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|  | City of Lacombe Recreation Master Plan | |
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| | Review Date: | |
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| | Reference: | <i>Information about related policies or procedures, guidelines, forms, etc. Give complete references and ensure that documents cited are readily available</i> |
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Introduction

In 1999 a new Recreation Master Plan was developed to reflect the growth in the population and development in the community, annexation of lands to the north and west, new and updated facilities, new related planning documents and a refocusing of operations for Recreation, Parks and Culture. *(Amended 12/13/04).*

Other plans and documents developed or in the process of development have and will impact this plan and provide further detail in specific areas. These documents include:

- Lacombe Sidewalk/Trail Development Plan (2000, 2004, 2005) *(Amended 01/28/08)*
- Open Space Plan (2003) *(Amended 12/13/04)*
- Natural Spaces Management Plan (2002) *(Amended 12/13/04)*
- Recreation Services Marketing Plan and subsequent updates (1998, 1999) *(Amended 12/13/04)*
- Communities in Bloom Strategic Plan (2001) *(Amended 12/13/04)*
- North Area Structure Plan
- Southeast Area Structure Plan
- West Area Structure Plan

This plan will provide an overview of the issues relating to recreation, parks and culture and provide guidelines for policy development, programming direction, operating and capital initiatives.

Future Challenges

A number of issues will continue to create challenges for the delivery of Recreation Services in Lacombe. The community continues to experience consistent levels of growth which places pressure on the financial and human resources of the organization. The ongoing increases in energy and utility costs

will affect operating costs and subsequently user fees. Although these increases may subside somewhat it is not anticipated that utility prices will return to former levels. There is still uncertainty of the impact of the changes in the demographics as the Baby Boomers age and whether or not Lacombe's population distribution will remain somewhat the same as a result of in migration as a result of growth. There is strong sentiment in the community that existing natural areas, green spaces and trees need to be protected. There will be a fine balancing act to meet these public needs as well as accommodating the development needs in new subdivisions that are presently undeveloped and seen as a public resource. The sense of distrust with government (provincial and federal), generally, makes the decision process on these issues difficult as the overall interests of the community are addressed. *(Amended 01/28/08)*

The 2007 Municipal Census reported some interesting demographic findings about Lacombe:

Over:

5% preschool age
20% School Age (5-19)
20% are 55 years and over
15% of the citizens have moved to Lacombe in the last year
40% have moved here in the last 5 years
10% have been here more than 20 years
20% work in Lacombe
20% work elsewhere
12% are retired
20% are students
51% are female
(Amended 01/28/08)

Planning Objectives

- improve and develop cultural programs and opportunities in Lacombe
- create opportunities that will foster Lacombe as a tourist destination
- With the major renovation, upgrading and expansion of the Lacombe Memorial Centre completed in 2007 with refurbished and expanded event space, new library, facility meeting/multipurpose rooms and offices space for FCSS, there is a need to create a management plan framework to operate the LMC, as this enhanced facility will provide for numerous community events, cultural activities, meetings and small conferences. *(Amended 01/28/08)*
- continue a strong marketing approach in the development and promotion of Town of Lacombe recreation, parks and cultural programs, facilities and services
- develop amenities at Michener Recreation Area and the North West Recreation Area that will generate additional revenues that will help to subsidize other recreation opportunities
- greater emphasis on less structured, informal recreation opportunities for the general public (i.e. trails, passive park space, recreation hockey)

Services and Administration

With the development of the Recreation Services Marketing Plan the operations of Recreation Services has made dramatic shifts in its approach to offering services. Marketing initiatives continue to promote the excellent facilities with the goal to increase capacities of the various facilities. New opportunities are being sought and pursued that in some cases move out of the traditional realm of municipal recreation. These opportunities provide increased revenues and new financial opportunities that will reduce the dependence or maintain municipal taxation dollars while at the same time maintain or improve the level of services.

Technology has impacted the operations in that day-to-day operations increasingly depend on computer technology. The Internet provides the opportunity to promote programs and services to the general public and well as reach a larger potential tourism market. With the development of the new Lacombe Memorial Centre we have the capacity to host larger and more various functions. *(Amended 01/28/08)*

Recreation Services administrative staffing levels within Recreation Services have remained relatively constant over the last five years. Increased staffing levels are needed to keep pace with the new Lacombe Memorial Centre, marketing initiatives, increased usage of recreation facilities, year round operation of the Kinsmen Aquatic Centre and development of cultural programs. Increasing support and facility staff has been considered and will continue to be addressed. A proposal is currently being submitted for increased staffing. *(Amended 01/28/08)*

Financial

The long term goal for Recreation Services is to build an equitable burden to user fees and tax dollars. Further development of Michener Park Campground provided an opportunity to assemble a series of revenue sources and the potential to recover Michener Recreation operating costs. *(Amended 12/13/04)(Amended 01/28/08)*

Revenue from the campgrounds has steadily increased over the last number of years and with the removal of free firewood, 2007 should be no exception. Initially the contributing factor was the long term use by the construction workers at the nearby petrochemical plants. With the economy and housing shortage long term use has remained steady and this has provided a window of opportunity to expose the campground to the general public. The objective would be to provide up to 50 sites between the existing sites at the old Michener campground, new site development at the new Michener Park and the North West Recreation Area. The demand in Central Alberta for campground sites would support providing sites in Lacombe. *(Amended 01/28/08)*

Funding from surplus campground revenues would be reinvested in upgrading and the expansion of the campground areas. This reinvestment coupled with grant dollars and work provided by public works could make these improvements a reality.

The deregulated environment for the supply of electric power and natural gas supply in Alberta coupled with continuing high international prices for energy is expected to keep utility costs for facilities at

present or higher levels. The costs of utilities will be passed on to the users. Opportunities to reduce energy consumption and mitigate energy costs will continue to be investigated and implemented when financially feasible *(Amended 03/27/06)*

Parks, Open Space and Natural Areas

The growth of the Town and new development on stream will be increasing the green space under the authority of the Town and with it increased maintenance considerations. Through a community development process the priority for the community is the need to expand and enhance Lacombe's natural areas, green spaces, parks and (hiking/biking) trails. As a result of this initiative the Natural Space Management Plan has been initiated by the Town. *(Amended 01/28/08)*

In the provincial recreation survey walking continues to be the number one recreation activity of Albertans. The development of a trail system meets the needs of a large percentage of the population in an unstructured, informal way. The Trail/Sidewalk Development Plan has projected the long-term development of trails for the community. The main objective of the plan is to provide an integrated trail system that will eventually encircle the community. Annual municipal financial commitments, contributions by developers in new subdivisions, and grants will all contribute to the overall development of the trail system.

Facilities

Lacombe has assembled an extensive array of recreation facilities with the development of Michener Recreation Area, the upgrading of Lacombe Sports and Leisure Complex, the addition of Kinsmen Aquatic Centre, and Kinsmen Ball Park. The emphasis in facility development over the last number of years has been focused on organized sports groups, in particular youth sports.

The focus for future development will be placed on facilities that meet a broader, more universal need in the community such as the development of trails and passive park space and the development of the North West Recreation area. *(Amended 01/28/08)*

A third ice surface has been an area of contention between the Town and user groups for a number of years. User groups feel the need for another ice surface, the Town administration and the Recreation Board question the need. Standards established indicate that the existing ice surfaces are adequate for the needs of Lacombe residents. The 1999 - 2000 statistics for the arena users indicated that 33% of the users are County residents with an additional 6% coming from outside the County. Prior to further contemplation of creating another ice surface or the Town undertaking to operate and program the outdoor rink, the following parameters would have to be met: *(Amended 03/27/06)*

- funding provided by the County for both capital and operations of another facility
- population figures in the primarily youth group would warrant need (demographic projections indicate that the youth user groups will be dwindling creating a reduced demand on facilities such as arenas)

- full capacity is reached among the surrounding communities ice facilities

The immediate need for a third ice surface has been addressed by the construction of an outdoor rink by Lacombe Minor Hockey adjacent to the existing facilities. The Town Staff have taken over, by default - as anticipated, the outdoor rink maintenance of the ice. *(Amended 01/28/08)*

In 2004 the Lacombe Curling Club constructed an addition to its portion of the facility and upgrades were also completed to the entrance to the arena and indoor pool. *(Amended 12/13/04)*

Further improvements and upgrades of Lacombe Sports and Leisure Complex will be to continue to improve the efficiencies of the operation such as energy conservation methods, increasing the quality of finish in the ice surfaces. A series of upgrades in the Kinsmen Aquatic Centre including leased space for operating a fitness centre and a spray park, opening in May of 2008, have been developed as an extension of the existing facility. *(Amended 01/28/08)*

Further developments at Michener Recreation Area will include improvements to enhance the tourist potential for the area. These would include

- relocation of the horseshoe pitches to the west side (of Diamond #11, by Highway #12)
- expanding the campground area with serviced sites providing power, water and sanitary
- upgrade and expand the campground sites in the lower campground and provide water and power servicing
- in the event that the Information Centre (Chamber of Commerce) is expanded that it accommodate washrooms and showers for the lower campground. *(Amended 01/28/08)*

Cultural Development

Cultural activities are an important expression of the vitality of any community. The cultural climate in Lacombe is active and vibrant as is evident with numerous community organizations and a number of private individuals or businesses that contribute to the various activities and opportunities in the community.

In recent years the Lacombe & District Recreation Parks and Culture Board has encouraged a greater emphasis in cultural development by Recreation Services. Over the last eight years new cultural programs have been gradually added as financial and human resources have allowed. Initially summer youth arts programs were offered and continue to be well attended. The Lacombe Art Exhibit and Sale after eight years has become a unique and well-attended Central Alberta event. *(Amended 01/28/08)*

As there did not appear to be other individuals or organizations offering ongoing arts programs, in 2005 Recreation Services offered new art programs for both adult and youth in the fall and winter. The success of these programs indicates that there was an unmet need. It is hoped that the newly formed Lacombe Art Club will look at pursuing classes. *(Amended 01/28/08)*

Also bringing recognition to the arts has been the annual Arts Gala fundraiser which has generated funds for the newly established Lacombe Arts Endowment Fund. The Lacombe Arts Endowment committee will be established to market the endowment fund and establish guidelines for the dispersal of the funds generated from the endowment.

In 2007 a policy was approved to provide the opportunity to develop a Public Art Collection that will initially be housed in the newly renovated LMC. This will further develop our reputation of being a creative community and promotes acceptance and awareness of diversity through the preservation of local culture and heritage. *(Amended 01/28/08)*

There are indications that the above initiatives will foster the development of an arts association/organization that will further promote the visual arts in the community.

A focus group meeting of cultural stakeholders held in 2003 identified the need for marketing and communication of cultural activities in the community to create a greater awareness of cultural happenings in the community. To address this need a cultural brochure was produced by Recreation Services in the fall of 2004. It provided an overview of many of the yearly cultural events. This publication has been met with a very positive response and groups offering events and activities have noted an increase in their attendance as well as groups have come forward requesting their events in the brochure. This publication has the potential to be enlarged to provide more information and possibly be printed twice a year.

Over the last number of years a very successful alliance with the City of Red Deer Cultural Services has developed through the sharing of staff for summer arts programs. The City hires qualified fine arts staff for their programs but are not able to provide employment for the full two summer months. By working together we have been able to provide full time summer employment between the two municipalities, which has been mutually advantageous. During the summer of 2005 the staffing for the four Lacombe youth arts workshops was expanded to offering a drama workshop. The opportunity to share resources has the potential to expand to programming throughout the year.

A needs assessment conducted in 2003 with various cultural groups and individuals indicated that the facilities being used included the Lacombe Memorial Centre, schools and churches and other community buildings. Those groups affiliated with a church or school reported the facilities were reasonable or adequate for their immediate needs. Community groups and organizations not affiliated with a church or school on the other hand reported experiencing difficulty in meeting their facility requirements. In all cases there was a recognized need for a new and modern cultural centre in the community. The loss of the auditorium has created a facility deficit in the community for performing arts facilities.

The Lacombe Memorial Centre renovation and expansion has the potential to bring new life to the cultural happenings in the community. It is anticipated that with a larger and better quality facility it will encourage local groups to offer additional cultural opportunities for the community as well as provide a

tourism potential. The multipurpose spaces lend themselves well to enhanced Recreation programming in the community. The new LMC has Gallery space to expose art. *(Amended 01/28/08)*

For the purposes of clarification the following definition of culture will be used:

Culture is a broad term that refers to the expression of ideas, experiences and customs of Canadian or groups of Canadians through the arts and its heritage.

Arts the arts refers to the expression of ideas, the appreciation and the experiences through the fine arts. The arts can be enjoyed, experienced as an educational opportunity, as entertainment, as a hobby, as a profession. The arts include literary arts, performing arts and visual arts.

Literary arts are activities that involve the enjoyment of words and self-expression through works with the use of imagination and/or creativity

Performing arts are activities that involve self-expression through dance and movement, drama and/or music

Visual arts are activities that involve self-expression the creation of and appreciation of artistic objects

Heritage refers to ideas, experiences and customs of Canadians or groups of Canadians that are passed on to future generations, and to the means of their preservation, recollection and expression of cultural diversity. *(Amended 03/27/06)*

Regional Initiative

There are arena facilities and playing fields in a number of smaller communities in the surrounding area that local groups access. In the interests of maximizing all the ice facilities and playing fields in the area it may be appropriate to review on an ongoing basis the usage regionally and where appropriate, support Lacombe and area users to use these smaller facilities which are relatively close. This would defer or cancel the need to add additional facilities until they are fully warranted.

Programs

The role of Recreation Services has been to facilitate the development of new programs in the community. Over the last three years there has been a focus to provide less structured programs (i.e. recreation youth hockey) and cultural programs. The youth hockey has been very popular and needs additional ice time during suitable time to satisfy the demand.

Growth in the programming area has been focused in the cultural area. Initial programs included the annual Lacombe Art Exhibit and Sale and the summer youth visual arts programs. In 2005 new programs included a youth summer drama program and youth and adult winter and fall programs. Each

of these areas have met with success as a growing number of participants take advantage of these new opportunities.

Recreation Services staff have been working with other agencies such as FCSS and Neighbourhood Place in the establishment of the Lacombe Youth Council and summer children's day camps. *(Amended 03/27/06)*

In its initial 10 year operation Kinsmen Aquatic Centre is now a year round operation and programming is reaching capacity. New programs have been initiated including the P.D. Day Camps and advanced lifesaving courses, but these were not sustainable due to human resources. To meet an unmet need in the community new areas of development will be in fitness programming. *(Amended 01/28/08)*

A pass partnership has been initiated with Lacombe Fitness which allows patrons to use their passes for both pool use and the fitness facilities. This has resulted in increases in revenue. The "Active8 Pass" provides the aquatic centre and fitness facilities at a group discount. *(Amended 03/27/06)*

School use of the pool has seen a consistent increases in the number of schools including the pool as part of their programs, with available times now occurring only in September and January. *(Amended 01/28/08)*

With the number of indoor pools in the region, including a second facility in the community, staffing continues to be an ongoing issue as there is a shortage of qualified aquatics staff. *(Amended 03/27/06)*

Tourism

Over the last few years the Lacombe Regional Tourism Marketing Committee has been established and has undertaken an number of initiatives with the support of the Town of Lacombe and Lacombe County. A tourism marketing plan has been developed to provide direction for the various initiatives.

As a provider of recreation services and facilities that facilitate tourists coming to Lacombe, Recreation Services will continue to play a role in the tourism initiative. Recreation Services is planning the Lacombe Memorial Centre, upgrades to camping facilities and amenities at Michener Recreation Area and the development of the North West Recreation Area with tourist potential in mind. *(Amended 12/13/04) (Amended 11/28/05)*

Policy Direction

1.0 Services and Administration

- 1.1 Recreation Services will continue to seek opportunities to automate services as financial resources are made available. Areas will include on line registration, point of sale automation *(Amended Nov.24/03 Resolution 03-403)*. The upgrading of the recreation facility booking and

program registration software was completed in 2007. *(Amended 01/28/08)*

- 1.2 The Recreation Board shall review the efficiency of customer service and the communication of services with the community and where feasible, based on availability of staffing and budget resources, seek to improve contact with the community and provide effective service. The new "Coffee with Council" meetings proved to be an effective means to receive feed back from the general public. *(Amended 01/28/08)*
- 1.3 With the overall growth of the community, new development, increased activity, additional facilities and parks and the increasing demands on the human resources of the Town the following staffing increases will need to be considered:
 - a) replace the recreation secretary position - Completed in 2005;
 - b) increase the recreation facility staff by one additional position - Completed in 2005;
 - c) increase the parks staff, full time and seasonal to address service level needed that support the workloads.
(Amended Nov.24/03 Resolution 03-403)
 - d) The LMC will need to have human resource positions established. *(Amended 01/28/08)*
- 1.4 On an annual basis the Recreation Board will review the Recreation Services Master Plan, Open Space Plan and Marketing Plan.

2.0 Financial

- 2.1 Recreation Services will continue to explore other potential sources of funding including grants, foundations, revenue sources that may be applicable to the departments operations and capital projects.
- 2.2 Wherever possible, user fees will be used to meet wholly or partially the cost of operating the facilities and programs offered. The fee structure will reflect the financial requirement of the facility or program, public acceptance, regional competitiveness and market. User fees cannot unduly discourage participation in recreation and leisure activities, however they should not over subsidize an activity.

Groups using taxpayer supported facilities during their regular season will not receive any additional support from the Town of Lacombe for special events or fundraisers. Organizations that meet the criteria of the Facility Rental Financial Assistance Grant may have facility fees

further subsidized or waived through an application to the Lacombe & District Recreation Parks and Culture Board. *(Amended 03/27/06)*

- 2.3 Fee structures will be established based on one or more of the following criteria:
 - a) Local and regional markets
 - b) Recovery of certain fixed rates of operating costs for differing classes of users
 - c) Specified cost recovery levels
 - d) Meeting specified funding appropriations

- 2.4 With the undetermined increases in utility costs and its trickle down effect on overall facility operating costs, these additional costs will be reflected in the user fees.

- 2.5 User rates for youth sports and activities have been set at levels sufficient to recover 65% of the facility operating costs and will be looked at in the future . *(Amended Nov.24/03 Resolution 03-403) (Amended 01/28/08)*

- 2.6 The surplus funds generated from the 1989 Team Parkland Trials have been placed in a reserve for use toward local sport development. The Recreation Board will solicit applications from the community and provide a recommendation to Council for the dispersement of the remaining funds by 2003. This fund was fully expended in 2007. *(Amended 01/28/08)*

- 2.7 Current levels of services will be sustained, while the aim to lower the tax burden by finding other revenue sources will be pursued. On an ongoing basis and as opportunities arise the Recreation Board and Recreation Services will review and identify:
 - a. Potential areas where opportunities for privatization of recreation services and facilities may occur
 - b. Develop new public/private partnerships
 - c. Identify additional revenue sources (i.e.. vending machines, signage, operation of LMC Coffee Bar)
 - d. Identify department services which could be sold to other public sector organizations or to the public
 - e. Make greater use of volunteer services for the delivery of all leisure services

- f. With groups that need fundraising opportunities or community service projects (outsourcing by community groups with individuals to assist with special projects).

(Amended 01/28/08)

3.0 Parks, Open Space and Natural Areas

3.1 Recreation Board input will be sought regarding the location of green space, natural areas and trails in the planning stages of new developments, like the 300+ acres in the Residential Housing Development Initiative (ReHDI). *(Amended 01/28/08)*

3.2 The Recreation Board and Recreation Services will continue to evaluate potential recreation open spaces within and around the vicinity of Lacombe to meet future recreation needs.

3.3 In future planning of open space the Recreation Board and Recreation Services will consider/identify appropriate areas for potential winter use (i.e. toboggan hills, cross country skiing), trails, and passive park areas. The viability of an off leash park for dogs needs to be explored in conjunction with a neighboring BMX track. *(Amended 01/28/08)*

3.4 The focus for capital development and spending will be for:
(Amended Nov. 24/03, Resolution 03-403)

3.4.1 Michener Recreation Area

The focus for Michener Recreation Area will be to continue to provide services that enhance major events, tourism, and tournaments. Improvements will include

- a) Upgrading lower campground area to include full power and water, increase and upgrade sites, move the day use area to the centre of the bowl
- b) Expand upper campground area to the north with full power and water and sanitary hookups

3.4.2 Kinsmen Ball Park

Further development of trails, playgrounds and passive areas be completed in the south portion of the park as funds are available. Continue to investigate the proposal for bathroom facilities in conjunction with minor sport groups.

(Amended Nov. 24/03, Resolution 03-403) (Amended 01/28/08)

3.4.3 North West Recreation Area

The development of the North West Recreation Area will be undertaken in the next two years to four years. The original plans for the area will need to be reviewed in light of the residential growth in this area of the community and changing needs of the community. *(Amended 03/27/06)*

The existing playing fields (ball diamonds and soccer pitches) is meeting the present needs of the user groups. There has been an increase in residential development in the north west sector of the community which would indicate that the original plans for the North West Recreation Area should be reviewed to address the growth needs of the area of the community. Also there is a need for an off-leash area in the community for dog owners. *(Amended 03/27/06)*

3.4.4 Southeast Area

a) Future development of the Wolf Creek area incorporate opportunities for cross-country skiing.

3.4.5 Playgrounds

The sequencing and priorities of playground development will be included in the Open Space Plan and reviewed on an annual basis to address the development of playgrounds in new subdivisions, the ongoing upgrading of existing wood playgrounds to ensure equipment meets CSA standards (metal and plastic composite), and signage naming sites. *(Amended 01/28/08)*

3.5 Trail/Sidewalk Development Plan will provide the basis of future trail development with the concept of an integrated system that encompasses the entire Town. On an annual basis the Recreation, Parks and Culture Board will present priorities for future trail development to be considered in the Board's review of the 5 year capital plan. Financing and implementation of the trail system will be incorporated in future subdivision developments, infrastructure programs and fundraising.

3.6 Funding for trail development will be through a combination of annual municipal capital allocations, contributions by developers in new subdivisions, and grants.

3.7 An education awareness program will be developed to educate users on their responsibilities when in the parks or using the trails. Issues to be addressed are:

- a) responsibility of dog owners
- b) trail etiquette
- c) designated areas for bike use
- d) use vs. abuse

e) motorized vehicles (i.e. all terrain vehicles, snowmobile use)

An initial step in the program will be with the development of a trail brochure that provides a map of the trail system as well as addressing the above issues. *(Amended 03/27/06)*

3.8 Allocation of future park, playground, trail and natural spaces will be guided by the policies and guidelines identified in the Trail/Sidewalk Development Plan, Open Space Plan and Natural Spaces Management Plan.

3.9 The Open Space Plan will include a data base associated with the GIS system that provides a complete inventory of green spaces, equipment and tree/shrub, and proposed development for each land parcel. Further this data base will be updated on an annual basis. *(Amended Nov. 24/03, Resolution 03-403)*

3.10 Recreation Services annual operating plan will address the planting, maintenance and replacement of trees and shrubs on boulevards and other municipal land within the Town. The Urban Tree Management Plan, which was updated in 2007 incorporated into the Open Space Plan data base which identifies specific areas for future plantings and the development and circulation of trees/shrubs from the nursery. *(Amended 01/28/08)*

3.11 On an ongoing basis Recreation Services will evaluate the level of service needs and establish guidelines for maintenance levels based on different levels of service based on user group, low use times and non-use of certain areas.

3.12 A plan for naturalization of non-essential areas will be incorporated in the Open Space Plan for implementation over a 5 year period.

3.13 When developing on non-Town owned property, a minimum of 15-year use agreement will be required with the land owner. This would apply mainly to major facility development.

3.14 In 2007 the Birth Place Forest "Adopt a Tree" Program was initiated.

4.0 Facilities

4.1 The investment in the existing recreation infrastructure will be maintained to ensure the facilities operate more efficiently and ensure their functionality over the next 20 years. Ongoing planning, upgrading and preventive maintenance programs will be undertaken to meet this objective including:

4.1.1 A plan setting out refurbishing and upgrading work to major recreation facilities which would include timing, funding requirements, and funding approaches

- 4.1.2 A facility maintenance plan implemented which encompasses detailed record keeping of mechanical and electrical equipment, structural components of the building and exterior and interior finishes. The financial implications of the preventative maintenance program will be integrated into the 3 year plan on an ongoing basis
- 4.2 To address the higher utility costs there will be an evaluation of the energy efficiencies of all the recreation facilities and a program to address methods of improve efficiencies to produce short, medium and long term savings to the operations. Significant investments may be required for the long-term effects.
- 4.3 As the community grows and the emphasis on major facilities and projects begins to diminish, the need for a third ice surface will be determined by the level of support in the community, capital and operating funding from Lacombe County, and the regional capacity.
- 4.4 The following projects have been identified and will be implemented as financial resources become available: *(Amended Nov. 24/03, Resolution 03-403) (Amended 01/28/08)*
- a) Lacombe Sports and Leisure Complex
- Renovations to the Barnett Arena #2
 - Replace hallway flooring
 - Build enclosed spectator viewing area
 - Build storage area and two (2) additional dressing rooms
 - New heat floor & boards in Barnett #1 (Main arena), due to long seasons and summer ice - older pads without heat floors break brine lines. *(Amended 01/28/08)*
 - Skateboard Park: Non-specific land has been allocated at Michener Park. Assist local organization in the development of a skateboard park *(Amended 11/28/05)*
- c) Kinsmen Aquatic Centre

The following projects have been identified and will be implemented as financial resources become available:

(Amended Nov. 24/03, Resolution 03-403) (Amended 01/28/08)

- Wapatec Salt System for Main pool was installed and still needed is the conversion of the chlorination system *(Amended 03/27/06)*
- Steam room
- Locker replacement
- Tile for main tank and deck area
- Pool retrofit - outside shell of building
- Construction of a spray park extending from the indoor pool was completed in 2007 and will open in May of 2008 *(Amended 01/28/08)*

d) Lacombe Memorial Centre (Amended 11/28/05)

- A new facility is proposed for 2006 that will include the renovation and expansion of the Lacombe Memorial Centre. Expansion will include meeting/multipurpose rooms, lobby area, fireside lounge, new library, and new offices for FCSS - Completed in 2007 (Amended 01/28/08)

4.5 The length of the operating season for the Kinsmen Aquatic Centre will reflect that of a full operating season with a shut down period for annual maintenance of approximately one month, in September. (Amended Nov. 24/03, Resolution 03-403)

4.6 A Spray Park cost recovery and staffing proposal will be submitted.

4.7 The Town establish a facility replacement reserve by allocating funds from operating budgets on an annual basis. The reserve account is intended for replacement of existing fixtures and equipment in Recreation Services buildings and facilities.

4.8 Surplus revenues from annual facility operations be placed in reserves for future development or improvements to the existing facilities which will enhance the marketability of the facilities and services offered by the Recreation Services.

5.0 Culture

5.1 The Recreation, Parks and Culture Board and Recreation Services will undertake the development of 5 year culture development plan which will:

- a. Inventory existing culture organizations, opportunities, programs and facilities in the community
- b. Determine Recreation Services role in the development, programming, coordination and facilitation of culture in the community
- c. Investigate the possible methods/structures that would enhance further development and communication among cultural groups in the community. (Amended 11/28/05)

5.2 Funding will be provided in the annual program operating budget to assist in the development of cultural programs, leadership and major initiatives. Recreation Services provide a supporting role of promoting the arts in the community by assisting in the marketing of community cultural opportunities through the publication of an annual cultural brochure. (Amended 03/27/06)

5.3 That Recreation Services facilitate the formation of a visual arts association/organization that will foster the growth and development of arts initiatives in the community. (Amended 03/27/06)

- 5.4 That Recreation Board and Recreation Services continue to foster the development of visual and performing arts in the community by offering adult and youth programs as the need dictates and resources allow. *(Amended 03/27/06)*
- 5.5 Sustainability of the arts will be enhanced by the growth of the Lacombe Arts Endowment Fund; therefore the Town will facilitate those groups and/or individuals with projects/initiatives that generate funds for the endowment. *(Amended 03/27/06)*
- 5.6 That Recreation Services continue to foster its relationship with the City of Red Deer Cultural Services to identify areas of shared resources that provides a benefits to the cultural opportunities in Lacombe. *(Amended 03/27/06)*

6.0 Programs

- 6.1 Recreation Services will continue to review programs, evaluate programs that could be offered by other organizations/volunteers, and determine which programs will continued to be offered.
- 6.2 Recreation services will continue to offer initial assistance or incubation to community groups in the provision of new programs. For these programs adults would generally be responsible for at least 100% and youth would be responsible for at least 50% of the direct administration and extent costs (including facility & supplies, excluding wages) of offering the program. *(Amended 01/28/08)*
- 6.3 After the initial incubation period, Recreation Services will withdraw administrative support unless the program is able to compensate Recreation Services fully for all related costs including facility cost and administrative overhead.
- 6.4 Recreation Services will continue to offer family special event recreation and cultural opportunities, including the Family Skate, Kiddies Carnival and Children's Christmas Party.
- 6.5 Programs at the Kinsmen Aquatic Centre will continue to provide wide variety of water based programs that meet the needs of the public including swimming instruction for all ages, fitness classes, and specialized programs (i.e. synchronized swimming, junior lifeguard club).
- 6.6 Priorities for future program development will be in areas that
- a) Enhance the usage of existing facilities (i.e.. walking club and cross country skiing club to promote trail usage, performances and concerts in the arena)
 - b) Provide a recreation and culture service that is not being met by other agencies in the community

- c) Focus on less structured activities (i.e. recreation youth hockey)
- d) Provide cultural opportunities for youth and adults
- e) Provide avenues to generate revenue for the department (investigate the establishment of trips for various groups (i.e. seniors, youth))

6.7 Provide a recreation and culture service that is not being met by other agencies in the community:

- a) Focus on less structured activities (i.e. recreation youth hockey),
- b) Provide cultural opportunities for youth and adults
- c) Provide avenues to generate revenue for the department (investigate the establishment of trips for various groups (i.e. seniors, youth)).

6.8 The Recreation Services Marketing plan be updated to reflect the present financial climate of the municipality. *(Amended Nov. 24/03, Resolution 03-403)*

7.0 Regional Initiatives

7.1 The Recreation, Parks and Culture Board and Recreation Services will provide the leadership for the initiation of a dialogue with other municipalities in the region to promote a co-operative approach for the delivery of recreation facility, programs and services.

7.2 Lacombe will work with the surrounding area to identify unused facilities capacity and opportunities to work together to promote the use of all the facilities in the region.

7.3 Continue to work cooperatively with the City of Red Deer Culture Services Department in the provision of youth arts programs and pursue other initiatives that will benefit the cultural development of the community.

8.0 Tourism

8.1 Recognizing that Recreation Services provides important amenities and services in the community that serve to attract tourists the Recreation Board and Recreation Services has a role in developing a tourism strategy for the community.

8.2 In conjunction with tourism stakeholders Recreation Services will assist in the support of the initiatives identified in the Tourism Marketing Plan. *(Amended Nov.24/03 Resolution 03-403)*