned site operated by a non profit society	The playing surfaces on two greens are very high quality and two others are high quality surfaces; all with high quality support spaces.

Aquatics		
Categories of Facilities	What Exists in Regina	Condition of What Exists
9. Outdoor Pools	5 City owned and operated pools (average age 52 years)	All pools are approaching the end of their functional lifespan. However, three are worse than the others.
10. Spray Pads	14 City owned and operated	Although quality varies, most are in reasonably good condition with some functional life remaining.
11. Indoor Aquatic Centres	3 city owned and operated facilities  Two non profit pools at YMCA  One pool at the U of R.	The Lawson Aquatic Centre is the oldest of the aquatic facilities and is in fair to good condition, but no longer up to the highest national level competition standards. The other two City pools are newer and in better condition but the one in the North West Leisure Centre is quite small and under utilized.

Community Facilities		
Categories of Facilities	What Exists in Regina	Condition of What Exists
12. Neighbourhood and Community Centres	6 City and 5 volunteer operated	With average age of 18 years, centres vary in terms of condition, with many older structures approaching the end of their functional lifespan. Plans are in place to rebuild the Albert Scott facility.
13. Senior Citizen Centres	Two city owned centres operated by non profit society	One small centre on Elphinstone Street is of low quality. The main centre on Winnipeg Street in the Core Area is high quality and has significant functional lifespan remaining.

## Arts Spaces

Categories of Facilities	What Exists in Regina	Condition of What Exists
14. Visual Arts Studios	<p>Various studio spaces in Neil Balkwill Civic Arts Centre</p> <p>Various studios at Riddell Centre at the U of R.</p> <p>Arts Studio at Seniors Centre on Winnipeg Street</p> <p>Dedicated and multiuse studios at Community Centre</p>	<p>Neil Balkwill Civic Arts Centre is 25 years old, but facilities are in good condition. Some spaces (e.g. darkrooms) may need to be retrofitted.</p> <p>Spaces in the Seniors Centre and the Community Centres vary with some approaching the end of their lifespan.</p>
15. Performing Arts Centre	<p>One society owned church/school conversion operated by a non profit society (Regina Performing Arts Centre)</p> <p>One large civic auditorium (Conexus Arts Centre)</p> <p>Globe Theatre is professional theatre facility</p> <p>5 University of Regina theatres in Riddell Centre and on College Ave. campus</p> <p>Some theatre spaces in high schools and churches</p>	<p>The Regina Performing Arts Centre is in very poor condition and in need of significant retrofit if it is to continue to host performing arts uses.</p> <p>Conexus Arts Centre is in good condition.</p> <p>Globe Theatre has been recently upgraded and is in good condition.</p>
16. Art Display/Exhibit Areas	<p>Dunlop Art Gallery operated by the Regina Public Library</p> <p>Regina Gallery at Balkwill Civic Arts Centre (25 years old)</p> <p>Mackenzie Art Gallery</p> <p>Student Gallery at U of R.</p> <p>FNU Gallery</p> <p>Plus private galleries</p>	<p>Existing facilities are in generally good condition with significant amounts of functional lifespan remaining.</p> <p>Regina Gallery is in need of more support space.</p>

Ice		
Categories of Facilities	What Exists in Regina	Condition of What Exists
17. Outdoor Ice Surfaces	<p>23 City owned, with neighbourhood volunteers who supervise boarded sites</p> <p>42 City owned pleasure surfaces</p> <p>Wascana Centre skating site</p>	Condition of all ice surfaces varies quite significantly, and also varies with the weather, but many rink boards are in need of retrofit or replacement.
18. Indoor Arenas	<p>8 single sheet arenas owned and operated by the City</p> <p>2 privately owned and operated sheets just outside of City</p> <p>Brandt Centre and six sheets at Co-operators Centre at Evraz Place</p>	Average age of city's arenas is 32 years. Many of these single sheet facilities utilize older technologies and do not have modern amenities (e.g. concrete floors for dry floor uses). With the exception of a couple of the arenas, they need some significant retrofit and/or replacement. A technical review identified many deficiencies that need to be addressed if they are expected to continue to provide ice time to users.

Fitness		
Categories of Facilities	What Exists in Regina	Condition of What Exists
19. Fitness Rooms	<p>3 City operated facilities located in indoor aquatic centres</p> <p>Fitness areas within the Fieldhouse</p> <p>At least 5 other public and non profit facilities (e.g. YMCA, YWCA, University)</p> <p>Several private facilities</p>	City operated facilities are generally in fair to good condition, with some work done on some spaces in the past few years to improve them and provide better equipment.

Other Amenities		
Categories of Facilities	What Exists in Regina	Condition of What Exists
20. Floral Conservatory	One 3,000 square foot facility in the City's Parks Yard	It is a reasonable quality facility although old and not energy efficient.

# APPENDIX C: Proposed Budget & Timelines

<b>Recommendations</b>	<b>2010 Costs</b>	<b>Phase I</b>	<b>Phase 2</b>	<b>Total Project Costs</b>
Staff/consulting work to implement recommendations in the Rec Facility Plan		500,000		500,000
Install artificial turf and support spaces at Douglas Park/Leibel Field	3,300,000			3,300,000
Enhance Core Ritchie Neighbourhood Centre as a neighbourhood hub facility	850,000			850,000
North West Link pathway (must be timed with Courtney Street extension)		1,700,000		1,700,000
Repair and enhance the Regina Performing Arts Centre		2,900,000	3,100,000	6,000,000
Establish a capital partnership program		7,500,000	7,500,000	15,000,000
Enhance the Sandra Schmirler Leisure Centre as a community destination facility		1,200,000		1,200,000
Replace Wascana Pool with an outdoor aquatic park		7,600,000		7,600,000
Enhance North West Leisure Centre as a community destination facility		1,280,000	570,000	1,850,000
Phase out Pasqua Recreation Centre		30,000		30,000
Enhance the South Leisure Centre as a community destination facility; install synthetic surface tennis courts		300,000		300,000
Develop site specific plan to inform the replacement of Regent Par 3		1,500,000		1,500,000
Relocate indoor skateboard facility near Regent Par 3		540,000		540,000
Implement pathway portion of the Transportation Master Plan		2,100,000	2,900,000	5,000,000
Implement Outdoor Ice Strategy		1,400,000		1,400,000
Replace Maple Leaf Pool with a comprehensive spray pad		1,200,000		1,200,000
Establish Heritage (Core) Neighbourhood Centre		7,000,000		7,000,000
Develop & implement a plan for playground and spray pad redevelopment and decommissioning		2,100,000	2,100,000	4,200,000
Develop & implement a long range ball diamond/athletic field plan				0
Indoor Water Park near the Lawson Aquatic Centre		24,000,000		24,000,000
Implement off leash dog park strategy			100,000	100,000
Explore opportunities to retrofit asphalt tennis sites that are no longer needed			1,500,000	1,500,000
Install skateboard facilities in new developments			3,000,000	3,000,000
Install outdoor aquatics component at the Lawson Aquatic Centre			3,000,000	3,000,000
Decommission Dewdney Pool (after replacement)			30,000	30,000
10,000 sq. ft. addition at the Neil Balkwill Civic Arts Centre			6,400,000	6,400,000
Review and update park master plans				0
Skateboard elements in park redevelopment			600,000	600,000
Install second artificial turf field at Douglas Park			2,000,000	2,000,000
<b>Total Costs</b>	<b>4,150,000</b>	<b>62,850,000</b>	<b>32,800,000</b>	<b>99,800,000</b>
<b>Proposed Funding Sources</b>				
Current Contributions to Capital	1,245,000	38,700,000	22,700,000	62,645,000
Servicing Agreement Funds	180,000	7,150,000	6,000,000	13,330,000
Other External Sources	2,725,000	17,000,000	4,100,000	23,825,000
<b>Total Funding Sources</b>	<b>4,150,000</b>	<b>62,850,000</b>	<b>32,800,000</b>	<b>99,800,000</b>