

2016

Parks + Recreation Master Plan



Final Draft

Town of Redcliff

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1. EXECUTIVE SUMMARY

The Town of Redcliff is known as "The Greenhouse Capital of the Prairies," a healthy participation rate in traditional parks and recreation activities, Redcliff is hoping to be known as a destination for non-traditional recreationists and tourists including mountain bikers, kayakers, canoers, and many others. The 2016 Parks and Recreation Master Plan will need to address the unique character of parks and recreation in Redcliff.

Redcliff is blessed with magnificent views of the South Saskatchewan River and its red shale cliffs looking over the picturesque river views. Located along the Trans Canada Hi-way in the southeast corner of Alberta, the community borders the City of Medicine Hat. Besides employment, Medicine Hat also provides Redcliff with many other amenities such as convenient access to shopping, recreation, medical and education facilities. As is evident, Medicine Hat's proximity of approximately 8km has a tremendous effect on the town.

Redcliff has many natural attributes and an evolving culture of sport and recreation excellence. This Master Plan provides a strategic framework that will guide future recreation and parks decisions and at the same time give direction with respect to certain services and facilities that have been identified as priorities.

This Master Plan is not a commitment to spend. Those decisions are made by Council as part of the defined budget process and over the course of their ongoing deliberations. Although approximate cost estimates for the key recommendations are included in the report, they are provided for planning purposes only – giving Council, staff and partners a guide as to orders of magnitude costing. The Town of Redcliff Parks and Recreation Master Plan has involved the participation of Town and area residents, multiple interviews, open house and user group meetings and many hours of collaboration with staff. The engagement process is summarized below. The Plan has resulted in significant initiatives arising from the overarching desire in the community to enhance the current and future recreation opportunities. Those high profile initiatives are summarized in this section of the report.

Online Survey

This Master Plan is the result of a comprehensive survey, consultation and engagement processes



for a plan of this type. The community was surveyed using established methodologies and executed by the Community and Protective Services Department. As well, the same survey was made available on line. Key findings from that research include:

- Strong support for the Outdoor Recreation vision;
- Strong support for increased number and type of community events;
- Relatively good satisfaction with indoor recreational opportunities;
- Relatively good satisfaction with outdoor recreational opportunities;
- A high level of volunteerism in the community;
- Desire for a new ice arena and indoor multiplex facility; and
- Evidence of a young community where nearly half of households have children under 18.

Community Engagement

One of the direction-setting sessions was the Council Workshop held in the spring (2016) at which time Councillors and Board members brought forward the issues they thought needed to be discussed in the parks and recreation planning process.

The Parks and Recreation Master Plan Open House was held on November 30th, 2016 to allow community input and further recommendations for the final draft.

2. INTRODUCTION

The Town of Redcliff seeks to engage the Community & Protective Services Department in the development of a comprehensive Parks and Recreation Master Plan. The Plan will be a long range planning document that will provide direction for managing and developing parks and recreation facilities, programs, infrastructure, resources, and investment over a 20 year horizon. The Master Plan process will assess the status of parks and recreation within the Town of Redcliff and plan a future that reflects the values and needs of the community.

2.1 THE PURPOSE

The Town of Redcliff's last adopted Parks and Recreation Master Plan was for January 1993 – December 1997. The 1997 Community Recreation Plan is now approaching 20 years without a formally adopted plan. The Redcliff Town Council has determined that a new Master Plan should be created. The purpose of the new document is to provide a framework and common vision for the parks and recreation system that will meet the needs and aspirations of a growing community. The purpose is also to guide the management of the future investment in public recreation, leisure facilities and infrastructure over the next 20 years, with a strong focus on the shorter 10 year time frame.

The scope of this Master Plan includes: review of the existing inventory of recreation facilities, parkland and trails and natural features; assessment of current delivery of recreation programming services; and recommendations for future additions, development and enhancement of existing facilities, parks, trails and community recreation programs. In addition, the plan provides direction for development of new infrastructure and a long-term asset management plan.

The resulting recommendations for the Town's parks and recreation moving forward are accomplished by broad cost estimates to help in long-term strategic planning. This document does not provide specific site plans or specific budget recommendations. All recommendations and plans outlined with this report will be vetted by staff and Council in future planning processes, as well as evaluated relative to resource and budget requirements.

2.2 THE PROCESS

The Plan was completed in three overlapping phases: information gathering, issue identification, and development of recommendations. The first phase for the Plan entailed the compilation and analysis of relevant reports and data. Reports such as the Land Use Bylaw 1698/2011, Strategic Priorities Plan 2015-2017, and the Municipal Development Plan 2010 were reviewed through the lens of the Town's Parks and Recreation system.

3. VISION, PRINCIPLES + DELIVERY MODEL

3.1 COMMUNITY DEVELOPMENT MODEL

The Town of Redcliff Community & Protective Services Department has recognized the benefits of adopting a stronger mandate for community engagement, community leadership and volunteer development. Community & Protective Services is eager to build the skills and capacity to effectively involve the community and to support community associations and partners. A key component of this master plan is to instigate a shift to a community development model which will be a more effective mechanism for delivering services and creating grassroots involvement for a healthier, sustainable and more resilient community.

The benefits of this approach hinges on partnership development and include:



- Expanded services;
- Better understanding of community needs, issues and assets;
- Better decision making as a result of diversity of perspectives, and
- Increased sense of community pride and ownership

Shifting from the current approach of direct delivery to a more interactive system with both direct and community led programming will enable the Town to better access local talent, leverage resources and optimize opportunities. Recreation services will play a leadership role in developing the community capacity to contribute their specialized skills. Recreation will continue to be responsible for planning, operating buildings, providing funding and programming opportunities. The following recommendations are essential to the success of this model:

Recommendations:

- Create a culture of ongoing community collaboration and consultation; employ a variety of methods for staff interaction with stakeholders and the wider community.
- Provide staff with training in facilitation, public consultation and partnership development.
- Develop partnerships with community organizations to enhance and expand recreational programs and facilities.

3.1.1 VOLUNTEER ENGAGEMENT

The Town of Redcliff benefits from an exceptionally high level of volunteer engagement in the recreation and parks realm, but there is always a danger of deterioration of volunteerism due to competing demands for time and general volunteer burnout. Recreation services would be well served to build a support system for the existing volunteer base. The following recommendations are intended to formally recognize the value and benefit that volunteerism delivers to the community and to provide direction on how the Recreation and Parks departments can nurture and support volunteer organizations.

Recommendations:

- Develop a Volunteer Policy and Strategy that celebrates the value and benefits that volunteerism delivers to the community.
- Develop a Volunteer Leadership Development program to help support partners and community groups and to build volunteer capacity.
- Provide key staff with training in volunteer coordination and facilitation.

3.1.2 COMMUNITY ENGAGEMENT

Opportunities to provide input on policy development or department direction helps further develop community leaders and can take many forms from short term working groups to long-standing committees. Community & Protective Services are keen to keep the dialogue initiated by this Master Plan going, but also recognize the many demands on residents' time and energy as well as the limitations of existing staff resources.

The following topics have stood out as priority areas where increased communication and engagement should be prioritized. Also, special attention should always be paid to ensure the inclusion of seniors, youth, and minority populations.

Recreation programs: Development of programs (Outdoor, Seniors, and Youth in particular) program evaluation methods, researching program gaps or inequalities, establishing partnerships.

Aquatic Centre: Pool upgrades and development policies and procedures, development of indoor programming, establishing partnerships.

Arena: Ice allocation, upgrades and development, policies and procedures, establishing partnerships.

Outdoor sports: Sports field allocation, upgrades and development, other outdoor recreation amenities, establishing partnerships.

Outdoor Recreation: Issues related to trails, parks, green spaces, access and maintenance, input on watersports and waterfront access and needs, development of program partnerships, and tourism partnership opportunities.

Development of ongoing, meaningful, and effective community engagement needs to be flexible, nimble, and creative which will require use of a range of techniques. Trial and error is enviable in this process, but the following are some suggested tools that can be employed, as appropriate, with adherence to the town's communications plan.

3.1.3 COMMUNITY PARTNERSHIPS AND COLLABORATIONS



The Town has existing collaborations and joint use agreements that can serve as a starting point for developing more and better partnerships in support of a community development model for recreation and parks service delivery. These partnerships will be critical as a means to deal with a rapidly growing community and increased demand.

Recommendations:

- Develop a clear Partnership/Collaboration/Sponsorship Policy
- Develop strong, clear partnerships with key organizations including:



- Prairie Rose School Division
- Medicine Hat College
- Alberta Parks & Recreation Cypress Hills
- Cypress County
- City of Medicine Hat

- Engage in ongoing discussions and develop relationships with recreation clubs and organizations that offer programs and services beyond municipal capabilities such as the Lion’s Club, Medicine Hat Tennis Club, Redcliff Curling Club, Collective 670 Bike Club, Riverview Golf Course, Medalta Pottery Club, and Redcliff Museum.

3.2 CUSTOMER SERVICE AND MARKETING

3.2.1 CUSTOMER SERVICE

Municipal Recreation Services and Parks Operations have hard-working engaged staff recognized by the community for their dedication and commitment to the community. To enable staff to improve and expand on this service commitment, the technology that supports effective and efficient registrations processes and communication needs improvement. A large percentage of the community will enjoy the benefit of social media contacts and web based enhancements to Recreation Services.

Recommendations:

Create a technology working group with representation from Finance, Recreation Services, Parks Operations, Community Services and Town of Redcliff IT Department to improve online services (such as registration) and internal registration and program tracking systems. Undertake a competitive analysis on all community rental space with the objective to ensure municipal space is comparative and aligned.

- Upgrade the recreation program management software to a web based platform (such as ActiveNet).
- Invest in front office, marketing and supervisor staff training to create a thorough understanding of the efficiencies, service improvement and marketing opportunities
- Incorporate the Service Groups website into the overall Town website, and
- Improve community engagement through prudent use of social media, online communication tools, and web based engagement methods

3.2.2 MARKETING

The Municipality needs to improve marketing for recreation services, outdoor recreation and active living in Redcliff.

Recommendations:

The Leisure guide and website should consider the following enhancements:

- Rely on strong photographic visuals;
- Provide translation services to help improve access for the multi-cultural community;
- Promote news about parks and trail development projects and successes;
- Profile new planning processes, program development or policies;
- Profile volunteers and volunteer visionaries in action;
- Profile local participants and offer testimonials of programs and services;
- Enhance financial access promotion and highlight low cost and no cost programs;
- Promote clubs, associations and partners;
- Increase marketing for the Senior's Centre and Senior's programming;
- Continue to collect email addresses of participants and provide an optional e-newsletter to connect community participants on a monthly basis.

4. RECREATION HUBS

4.1 RIVER VALLEY PARK

While this document outlines the general vision for River Valley Park, there is an urgent need for further development of a site-specific Master Plan. The benefits of such a plan include cost savings by coordination and planning facilities that can serve multiple purposes; avoidance of future conflicts and constraints due to poor or inefficient siting of amenities; and greater certainty to enable community organizations at the park to pursue long-term goals. A Master Plan would enhance the park's function as the recreational vehicle, camping and event hosting destination for the area.

4.2 INDOOR RECREATION FACILITIES

Typically, local governments focus on the development of indoor facilities that provide a range of affordable recreation services that meet the broad needs of all residents in the community. Decisions regarding the types of indoor facilities that municipal governments provide are driven by local circumstances including economics, demographics, market, supply and demand and service gaps. The primary focus, however, is on the extent to which the use of public funds contributes to public good in the provision of programs, facilities and services.

Supply of Indoor Recreation Facilities

The feasibility and viability of the development of indoor recreation facilities in Redcliff is greatly influenced by issues referred to above, but one of the overriding considerations is its proximity to Medicine Hat and the competition created by adjacent recreation facilities. This reality has to date, resulted in the development of neighbourhood level parks and facilities in Redcliff, built to provide accessible, affordable, basic level, core recreation programs and services. These include community senior centre, outdoor pool, ice rink, athletic fields, playgrounds, parks, trails and pathways.

Within an eight kilometer radius of Redcliff there is a supply of major public, private and non-profit owned indoor facilities that includes seven indoor arenas, one indoor climbing wall, two indoor multi-use gymnasiums, four indoor Fieldhouse areas, and two indoor tracks.

Current demand, population density and economic considerations suggest there is limited justification for developing competing facilities in Redcliff for a market that appears to be well served. It is likely that for indoor facilities of this type to compete successfully with existing facilities nearby, they would need to offer either superior or unique amenities or present users would stay where they are. Any new major recreation facility development in Redcliff should be unique and directed toward meeting leisure service objectives at an appropriate scope and scale.



4.2.1 REC-TANGLE ARENA

General Operating Philosophy

- a. **Safety** – Above anything else the arena should be operated in such a manner that the users, staff and general public are not put at risk. Anything that could present a safety concern or hazard needs to be dealt with in the highest priority.
- b. **Customer service** – Management and staff should never lose focus that we operate the arena for the community, and that we need to work closely with the users to ensure that we are providing them with the service that they desire.
- c. **Cost Control** – Continual effort needs to be placed on preventing the operating costs of the arena from increasing at rapid rates. The arena was developed in order to provide the community with opportunities, however if operating costs get too high, it may result in some members of the community being unable to afford to participate. Emphasis should be placed on items required to operate, rather than on items that are frills but not absolutely required.

Arena Requirements

The Rec-Tangle arena was first built in 1974 and had artificial ice installed in the same year. The facility has under -went various upgrades including paving the parking lot, upgrading to Plexiglass, sound system, rubber flooring and installation of spectator heating. The arena continues to be considered a fairly modern and user friendly facility. A number of additional items for improvement have been identified through public, user, and operator input.

1. Concession Upgrade

The concession is original and has had mechanical issues with the appliances and the electrical capacity. Strong consideration should be given to reviewing the location and lobby capacity when reviewing concession planning.

2. Public Washroom Upgrade

The public washrooms require a moderate refurbish. This would have a significant impact on public perception of the facility.

3. Ice Pit / Maintenance Area

Consideration should include building a new snow melt pit. The current pit is undersized for the equipment used by the facility. A proper staff room and maintenance area needs to be established as, currently, staff are having to take their breaks in the same space as the public.

4. Program Opportunities

Currently the arena facility is not utilized year-round and this needs to be borne in mind for these programs. The typical ice season runs from approximately mid-September to the end of March. During the spring/summer periods the facility can potentially be used as youth drop-in facility, summer program locations, and for special events.

Existing programs currently meet most of the community needs, but there may be opportunities to explore potential new alternative programs. If there are growing demands or opportunities to develop new sports like indoor soccer, lacrosse, ball hockey, and farmers markets, the Town and current users need to explore if space and time can be made available to help promote these types of programs. If a program looks viable and meets a community need, efforts should be considered to help develop these services. The introduction of new programs or services should take into account any significant impacts on existing programs.

4.3 OUTDOOR RECREATION FACILITIES

Lions Campground

Redcliff's campground is located off Broadway Ave. next to the Ball Diamonds. With a total of 14 units, electricity, centrally located water, sewage disposal, and showers/washrooms our campground provides a great place to stop in for a visit while enjoying everything else the Town and Region has to offer. No reservations are required and the rates are the most affordable in the area. Each site has a maximum stay period of 14 nights.

The Parks & Recreation Department has had ongoing complaints about the size of the breaker (15amp) that is provided at each site. Larger RV's are constantly exceeding their amperage causing tripping of the breakers. The Parks & Recreation Department put instructions for campers to reset their breakers because this happens at such a regular occurrence. There is a sewage disposal site that is utilized by the public, and campers with no fee for dumping. The site has been required to be excavated on a yearly basis due to the design and capacity of the system.

The campground covers approximately .08 ha. There is a small overflow area utilized during events when the campground is full.

Facilities

- Shower and washroom facilities located on site in good condition

Power

- 15 amp services to all sites

Water

- Potable water is available on site

Sewer

- A sewer dump location is available on site

Vegetation

- Mature and young trees are in the campground and in fair to good condition
- Flower bed located at the entrance

Assessment

This campground is well utilized. There is room for additional sites within the existing campground and potential for additional sites on adjacent properties. The current shower/washroom facilities are in good condition. The campground requires some further development to enhance the user experience.

Recommendations:

- Upgrade the electrical supply system to a minimum of a 30 amp system.
- Provide a mix of reserve and non-reserve sites to assist in making Redcliff a camping destination.
- Within the context of a larger camping strategy this would be explored in a further report of River Valley development plan.
- Add shade and barrier trees along the perimeter to block weather and enhance the camping experience.
- Install a potable water system to each site.

Mountain Bike Skills Park / Mountain Bike Trail Network



670 Mountain Bike Club was founded in 2013. Its purpose was to bring the south-eastern Alberta mountain bike community together to advocate for mountain biking. Until then mountain bikers had no voice to advocate for trails, access to trails, and to get the kind of infrastructure that mountain bikers need to enjoy the sport. Since quite recently, the vast majority of mountain bikers in this area would travel elsewhere, or go locally along existing game or other trails, which have been known to be used by hikers, dog walkers, runners and cyclists. The existing undeveloped trail network was being used by cyclists and outdoor enthusiasts, with little to no maintenance. The clubs overarching goal was to take the existing trail network and upgrade to



International Mountain Bicycling Association standards. Their intention as a club is to hold formal planned events on the bike trail system such as: bike rally events, group rides, interpretive programs, and instructed mountain bike programs teaching all-ages how to ride a mountain bike in a safe and respectful manor. Club 670 has logged over 2400 volunteer hours into the Redcliff trail and skills park.

Redcliff Aquatic Centre



The Redcliff Aquatic Centre features a heated 6 lane, 25m outdoor pool of depths varying from 1m – 3.6m. The facility also contains a heated children’s pool with a water play structure. This facility has undergone various changes from salt water disinfection to chlorine. The Aquatic Centre has undergone some various renovations over the life of the facility. More recently the wading pool project was completed in 2010 at a cost of \$169,400 which included the installation of a PVC-P membrane and the addition of play structure.

Recommendations:

- Improve on the facility user accessibility and programming notifications to be more in line with regional lesson notification.

KIPLING POINT AND AREA ALONG 9TH AVE BETWEEN MAIN ST AND RIVER ROAD SW

General Description

This is a park overlooking the coulee situated along 9th Ave SW. It is approximately 1.0 ha in size. This area includes areas along 9th Ave SW from Main St all the way to River Road SW. There is a sidewalk which connects the walking trail at River Road to Main Street. This park is an open space park with a bench and garbage can.

Site Furniture

- Bench and garbage cans along sidewalk. The bench and the garbage cans are in good shape.

Assessment

This park could support a play structure and playground area. It could also support picnic tables on the north side of 9th Ave SW as well as benches for rest areas. The walking area needs an extension of groomed lawn area. Currently there are repairs and landscaping required on the North side of 9th Ave SW and on the west end of the walking path.

KIPLING PARK

General Description

This is a small neighborhood park approximately 0.29 ha in size. It has a play structure, a picnic table and a bench. There is a paved pathway through this park.

Playground

- Metal structure. Swing set with 1 toddler swing and one youth/adult swing
- Manufacturer: Blue Imp
- Gravel Base
- Condition: Good

Site Furniture

- Picnic table, bench and garbage can
- Condition: Good

Assessment

This playground and park is relatively new and in good shape. The addition of some tables and an upgrade of the play structure will further enhance the usability and user experience of this park.

HERMAN WAHL PARK

General Description

This is a small park with a play structure and playground area. It is fenced with a path running through to feed into the town walking path system. It is 0.2 ha in size and is a small portion of the overall area of the park itself. This park was completed in 2008.

Playground

- Tots play structure
- Manufacturer: Blue Imp
- Pea gravel base
- Swing set with 2 tot swings and 2 youth/adult swings
- Condition: Good

Site Furniture

- Picnic Tables (2) and one bench manufactured by Blue Imp
- 2 Garbage receptacles

Vegetation

- Several trees in poor shape

Assessment

This park has excellent potential. With an expansion to the groomed area, addition of picnic tables and benches, and an upgrade/expansion of the playground and play structure it will become a hub of this area as residential expansion begins to take place.

RIVERVIEW GREEN SPACE

General Description

This is a park nestled between the golf course and surrounding housing, which is broken into two pieces. The larger portion is back from the street with a small triangular portion along Riverview Drive. It is unused as playground area, due to its location. The total area of this space is approximately 1.07 ha.

Vegetation

- Larger area has several mature trees along the south side next to the golf course

Assessment

The large space requires some work due to drainage issues in the larger area. The smaller area could be utilized for public use as it has easy access and should be developed further.

RIVERVIEW GREEN

General Description

This neighborhood park is approximately 0.18 ha in size. It is surrounded by houses and is a center island in the area. There are no facilities in the park.

Assessment

This is an excellent location for development of facilities to promote use and enjoyment of the park. The neighborhood would use this area extensively after development is completed and this would be a central hub for the area.

CODY SNYDER PARK

General Description

This is a small park across from the golf course. It has a tot play structure currently in place. The area is approximately 0.1 ha.

Playground

- Tot structure
- Manufacturer: Blue Imp
- Pea gravel base
- Condition: Good

Site Furniture

- Picnic Table
- Two benches; one in good condition, the second one is in fair condition
- One garbage can

Assessment

This small park has a play structure in good condition but could use an upgrade to modernize it. It will continue to be a small neighborhood facility.

EAST SIDE PARK

General Description

This is a newer park in a new subdivision. The area is approximately 0.83 ha. It has no development on it other than a few trees. It will become a major hub of activity for the subdivision as the subdivision grows and as further development occurs around the golf course area.

Vegetation

- Trees in poor to fair condition

Assessment

This park requires upgrading to the soil and turf mix. It will also require pathways to link it to areas north in the subdivision and to areas around the golf course. Due to the planned development north of this park and north of 9th Ave SE this will be a key park for recreation on the East side of Redcliff. With a change in soil organic content and turf mix through over seeding, installation of play structures, picnic tables and other recreational items the park will see extensive use.

BIRCH COURT

General Description

This is a mature park close to Lions Park. It has some vegetation but little else in the park. It sits as the island in a court and is surrounded on three sides by housing with the fourth side along Mitchell Street. This park is approximately 0.15 ha in size.

Vegetation

- Mature trees in fair condition

Assessment

This park has the potential of being a small neighborhood rest area. It has good access to a major road and potential development to the east will increase use of this park.

LIONS PARK

This park is currently one of the most attended and utilized parks in Redcliff. It covers approximately 1.71 ha. It is the main park used during the year for town events. It is used extensively by outside groups due to the amenities of the park. It is located on the east side of Redcliff along Mitchell Street.

Playground

- Play structures for tots and youth
- Manufacturer: Blue Imp
- Pea Gravel base
- Two tot swings
- Two youth/adult swings
- Condition: Fair to poor

Site Furniture

- Benches (10) in fair to good condition
- Two fixed picnic tables in good condition
- Five garbage receptacles in fair to good condition

Vegetation

- Mature trees throughout the park with the majority of trees in good condition

Kitchen

- Kitchen facilities with covered picnic area and enclosed washrooms. This is open on a seasonal basis. This facility is in fair condition.

Water Park

- Splash park style
- Condition: poor

Assessment

This park will continue to be an activity hub for Redcliff. It contains the waterpark as well as benches for resting, large open areas, the play structure, playground and water park. The kitchen is utilized several times a year for outdoor events. The opportunity to enhance and upgrade the user experience with this park will require upgrades to the kitchen/washroom building, the water park, the play structure and the addition of fixed picnic tables and benches.

MEMORIAL PARK

General Description

This park is a focal point for the memorial celebrations of the town. It also hosts and houses several events during the year. It has a basketball court, a cenotaph for the war memorial, pathways throughout, benches and open areas. It has a brick flower bed at one end, some lighting throughout the park and is approximately 0.83 ha in size.

Playground

- An asphalt base area housing basketball court in poor to fair condition

Site Furniture

- Benches and garbage cans made out of aggregate in good condition throughout the park

Vegetation

- Shrub area on East side of park in poor to fair condition
- Mature trees throughout the park in fair to good condition

Power Outlets

- Two power outlets located on the Southwest and Northwest end of the park
- Condition: Fair with additional outlets necessary

Flag Poles

- Two flag poles exist in fair condition

Assessment

This park requires some updating and upgrading to modernize it for user enjoyment. With modernization and expansion of the facilities in this park it will continue to be utilized and become a central hub for Redcliff.

BALL DIAMONDS 1-4

General Description

The ball diamonds are located close to the center of town just west of Main Street and South of Broadway Ave. Nearby amenities are the bike skills park, campground, Rec-Tangle, Rolling Mill Park, tennis courts, batting cage and soccer pitch. One diamond is suitable for little league baseball with the others suitable for fastball and slow pitch. At the north end a small concession is available with washrooms. There is an announcer's booth and scoreboard on one of the diamonds. These cover an area of approximately 6.29 ha.

Site facilities

- Kitchen and concession in poor condition
- Washrooms in poor condition; open as a seasonal facility

Viewing and team facilities

- Metal bleachers are located at the diamonds in fair to good condition
- Formal dugouts are located on one diamond with fenced areas on the others. These are in fair condition

Assessment

This area is underutilized at present. With changes to the area more activities can be enticed to enhance use of the diamonds and the whole area around the diamonds. The opportunity for this area as well as surrounding areas after development is complete will enhance the user experience and the utilization of the area.

SOCCER PITCH

General Description

The soccer pitch is located south of Broadway adjacent to the ball diamonds and bike skills park. It covers an area of approximately 0.83 ha.

Assessment

This pitch requires upgrading to bring it to a level for sustained use through an upgrade of the nets, the addition of players benches and a tie-in of this facility with the surrounding facilities to enhance the user experience.

BIKE SKILLS PARK

General Description

This park is located adjacent to the soccer pitch and just east of the aquatic center. It is being developed and maintained through partnership with the 670 Collective Mountain Bike Club. It covers approximately .043 ha.

Assessment

Further development of the area will enhance the user experience. Due to the proximity to the ball diamonds, Rec-Tangle, aquatic center and soccer pitch the use should be factored into any long term development and changes in facilities for the surrounding area.

ROLLING MILL PARK

General Description

This is a small park located across the street from the Rec-Tangle. It covers approximately 0.15 ha and has a tot play structure. It is directly adjacent to the tennis courts. It is a historical site with a memorial plaque and columns denoting the location of a mill.

Playground

- Tot structure
- Manufacturer: Blue Imp
- Pea Gravel base
- Condition Good

Site Furniture

- Fixed picnic table
- Bench
- Condition of above is fair

Power

- Power for events is available nearby

Vegetation

- Mature trees offering shade are in fair to good condition

Assessment

This park is well set for small outside celebrations and events. The proximity to surrounding parks and facilities allow it to be a center for activities when other events are ongoing. As it is also a historical site it can be used as an attraction to bring events to Redcliff.

TOT LOT NE

General Description

This park is located on 1st Ave and 6th St NE. It is approximately 0.07 ha in size. It has a small play structure with swing and a table, bench and garbage receptacle. It is a well utilized small neighborhood park.

Playground

- Tot structure
- Swing with 1 tot and 1 youth/adult swing
- Pea Gravel base
- Manufacturer: Blue Imp
- Condition: Good

Site Furniture

- Picnic table
- Bench
- Garbage receptacle

Assessment

This neighborhood park is in fair to good condition overall. Upgrading the play structure and the addition of picnic tables and benches will enhance the user experience.

TOT LOT NW

General Description

This park is located on Main St and 4th Ave NW . It is approximately 0.05 ha in size. It has a small play structure with swing and a table, bench and garbage receptacle. It is a well utilized small neighborhood park.

Playground

- Tot structure
- Swing with 1 tot and 1 youth/adult swing
- Pea Gravel base
- Manufacturer: Blue Imp
- Condition: Good

Site Furniture

- Picnic table
- Bench
- Garbage receptacle

Assessment

This neighborhood park is in fair to good condition overall. Upgrading the play structure and the addition of picnic tables and benches will enhance the user experience.

BRANDON PRIMEAU MEMORIAL PARK

General Description

This small park contains the outdoor hockey rink. It also has 2 basketball courts. It covers approximately 0.01 ha and has a joint use agreement between the Prairie Rose School Division and the Town of Redcliff regarding annual maintenance.

Facilities

- Outdoor rink and basketball courts
- Condition of boards is good
- Condition of floor is fair

Site Furniture

- Picnic table in good condition
- Bench in good condition
- Garbage receptacle in fair condition

Assessment

This facility presents an opportunity for outdoor summer sports upgrades to the floor.

AGGIE OAKLAND PARK

General Description

This park occupies approximately 0.09 ha. It has a tot playground with a swing set. It is a mature park near schools in a mature area of Redcliff.

Playground

- Tot Structure
- Swing set with two tot swings
- Pea gravel base
- Manufacturer: Blue Imp
- Condition: Fair

Site Furniture

- Picnic table in fair condition
- Bench in good condition
- Garbage receptacle in poor condition

Assessment

This is a mature park. It requires updating and upgrading to enhance and update the users of the park. It is a neighborhood park which enhances the surrounding area. The addition of picnic tables, benches and shade trees would enhance the user experience.

RIVERVIEW PARK

General Description

This park is located next to the river at the bottom of the valley. It has a trail system, a gazebo, outdoor washroom facilities, benches and picnic facilities.

Facilities

- Gazebo in good condition close to river
- Outdoor washrooms in poor condition

Site Furniture

- Picnic tables with fire pits in fair condition
- Benches in good condition

Trail system

- Asphalt and shale trails for walking and biking are available. The trails are in good condition

River Access

- Project is underway at this time to provide access to the river for canoes and kayaks as well as for fishermen to get to the water

Assessment

There is huge opportunity for this area. The addition of more picnic tables and fire pits would increase use of the park. The installation of power outlets in strategic locations will enhance the user experience and allow additional events to access the facilities. Long term prospects for this area should include camping facilities, seasonal or fulltime washroom and shower facilities, kitchen and concession facilities, additional covered picnic areas and expanded trails to enhance the usability and usage of the area.

TRUKKERS

General Description

This park is located right by highway 1. It covers approximately 0.55 ha and currently is greenspace.

Vegetation

- Trees in fair to good shape

Assessment

This area has an opportunity for development of a tourist center and or picnic and rest stop area. It has potential with the installation of shade trees, picnic tables, benches and some trail system to allow travelers to enjoy a respite.

5. RECREATION PROGRAMMING



Overall, there is a wide range of recreation programs offered at Town facilities, as well as through community organizations, clubs, and the private sector. However, there is always room for improvement and recreation programming should be continuously adjusted to meet the changing needs of as many residents as possible. For example, currently there is a great need for programming for young children, but in 5-10 years that will turn into a need for high quality youth programming.

Redcliff is rich with resources, knowledge, and skills to increase programming options and to develop unique and engaging programs through creativity and partnerships. The following are two key recreation program areas that can help focus the development of new and better programs.

5.1. SPORT, HEALTH + WELLNESS

The active living opportunities in Redcliff attract both short term visitors and new residents, and contribute greatly to the community's livability. A range of indoor and outdoor recreation is provided through the combined initiatives of the Town, voluntary organizations and commercial enterprises. The Town-managed component has the following attributes:

- Indoor recreational programming at the Rec-Tangle, Aquatic Centre, and through other more specialized facilities such as the Seniors Centre, Youth Centre and School Gymnasiums. The Rec-Tangle has the highest fall and winter profile and is the most active site of program provision in these months, while the Aquatic Centre has the highest summer profile and is the most active site of program in the month of June, July and August.
- Outdoor sport facilities, many of which are concentrated at or near Rolling Mill Park: Grass and all-weather playing fields, ball diamonds, tennis courts, pickle ball, Mountain Bike Skills Park, and Baden-Powell Centre.

- World-class outdoor recreation resources by virtue of its geographic setting and distinctive terrains, including water sports along the South Saskatchewan River and diverse mountain biking and hiking trails along the Redcliff valley slopes.

Recommendations:

- Review community programming and event guide with the Recreation Service Board prior to implementation.
- Increase non-competitive and drop-in sports programs for youth and adults to attract new users.
- Support and supplement the activities of the broad spectrum of voluntary organizations involved in sport, health and wellness through collaborative development of introductory and multi-sport programming.
- Expand recognition of the many high performance athletes who reside in Redcliff, as individuals who could coach and inspire other participants, particularly children and youth. They should be invited to play a visible role in programming and special events.

5.2. OUTDOOR RECREATION

By creating a vision for Redcliff Community & Protective Services Department as a leader in municipal services offering quality: community programming, protective and essential services, and accessible recreational facilities. The Town, has taken on the challenge to meet the increasing demand for outdoor recreation from both residents and visitors. The overall approach to meeting this challenge in terms of the parks and recreation system is to seek to intertwine the outdoor recreation theme into as many areas as possible, from facilities to programs to events.



Recommendations:

- Create partnerships with outdoor recreation organizations to expand Redcliff’s programming opportunities focusing on beginner level, fundamental skills development in outdoor recreation and sports.
- Incorporate policies and programs to improve children’s access to and interaction with nature such as playgrounds focused on nature play, hiking activity programs, and environmental education.
- Consider creating a park-use permit system for commercial operators, particularly those benefiting from public outdoor recreation amenities (kayak guide, fitness trainers, or other private businesses operating in public parks and trails), to generate funds for outdoor recreation infrastructure maintenance (signage, trails upkeep, etc.).

6. GATHERING + CELEBRATING IN REDCLIFF

6.1. EVENTS COORDINATION

Events play a key role in Redcliff in terms of volunteer leadership, community engagement and illustrate the diversification of a historic resource based economy to that of a tourism economy. Events also provide an important “testing-ground” for partnerships between groups with like interests. Recreation Services can play an important role in embracing events and fostering partnerships.

Recommendations:

- Develop events policy and procedures that outline roles, responsibilities of the Municipality, Community & Protective Services and streamline approval and coordination processes for community event organizers.
- Enhance the internal events working group with consultation with various Municipal Departments (i.e. Protective Services (Fire, RCMP), Engineering, Economic Development, Planning Parks, Health (VCH) Bear aware, Conservation officers, etc.) with the following terms of reference:
 - Develop clear and simple event policy and procedures
 - Streamline the event approval processes
 - Improve coordinated event marketing and public education campaigns
 - Foster event partnerships and
 - Provide event evaluation mechanisms

- Increase coordination and consultation between the Municipality and local event organizers regarding ways to improve planning for and enhancing, growing, enriching and building events in the community.
- Integrate small scale events into community programming to increase participation and profile of recreation programs and services.
- Provide suggestions and guidance for “greening” events through environmentally responsible practices.
- Create event contract language to identify the rights and roles of partners in events
- Transportation: Develop a Transportation Strategy in coordination with event host organizations and the Town Engineering & Planning Department. The Town should enable events and reduce impacts on Residents by developing a transportation strategy particularly for those occurring at Lions Park and Memorial Park, or the plan would include a variety of components that are incorporated as needed, based on specific sizes and needs. Transportation planning could include parking (for event organizers, attendees, and the disabled), shuttles, bike parking, public transportation and traffic detour planning. These components will enhance events and reduce the impacts on residents and visitors alike. Once the plans are in place for these two key locations, it can be modified for other locations around the Town as required.
- Consider ways to improve safe pedestrian, bike and vehicle access to and from event site, particularly in the vicinity of Lion’s Park and Memorial Park.
- Growing support for large special events provides an opportunity to establish a new “events” site in the future, probably at a new location designed to accommodate larger events beyond the capacity of existing event locations.



6.2. EVENT INFRASTRUCTURE



Existing events infrastructure in Redcliff is limited and would benefit from improvements and tailoring to current and future needs. If the goal is to continue to host events and build a strong reputation, there may be cost savings and other benefits for the Town and host organizations to collectively invest in permanent and modular components. Most of the primary

infrastructure and amenities necessary to host community, athletic, sporting, music, and cultural events are consistent around activities.

The two main community event locations are Lions Park and Memorial Park.

Recommendations:

- There is a need for changes at Lion's Park and Memorial Park to address immediate event needs. With some redesign Memorial Park has the potential to be a good event space, with capacity depending on the amenities and infrastructure provided. The Redcliff Days event programming continues to grow which is a serious challenge to the capacity limits of the



park, as currently designed. Specific recommendations for Memorial Park are located under recommendations:

- Consider including events infrastructure when developing and redeveloping parks especially Lion's Park
- Electrical outlets-Permanent electrical boxes allow for sound systems and lighting while reducing the need for power generators which are loud, use fossil fuels, and are detrimental to air quality and can compromise safety;
- Lighting-design lighting systems that can be used during events to light critical entrances, exits and paths;
- Potable water taps-design for water bottle filling to reduce bottled water consumption and waste and reduce dehydration;
- Food services-Ensure mobile meet the requirements of the AHS Environmental

Public Health;

- Expanded toilet facilities that could be supplemented with port-a-potties for large events;
- Playing field design-Consider adding structural components within the sub base of playing fields to accommodate stages and tents while limiting damage to the playing surface; and
- Plan for paved entrances and exists for equipment, trucks, and “behind the scenes” activities
- Evaluate the current provisions for regular weekly events, whether at parks or other locations, and consult with organizers to find better ways to facilitate them; and
- Establish a partnership with Local or District Arts Society to work in conjunction with improvements to Memorial Park and Lion’s Park.



6.3. TOWN CENTENNIAL

The Town of Redcliff is turning 110 in 2022 which provides the opportunity to weave the culture and heritage through the existing annual events, as well as encouraging additional events and celebrations. There is also an opportunity to leverage funding for projects or event associated with this celebration.

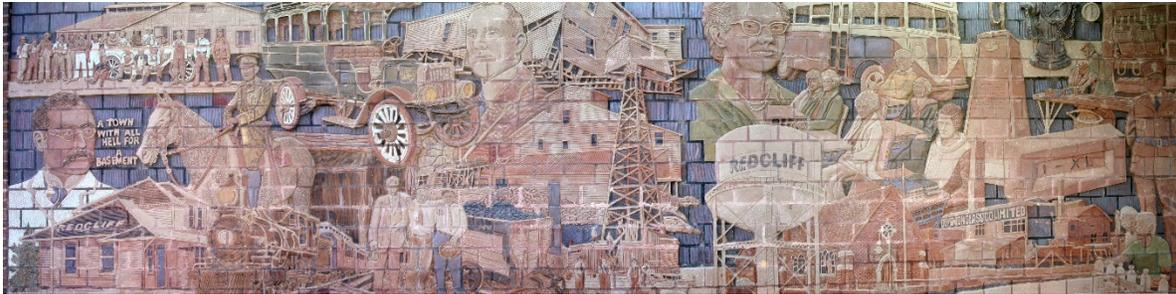
Recommendations:

- Initiate planning for The Towns 110 Anniversary (2022) including consideration of the following:



- Event tie-ins
- Marketing/Promotional strategy
- Commemorative Legacy-Pursue funding of a major capital project

- Undertake a strategic planning process for the River Valley Park precinct that considers the synergies and space requirements for an enhanced canoe/kayak put in, pedestrian River Access and parking for these facilities; and
- Undertake a strategic planning process for River Valley Park and Memorial Park to create a cohesive and connected central location to hold special town events.



7. ARTS, CULTURE + HERITAGE

The Town of Redcliff is rich in assets such as the presence of the museum. However, there is a lack of integration between recreation/parks programs and events with the arts, culture and heritage assets available in the community.

There is not a formal arts, culture and heritage policy within the Town, but these elements play a significant role in the identity of the community and play an important part in attracting and enriching the experience of both residents and visitors. Embracing the strengths that arts, culture and heritage bring to the community can help to expand and bolster the “Greenhouse Capital of The Prairie’s brand”.

There is a lack of arts, culture and heritage influence in Town facilities (both the interior and exterior of key municipal buildings, parks, trails infrastructure) that reflects the history and culture of the community. Integrating these elements in new capital projects and revitalization projects will add another level of interest and appeal.

The recreation facilities are also lacking in specialized art education or creative development spaces for pre-school, school age and youth in the Town.

Recommendations:

- Develop an Arts, Culture and Heritage strategy to lay out principals, strategic direction, Goals and roles and responsibilities of all parties in fostering a creative community;
- Consult the full spectrum of arts groups, recreation organizations, educational institutions, cultural and heritage groups within the Town and Cypress County.
- This strategy should consider the following:



- A partnership with the Parks & Recreation Department, and the Advisory Board to create arts & cultural programs for children, youth and adults.
 - Utilize local artists for introductory arts education and skill development through the Community & Protective Services Department and promote an arts & culture council for immediate and advanced arts skill development.
 - Integration and leverage of Tourism planning in Redcliff;
- Special consideration in future facility development and programming should include space for visual arts, dance, theatre, music and multimedia. In the interim, consider additions to arts programming in the Senior Centre spaces.
 - The arts are recognized as an important “means” to reach and engage pre-teens and youth. Community & Protective Services should focus on this hard to reach market with creative programs that build skills and enable self-expression.
 - Consider an artist-in-residence program for the Senior’s Centre to launch introductory quality arts programming at the site.
 - Create opportunities for visual arts displays in the parks and Senior’s Centre
 - Encourage partnerships between event providers and the Town.
 - Consider establishing an “Art in the Park” program that offers promotion for local artists and generates revenue.

- Consider arts/cultural programs that build on the natural environment such as “Outdoor photography”, or outdoor painting. Found materials, Sculpture or Earth Installations.
- Increase opportunities for performances and films in the park.
- Engage artists and integrate public art into municipal building projects, public works (i.e. man-hole covers, water culverts, bridges) and parks infrastructure.
- Build a heritage trail signage system that shares the rich history of the community and adds an element of interest for locals and visitors. Topics could include Blackfoot Nation; rail, + other resources; Southern Alberta pioneers and environmental interpretation.
- Consider a partnership with the Alberta Agriculture and Forestry to explore opportunities for the creation of an outdoor forestry-centered park space with interpretive signage, displays, and opportunities for interaction.
- Utilize Memorial Park as a keystone venue to celebrate the history, arts and culture of Redcliff. Space could be dedicated to tell the Redcliff story in visual arts, historical panels and a running multi-media production.

8. THE REDCLIFF PARK SYSTEM

The recommendations outlined below are the product of analysis and synthesis of background information, consultation with Town staff, and consultations with the general public through an online questionnaire, planning sessions, and open house discussions. The resulting recommendations range from specific short-term parks and recreation initiatives and projects to system-wide organizational and operational principles. Overall, these recommendations seek to improve recreation and park services by highlighting Redcliff’s unique opportunities and resources, and how those can be leveraged to help make the Town a healthy, active, sustainable community with a high quality of life.

The quantity of Redcliff parks has been assessed using several different methods including comparison with averages across Alberta, comparison with similarly-sized communities in the province, and analysis of spatial distribution and service area based on walking distances. Inventory numbers do not reflect the quality or condition of the amenities that are provided at each site.

Table 8.1

| Park Name | Services | Neighborhood | Groomed Area (ha) | Total Groomed Area (ha) |
|--|------------|------------------|-------------------|-------------------------|
| Kipling point and Area along 9 th Ave | Greenspace | Kipling | 1.00 | 1.29 |
| Kipling Park | Playground | Kipling | 0.29 | |
| Herman Wahl Park | Playground | Jesmond | 0.2 | 0.20 |
| Golf Course Berm | Greenspace | Riverview | 0.4 | 1.75 |
| Riverview Place Greenspace | Greenspace | Riverview | 1.07 | |
| Riverview Green Park | Greenspace | Riverview | 0.18 | |
| Cody Snyder Park | Playground | Riverview | 0.1 | |
| East Side Park | Greenspace | East Side | 0.83 | 0.83 |
| Birch Court | Greenspace | Lions | 0.15 | 1.86 |
| Lions Park | Playground | Lions | 1.71 | |
| Memorial Park | Playground | Memorial | 0.83 | 0.83 |
| Ball Diamonds 1-4 | Playground | Rolling Mill | 6.29 | 8.71 |
| Soccer Pitch | Playground | Rolling Mill | .83 | |
| Bike Skills Park | Playground | Rolling Mill | .43 | |
| Rolling Mill Park | Playground | Rolling Mill | .15 | |
| Arena | Facility | Rolling Mill | .05 | |
| Aquatic Center | Facility | Rolling Mill | .16 | |
| Campground | Greenspace | Rolling Mill | 0.80 | |
| Tot Lot NE | Playground | NE | .07 | 0.07 |
| Tot Lot NW | Playground | NW | .05 | 0.05 |
| Outdoor Rink | Playground | Margaret Wooding | .01 | 0.1 |
| Aggie Oakland Park | Playground | Margaret Wooding | .09 | |

| | | | | |
|----------------|------------|---------|------|------|
| Riverview Park | Playground | River | 0.81 | 0.81 |
| Trukkers | Greenspace | Highway | 0.55 | 0.55 |

No single or group of metrics can holistically capture the quality and quantity of Redcliff parks. The community is unique in its geography, economy, values, and opportunities. However, these comparisons offer useful reference points against which the Town can measure its amenities and identifying significant gaps. They can also help in decision making on future recreational development, to justify capital expenditures, and in leveraging the acquisition of parkland in new developments.

8.1. PARKLAND AND AMENITY SUPPLY

The Municipality currently has a surplus of passive and active community parks, but is currently deficient in neighbourhood parkland. It should also be noted that school grounds are not included in this analysis, though they often provide amenities similar to neighbourhood parks and have programming similarities, for the purpose of this report the focus is primarily on the Town of Redcliff owned and operated facilities.



Passive Community Parks are those without formal programmed areas. They generally are natural areas that include minimal infrastructure such as Riverview Place Greenspace. Active Community Parks are those that provide active recreation opportunities. The primary example in Redcliff is Lions Park. Managing and sustaining existing infrastructure while providing new infrastructure to meet current and future demands requires strategic thinking. Each park category addresses particular needs of particular groups of people, while simultaneously maintaining flexibility of programming and attractive environment to encourage use by residents in general.

9. ENVIRONMENT

Redcliff is located in a diverse, rich geological and ecological setting that is a primary component of the community culture, pride, and lifestyle. The environmental assets are widely used for outdoor recreation and so are in need of continued stewardship, management, and protection over the long-term. If management of environmentally sensitive areas, parks, and trails are not effectively coordinated there is a risk of environmental degradation and eventual loss in the quality of this important community asset. Many of Redcliff most beloved natural areas are along the sensitive Environmentally Significant Area No. 289 which contains important wildlife habitat which cause a challenge when trying to improve, manage, and protect outdoor recreation opportunities and environmentally sensitive areas. The coulees, wetlands, drainage, watercourse and valley slopes within the river valley have high potential for sensitive wildlife and vegetation species. The AESRD Wildlife Sensitivity Data Sets indicate the following sensitive species range: Burrowing Owl range, Eastern Short-horned Lizard, sharp-tailed Grouse Survey, Sensitive Amphibian Range, Prairie Rattle Snake, and Sensitive Raptor Range: Prairie Falcon, Golden Eagle, and Ferruginous Hawk.

Recommendations:

- Building on and aligning with ongoing mapping work, conduct terrestrial ecosystem mapping, wetland mapping, and sensitive habitat inventory of all District lands to determine those that should be considered for environmental protection; especially undeveloped park parcels that are not currently maintained;
- Develop guidelines for decision making processes to determine compatible/incompatible land uses in environmentally sensitive areas in order to balance future recreation demands with environmental protection;
- Provide organizational and budgetary support to ensure that improvement and expansion of amenities and facilities in environmentally sensitive areas supports environmental guidelines as developed under this Plan; and
- Develop partnerships with environmental and trails organizations to establish, support and implement long-term stewardship strategies for sensitive riparian habitats, particularly where trails exist that may result in environmental degradation over time.

10. TRAILS



Trails and pathways are all-season facilities that serve a number of different purposes including opportunities for recreation activities such as hiking, walking, cycling, cross country skiing, and snowshoeing. They also provide linear linkage systems between and through neighbourhoods, active transportation corridors and a means of access to un-serviced areas such as nature parks and river banks.

Trails serve as non-motorized links to parks, residential and commercial areas. A linear trail system provides depth to the overall park system, improves the aesthetics of the community, buffers residential areas and contributes to an enhanced quality the environment.

The community survey, conducted as a component of the 2016 parks and recreation master plan, found that walking and biking were the favourite recreation activities of Redcliff residents. The survey also indicated that pathways and trails were the most frequently used recreation facilities in the community and they were first choice for new, improved or expanded outdoor facility development.

11. IMPLEMENTATION

11.1. USING THE MASTER PLAN

This Master Plan provides recommendations for improvements to the parks and recreation amenities and programs over the next 10 to 20 years. Council's adoption of the Master Plan represents agreement in principle to the overarching vision for the community. This implementation section provides order of magnitude costs and timelines for the recommended initiatives.

This Master Plan is not a commitment to spend. Those decisions are made by Council as part of the defined budget process and over the course of their ongoing deliberations. Although approximate cost estimates for the key recommendations are included in the report, they are provided for planning purposes only – giving Council, Staff and partners a guide as to orders of magnitude costing.

11.2. TIMELINES, CAPITAL AND OPERATING COSTS

The following Table 11.1 outlines those recommendations which have direct capital and budgetary implications and are summarized from the text. Please refer to the appropriate section for greater detail. These costs are order of magnitude estimates only.

The recommendations also have a timeline category, which is intended to identify those items which should be pursued in the short (1-3 years), medium (3-7 years) and long term (7+ years). As the plan is implemented and the community continues to grow and change, these priorities may shift.

There are opportunities to pursue many of these recommendations through the partnerships outlined throughout the report.

| Table 11.1. Timelines and Budgets by Recommendation | | | |
|---|-----------------|-------------------|------------------------------------|
| Partnerships and Community Development | | | |
| Recommendations | Timeline | Capital \$ | Operating \$ |
| Create volunteer community advisory groups. | Short | n/a | TBD (Staff Time) |
| Appoint staff to spearhead and liase with Advisory Groups | Short | n/a | TBD (Staff Time) |
| Appoint staff member to spearhead Volunteer Coordination | Short | n/a | TBD (Staff Time) |
| Develop a Volunteer Policy and Strategy | Short | n/a | TBD (Staff Time) |
| Provide professional support to partners and community groups to build volunteer capacity within the community | Medium | n/a | TBD (Staff Time) |
| Develop a Partnership/Collaboration/Sponsorship policy. | Ongoing | n/a | TBD (Staff Time) |
| Develop a partnership and strategic plan with the School District for booking, maintenance and management of indoor and outdoor recreation amenities. | Short | n/a | TBD based on the partnership terms |

Town of Redcliff Parks and Recreation Master Plan 2016

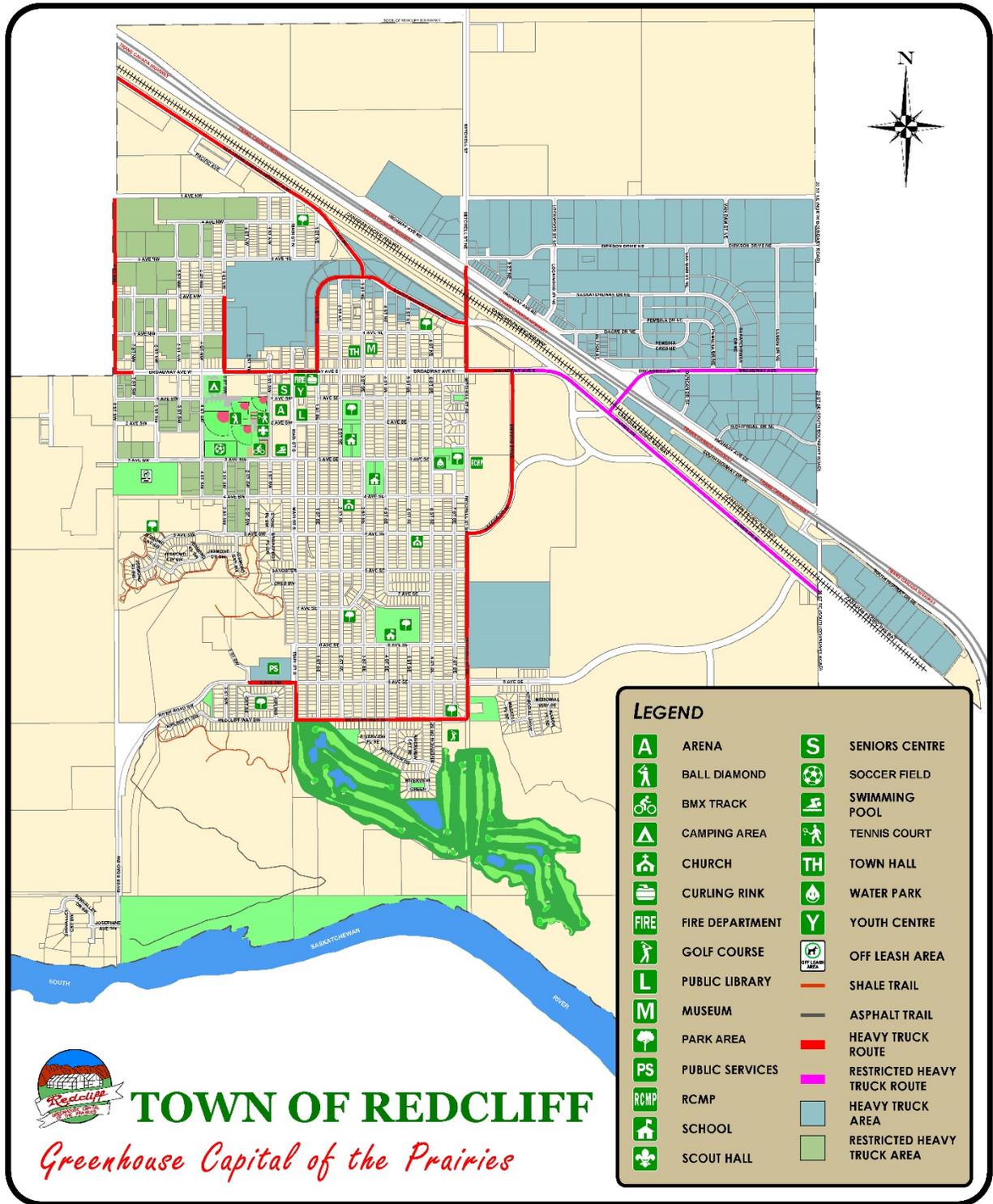
| Recreation Hubs | | | |
|---|------------------------|-------------------|-----------------------|
| Recommendations | Timeline | Capital \$ | Operating \$ |
| Lions Park Vision | | | |
| Create a long-term Vision and Master Plan for Lions Park | Medium | \$5,000 | n/a |
| Replace and expand existing water park | Short | \$100,000 | n/a |
| Add electric power points around the park for use during events | Long | \$10,000 | n/a |
| Add additional park benches / picnic tables | Short / Ongoing | \$8,000 | n/a |
| Enhance irrigation system / pump isolation | Short | \$9,000 | n/a |
| Replace and expand the existing playground and play structure | Long | \$65,000 | n/a |
| Add industry standard garbage receptacles | Short | \$4,000 | n/a |
| Add drinking water fountain | Short | \$3,000 | n/a |
| Upgrade kitchen and washroom facilities | Long | \$40,000 | n/a |
| Rec-Tangle Recreation Centre | | | |
| Upgrade and expand concession and improve viewing area | Short | \$70,000 | n/a |
| Upgrade and refurbish public washrooms | Short | \$20,000 | n/a |
| Improve and expand change rooms | Long | \$500,000 | \$7,000 |
| Purchasing a ball hockey floor for off season rental | Medium | \$20,000 | \$500 |
| Explore options to repair crack in ice surface floor | Short | n/a | n/a |
| Upgrade to more energy efficient ice plant / condenser | Medium | \$100,000 | n/a |
| Replace the ice arena | Long (20+ yrs) | \$2M / \$10 M | \$200,000 / \$400,000 |
| Redcliff Aquatic Centre | | | |
| Reline existing pool to extend life | Medium - Long | \$100,000 | n/a |
| Make to facility more accessible for mobility impaired patrons | Medium | \$25,000 | \$1,000 |
| Upgrade to include hot tub that is in facility design | Medium | \$50,000 | n/a |
| Add a tot play structure within the fenced area | Long | \$15,000 | n/a |
| Replace the aquatic centre | Long (20+ yrs) | \$1M | n/a |
| Riverview Park | | | |
| Expand area by adding picnic tables and fire pits | Short | \$3,000 | n/a |
| Create public river access | Short | \$100,000 | n/a |
| Add portable washroom facilities to enhance and promote public use. | Short | n/a | \$1000 / summer |
| Explore building camping area in completion of area structure plan to incorporate recreation and public use in design | Short | TBD (Staff Time) | TBD (Staff Time) |
| Upgrade existing irrigation and landscaping to accommodate increased use and to reflect the change in focus of the park | Short | \$15,000 | TBD (Staff Time) |
| Install additional benches along paved walking path | Short | \$3,000 | n/a |
| Expand paved walking path | Long | \$200,000 | n/a |
| Install power outlets strategically to aid in handling and facilitating events | Long | \$25,000 | n/a |

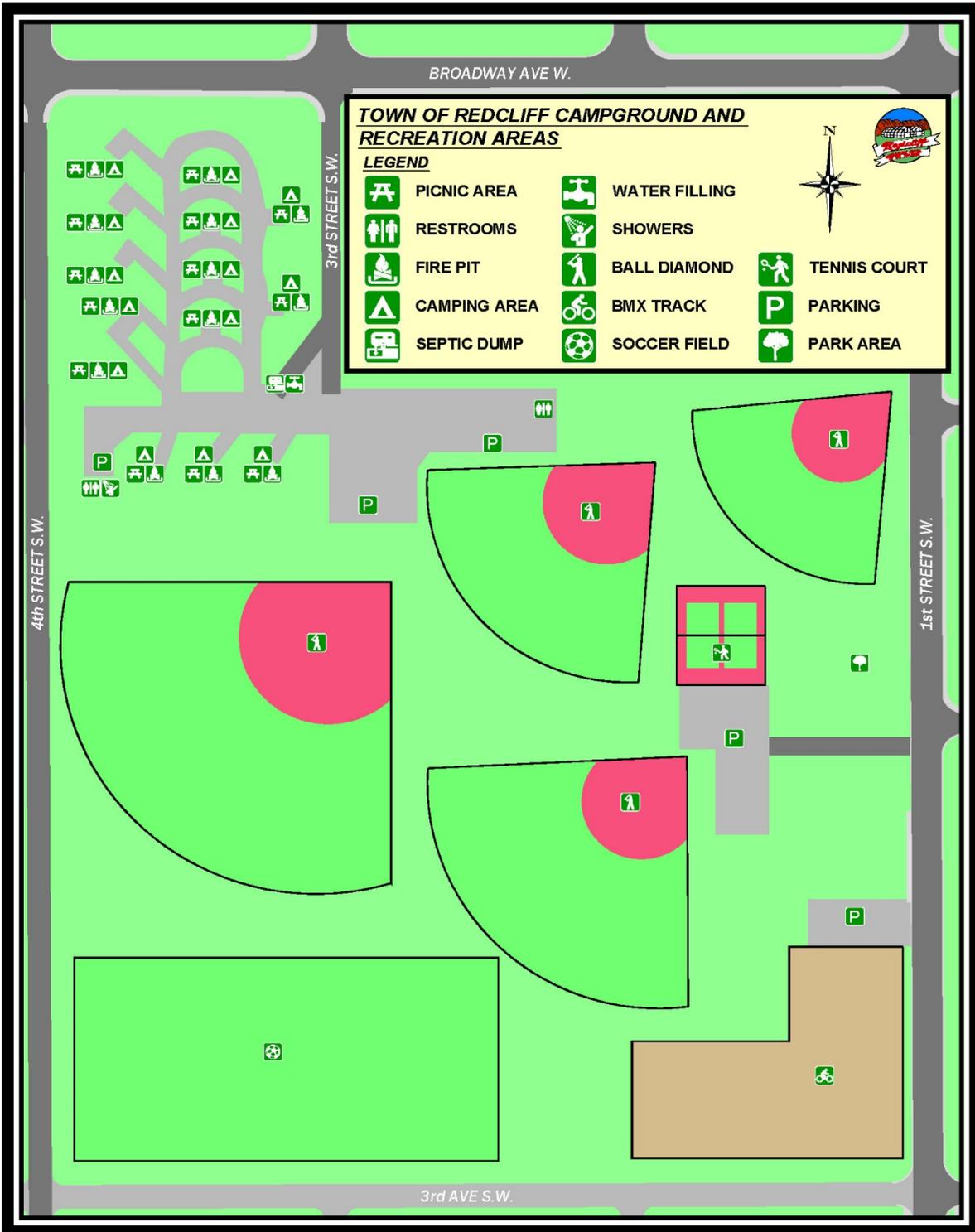
| Recreation Programming | | | |
|--|------------------------|-------------------|-----------------------|
| Recommendations | Timeline | Capital \$ | Operating \$ |
| In general, expand the range of programming offered at Town facilities. | Short / Ongoing | n/a | TBD based on programs |
| Increase non-competitive and drop-in sports programs for youth and adults to attract new users. | Short / Ongoing | n/a | TBD based on programs |
| Outdoor Recreation Programming | | | |
| Create partnerships to provide beginner level, fundamental skills development in outdoor recreation and sports. | Short/Ongoing | n/a | \$2,500 |
| Add childrens programs focused on nature play, hiking activity programs, and environmental education. | Short/Ongoing | n/a | \$2,000 |
| Create a park-use permit system for commercial operators to generate funds for Outdoor Recreation infrastructure maintenance (signage, trails upkeep, etc.). | Short/Ongoing | n/a | \$1,000 |

| Events | | | |
|--|-----------------|-------------------|---------------------|
| Recommendations | Timeline | Capital \$ | Operating \$ |
| Develop an Events Policy | Short | n/a | n/a |
| Enhance the internal Events Working Group and | Short | n/a | TBD (Staff Time) |
| Integrate more local, small scale events into Lions Park | Medium | n/a | \$5,000/yr |
| Develop a transportation strategy for major events | Short | n/a | TBD (Staff Time) |
| Plan for a new events site to accommodate large events (>1,000 people) | Long | \$1,000,000 | \$15,000 |
| Integrate infrastructure to help accommodate events. | Ongoing | \$5,000 | \$5,500 |
| Redcliff Centennial | | | |
| Initiate planning for Redcliff 110th birthday (2022) | Short | n/a | \$5,000 |
| Undertake a strategic planning process for the a celebration society to enhance community events | Short | \$1,000 | n/a |

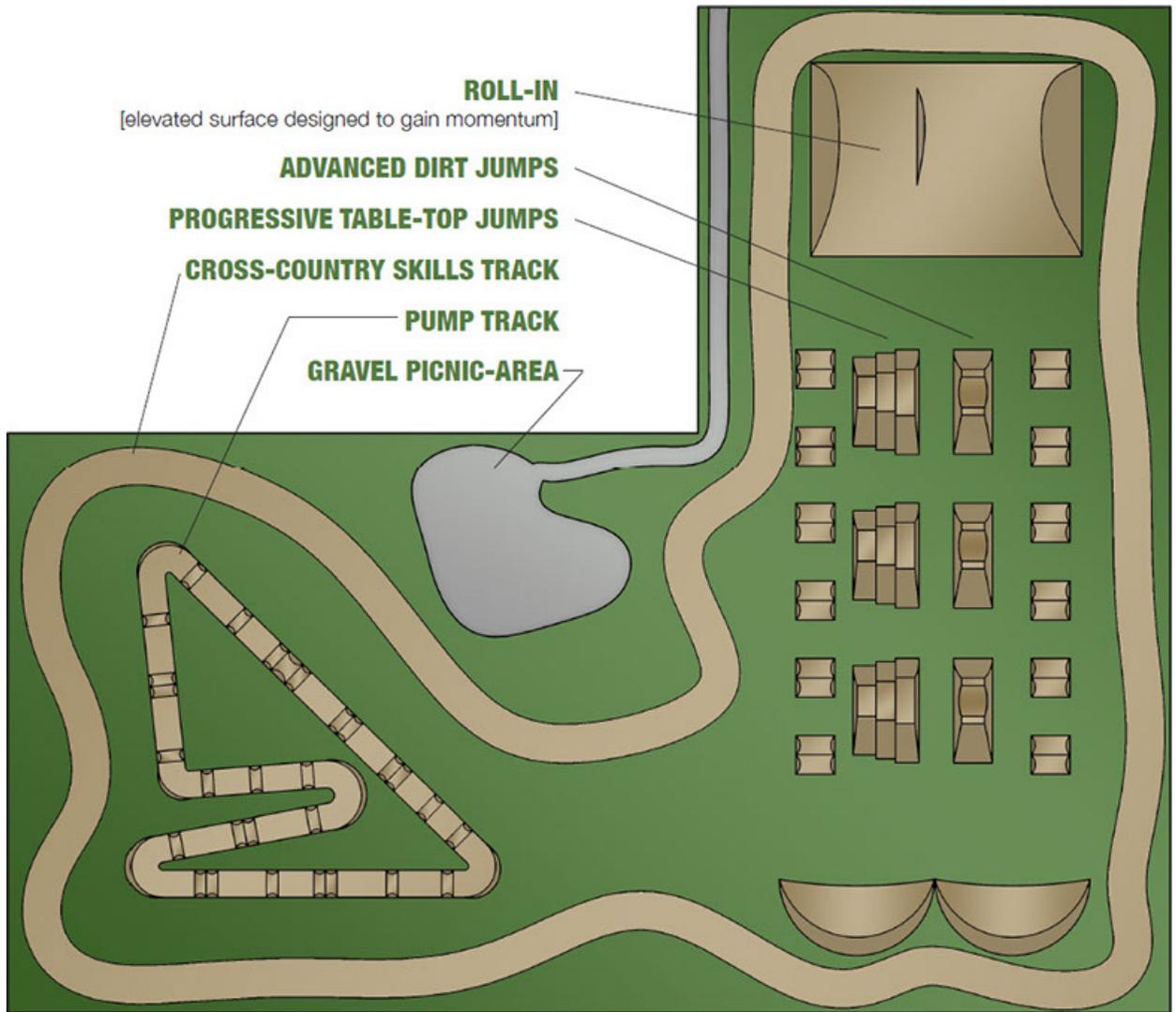
| Arts and Culture | | | |
|---|-----------------------------|-------------------|---------------------|
| Recommendations | Timeline | Capital \$ | Operating \$ |
| Create an Arts, Culture and Heritage Plan or Strategy | Short | \$2,000 | n/a |
| Establish an Art in the Park program | Long | \$4,000 | \$1,500 |
| Integrate art installations with trail signage and interpretation program | Medium & Ongoing | \$4,000 | \$700 |
| Create opportunities for visual art displays in Memorial Park | Long | \$2,000 | \$5,000 |
| Engage youth in arts and culture programming | Medium | \$3,000 | \$4,000 |

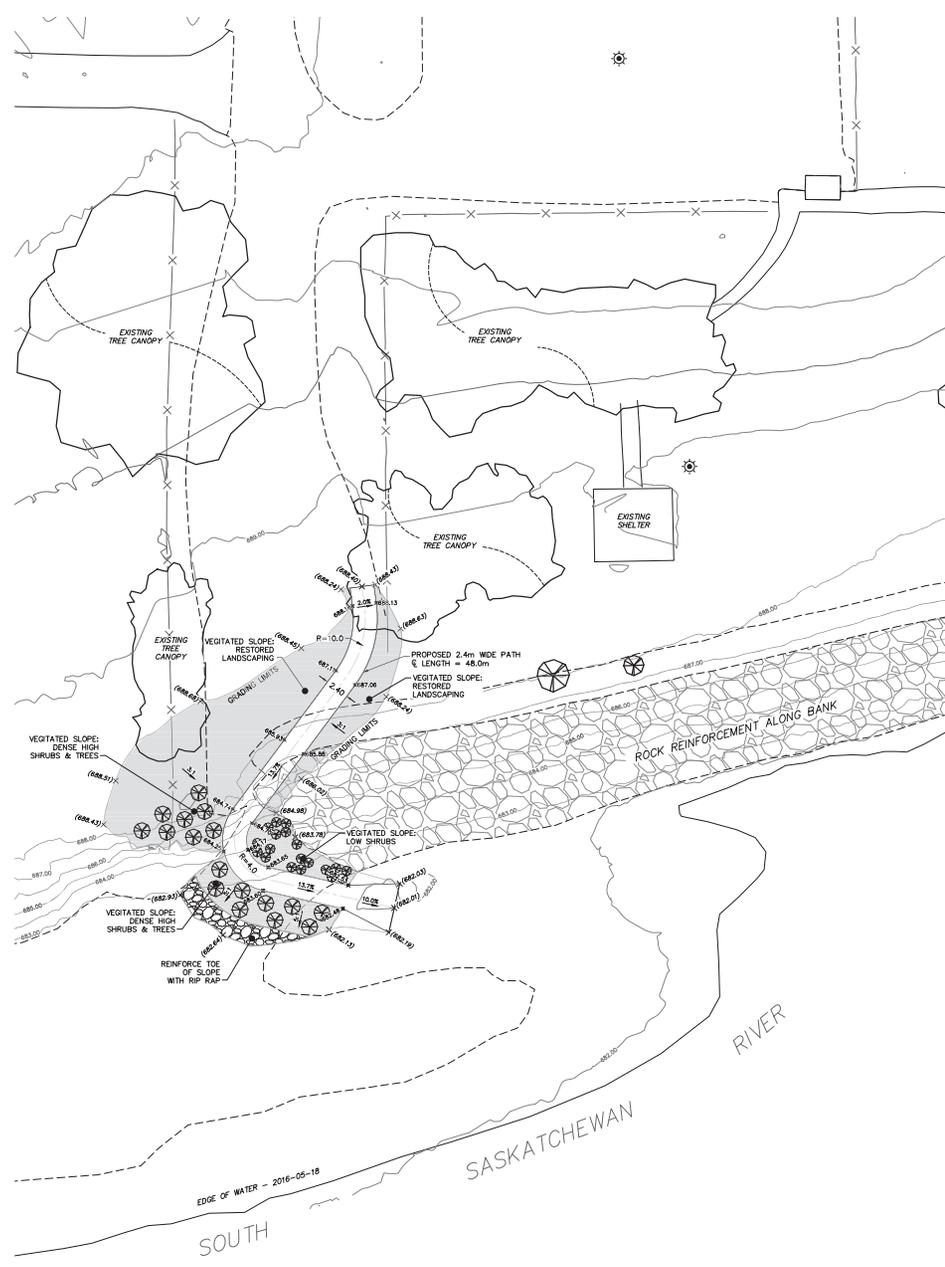
Appendix A





Redcliff Mountain Bike Skills Park





LEGEND

PROPOSED FEATURES

SPOT ELEVATION (MATCH EXISTING) x(685.55)

SPOT ELEVATION 683.23

SURFACE GRADE LABEL 2.2%

TRAIL/PATH []

EXISTING FEATURES

CONTOURS [---684.00---]

SPOT ELEVATION x(688.88)

POWER POLE [⊙]

O/H POWER [---]

EDGE OF PAVEMENT [---]

EDGE OF GRAVEL [---]

FENCE LINE [x]

PAVED PATH []

LIGHT STANDARD [⊙]

TREE [⊗]

PROJECT
RIVER PARK
PATH EXTENSION

CLIENT/MUNICIPALITY
TOWN OF
REDCLIFF

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The Association of Professional
Engineers and Geoscientists of Alberta

STAMPS

DESIGN TEAM
D BIRNBAUM
G CARLSON

REVISION

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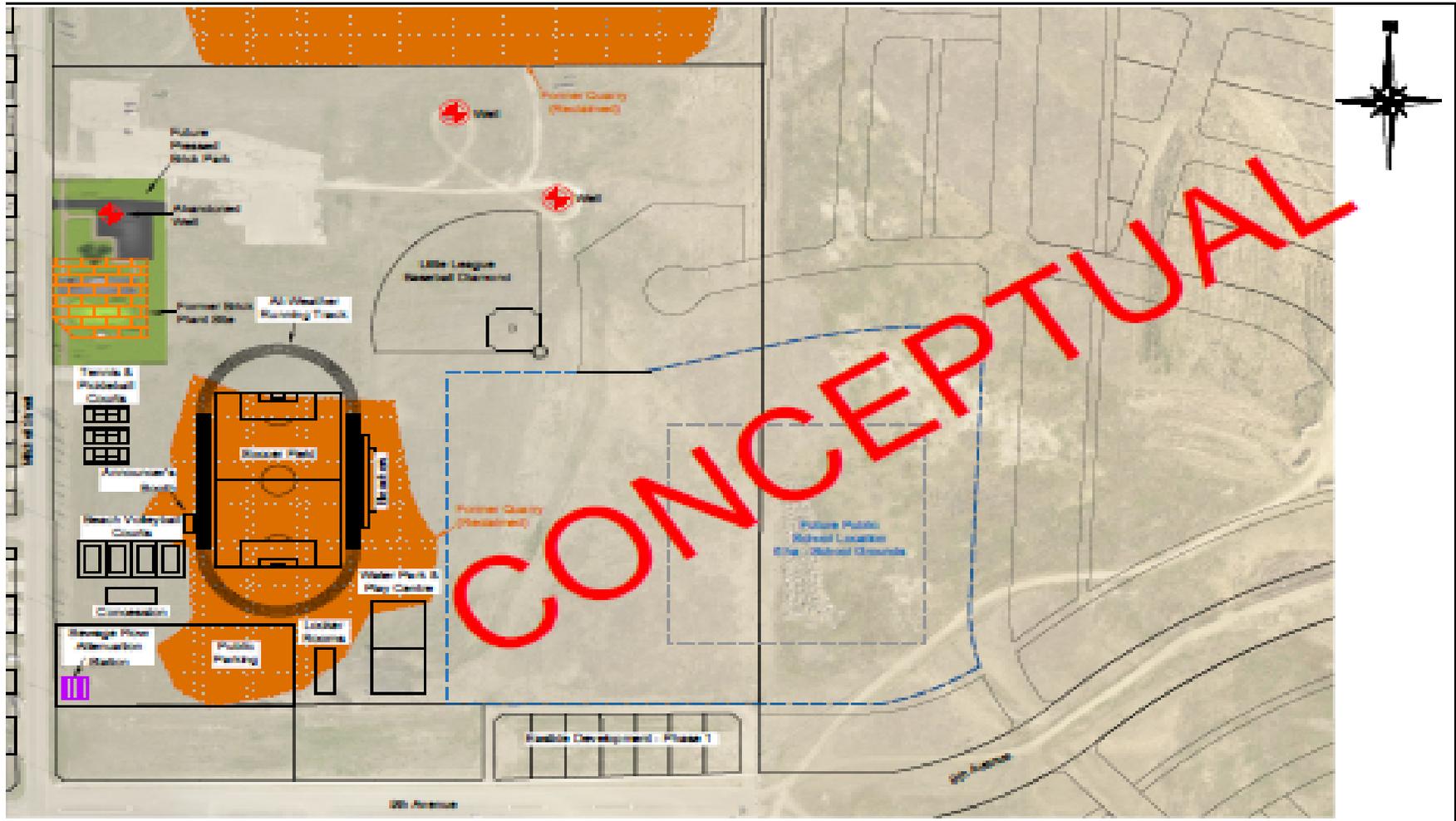
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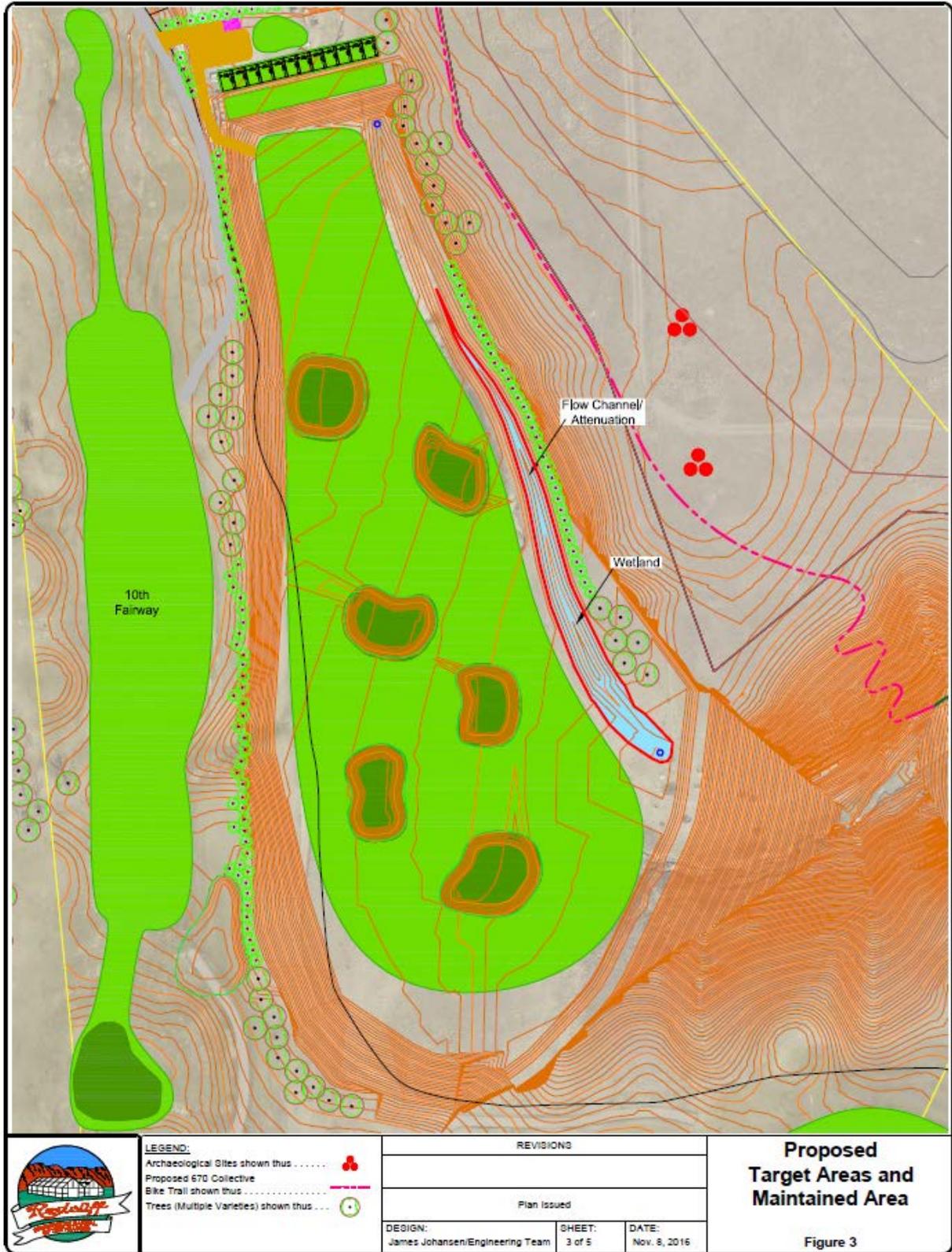
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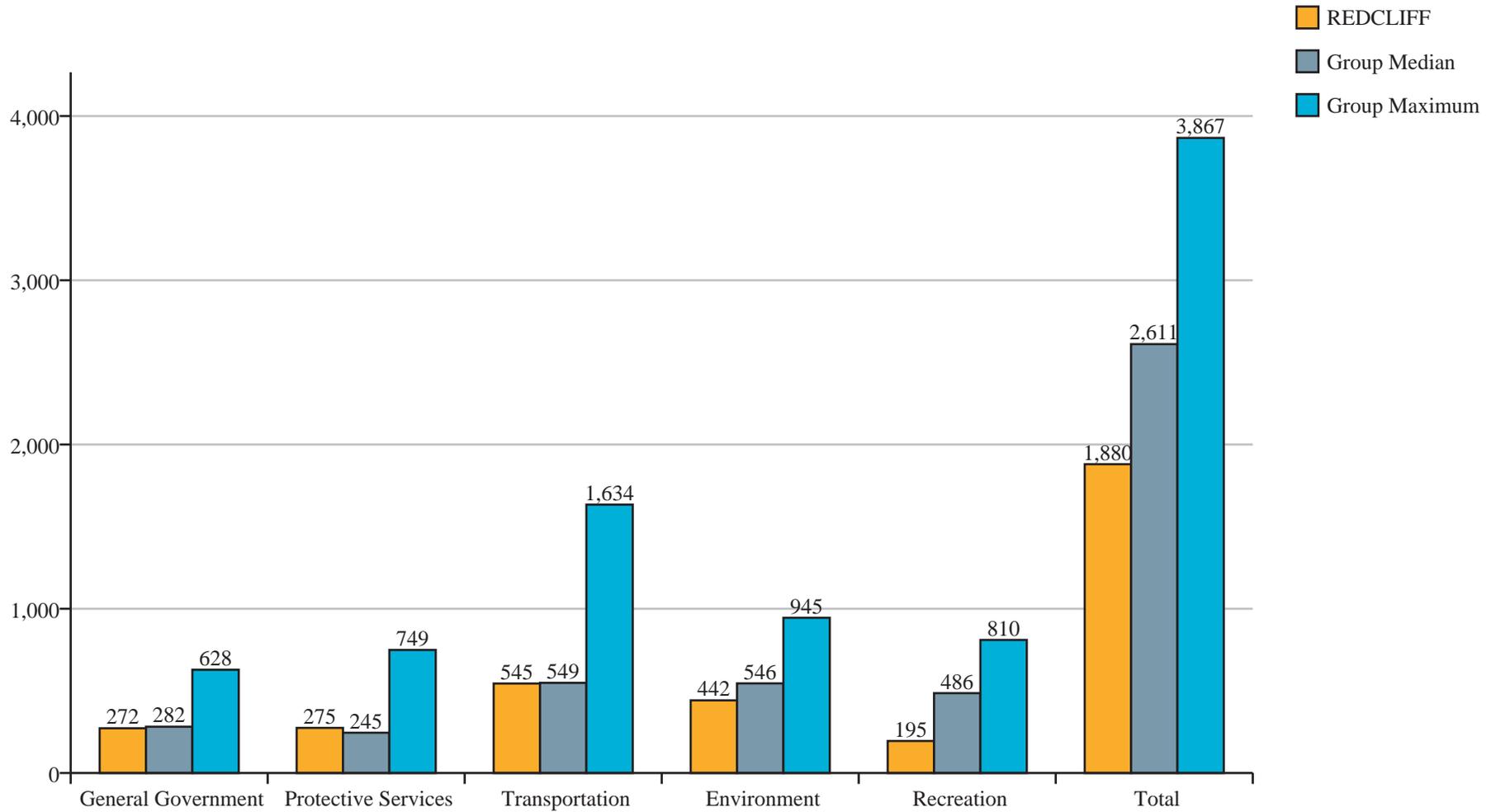
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| No. | REVISIONS | Date |
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| 0 | Plan Issued | May 21, 2016 |
| Scale: N.T.S. | | Sheet: 1 of 2 |
| | | REV: 0 |

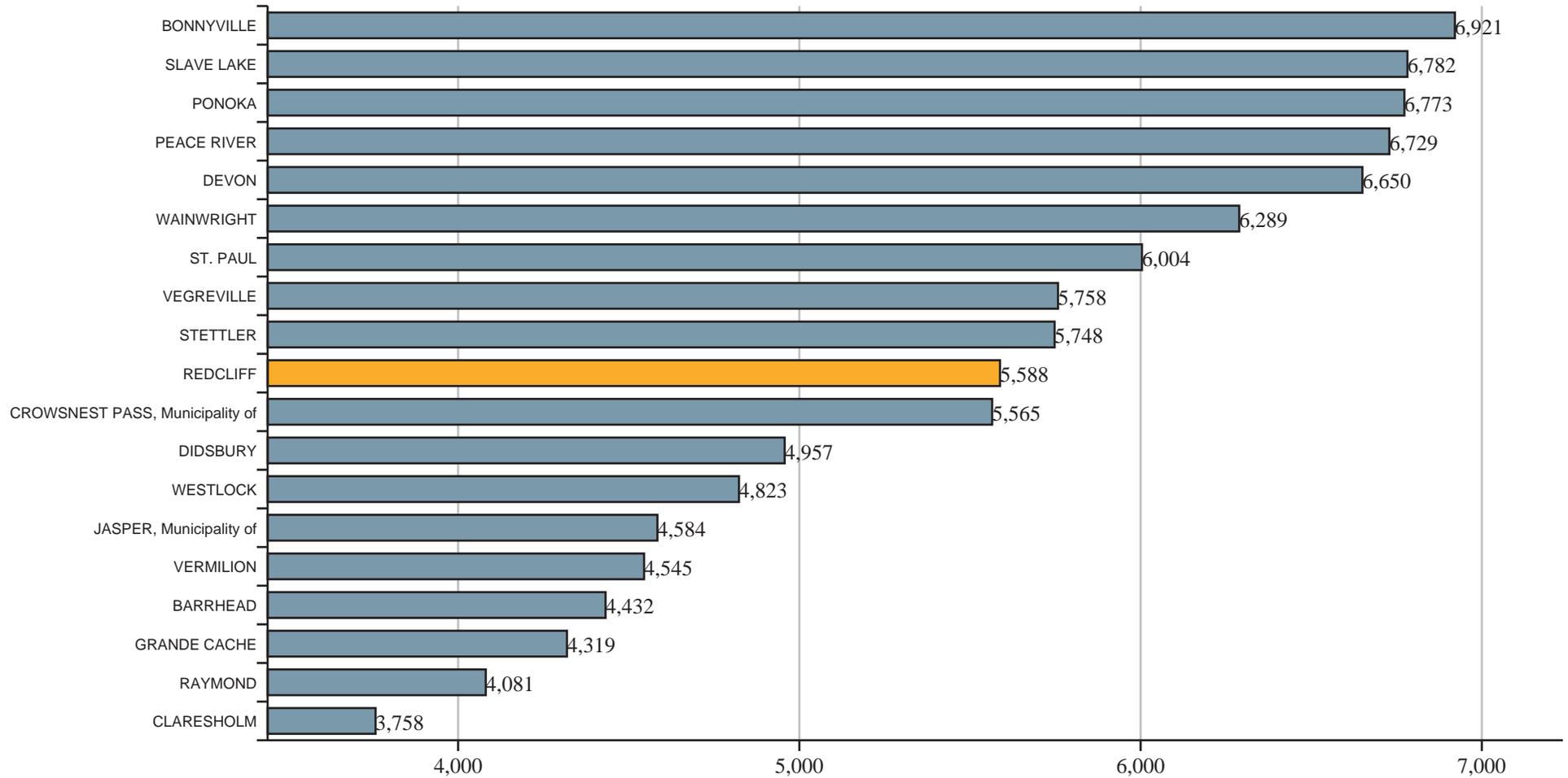
Concept of Public School Location and Multi-Sport Park



Major Expenditures Per Capita by Broad Function, 2014



Group Population





Interim Report

Here's What You Told Us...

These are the asset you love about Recliff...

- Trails, River and River Valley
- Nature / Beauty of Setting
- Recreation / Facilities / Parks
- Community Events / Programs



You told us what you value most in our community...

- ✓ Family—Oriented
- ✓ Inclusive, Accessible, Affordable
- ✓ Sustainable
- ✓ Community—Driven



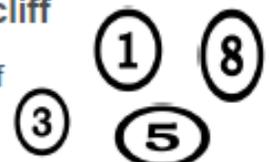
Recreation is.....
The experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. (from the Canadian National Summit on Recreation, www.benefitshub.ca)

Research has shown that recreation and parks services really do make a difference. Validation is provided for 49 benefits or outcome statements organized around eight main benefits messages. Recreation, parks, sports, fitness, active living, arts and cultural services:

1. Are essential to personal health and well-being
2. Provide the key to balanced human development
3. Provide a foundation for quality of life
4. Reduce self-destructive and anti-social behaviour
5. Build strong families and healthy communities
6. Reduce health care, social service and police/justice costs
7. Are a significant economic generator
8. Green spaces are essential to environment

Here's what you told us about the benefits of recreation in Redcliff

The top 4 benefits that Redcliff currently embraces:



The top 4 benefits that Redcliff participants indicated should be a priority:



Lower on Redcliff's priority list are:



Through our Online survey, you told us:

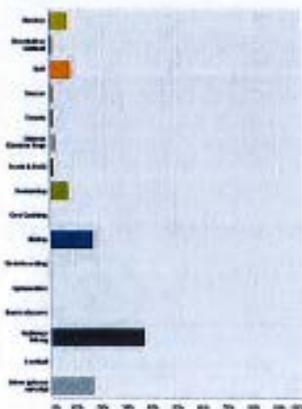
Of the Town's services and amenities, you felt the Town's strengths were:

- Riverview Golf Club
- Redcliff Aquatic Centre
- Redcliff Parks & Trails System
- Mountain Bike Skills Track
- Multi use trail systems

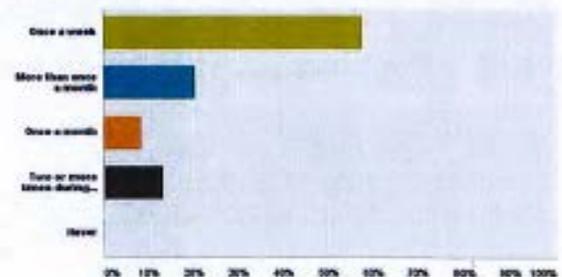
What recreational services or facilities are lacking or needing improvement in Redcliff:

- Trail & Park Maintenance
- Skateboard Park
- Off Leash Area
- Water Park at Lion's Park

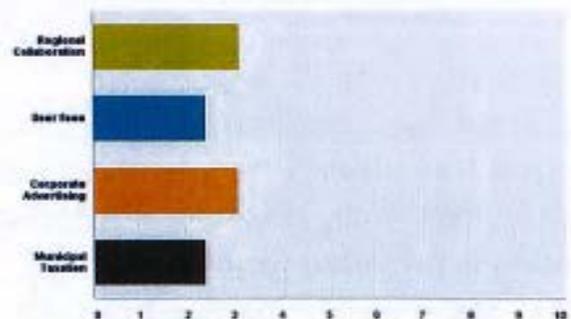
Usage vs Satisfaction and importance in regards to Recreational facilities in the Town of Redcliff:



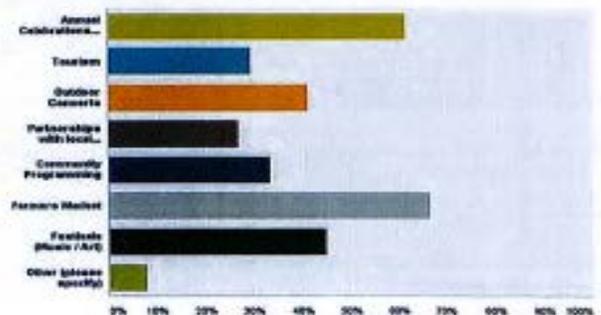
How much do you participate in recreation?



In order to develop and maintain park improvements, how do you feel about supporting the following funding options:



What Arts & Culture programs and events are most important to you?



Town of Redcliff Community and Protective Services Department

ENVIRO-SCAN - Where are we at right now?

Doing a bit of an “enviro scan” sets the context for planning. It takes a “snapshot” of where we’re at. One of the ways in which an organization can capture what is going on internally and externally is through a SWOT Analysis.

SWOT Analysis

What are the **Strengths**, **Weaknesses**, **Opportunities** and **Threats** that we need to be aware of for our organization in order to effectively plan for our future?



A **SWOT Analysis** provides insight into what direction we want to take our organization. It is a tool that helps us look at our internal and external environments and what impact this makes on our organization. It also provides valuable information that helps in making decisions and creating a meaningful analysis of the potential implications that an organization faces. From this, we can develop goals and strategies that will:

- Build** on strengths
- Revolve** weaknesses
- Exploit** opportunities
- Avoid** threats

Strengths

What are we good at? What’s working? What assets do we have? What do staff, residents and community partners identify as our strengths / advantages?

Weaknesses

What do we struggle with? What challenges do we have? Where can we improve? Where are we vulnerable? What do we receive complaints about?

Opportunities

What opportunities can we capitalize on? What are our advantages? What’s going on for the Town, community or region that might create opportunities for us? (Positive / trends)



Town of Redcliff Community and Protective Services Department

NOTES FROM STRATEGIC PLANNING DAY # 1

March 4, 2015

Strategic Planning

As leaders in building your organization and community, strategic planning is one of the most important responsibilities that you are tasked with. The plan provides a road map to guide the organization and decisions it makes.

The Town of Redcliff's Community and Protective Services (CPS) Department Planning Session on March 4, 2015 touched on phase two of the following seven phases in strategic planning. For planning efforts to be most effective, it is critical that all seven phases are completed:

- Phase 1. Preparation for planning
- Phase 2. Developing content for the strategic plan ←
- Phase 3. Writing and approval of the actual strategic plan
- Phase 4. Communication and distribution of the plan
- Phase 5. Implementation of the plan
- Phase 6. Monitoring and evaluation of the plan
- Phase 7. Acknowledgement and celebration of results

Recap of Planning Day

The main objective of the CPS Department's Planning Session was to work through a planning process to help the Department develop and clarify its future direction and purpose moving forward. With the assistance of a Community Development Officer from Alberta Culture and Tourism, staff had an opportunity to participate in facilitated discussion around:

1. **E-Scan:** What's working well? What are some of the challenges we face? (SWOT Analysis)
2. **Our Future:** Where do we want to be in the long-term? (Vision)
3. **Our Purpose:** What is our purpose? Why do we exist? (Mission)
4. **Next Steps:** Where do we go from here?

The information contained within this document serves as the **raw data notes** from the planning day that will assist the CPS Department in developing and implementing the "foundational" elements of a Strategic Plan (SWOT Analysis, Vision and Mission).

1. ENVIRO-SCAN

Doing a bit of an “enviro scan” sets the context for planning. It takes a “snapshot” of where we’re at. It also provides valuable information that helps in making decisions and creating a meaningful analysis of the potential implications that an organization faces.

SWOT Analysis

What are the **Strengths**, **Weaknesses**, **Opportunities** and **Threats** that we need to be aware of for our organization in order to effectively plan for our future?



A **SWOT Analysis** provides insight into what direction we want to take our organization or community. It is a tool that helps us look at our internal and external environments and what impact this makes. It also provides valuable information that helps in making decisions and creating a meaningful analysis of the potential implications that an organization and community faces.

Following is the (laundry list) information identified from the CPS Department staff:

Strengths

What are we good at? What’s working? What assets do we have? What do staff, residents and community partners identify as our strengths / advantages?

- **Strong team / staff**
 - Balance of longevity and new staff
 - Diverse knowledge and backgrounds
 - Experience / well trained
 - Fresh ideas / eager
 - Understanding of roles / responsibilities
 - Knowledgeable / Leadership
 - Care about our job
 - Staff understand / acknowledge strengths of others
- **Efficiency**
 - Expanding use of technology to enhance services and efficiency
 - Good interdepartmental team work
 - Good use of limited resources / ability to adapt
 - Promoting education / professional development
 - More prepared to seek help / resources
 - Municipal review / inspection report was good – Council stepping back
 - Good grasp of financial responsibilities/ accountability– makes job easier
- **Good support**
 - From Department head
 - From Council and CAO
- **Good communication**
- **Community Relations**
 - General communication with public in response to complaints
 - Good and stronger relation with community and regional partners
 - Volunteer recognition
 - Compliments from public / users on parks, arena, facility, cemetery
 - Community programming / Curriculum (longevity of programs)
- **Facilities / amenities / parks**
 - Recreation facilities
 - Parks
 - Golf course
 - Reinforces staff care about work
- We are shaping the department – molding it the way we want
 - Providing direction
 - Going on shared vision

Weaknesses

What do we struggle with? What are the challenges that face our Department? Where can we improve? What do we receive complaints about?

- Training
 - Lack of training
 - Lack of training on heavy trucking regulations and TRAVIS system
 - Seasonal workers – re-train or new training (and short season)
- Volunteer / Staff resources
 - Staff / volunteer in Fire Dept
 - Bylaw – one person Dept
- Employee Retention / Recruitment
 - Wage levels / competition
- Equipment
 - Under equipped – dated / old equipment and inadequate maintenance
 - Inefficient vehicle for duties
 - Escalating equipment costs (ex. Fire)
- Infrastructure / Facilities
 - Age of facilities and lack of investment in facilities (planning)
 - Cost of replacement
 - Inefficiencies (ex. heat in Arena)
- Not making use of available resources
- Communication
 - Communication to real needs of Department so we can make positive changes
- Miscommunication / lack of communication in Department and Town (improved but still not there yet)
- Technology
 - Challenging even though it is in progress
 - Learning curve for staff and community once we get there
 - Technology is limited by web / server
 - We're technology impaired ☺
- Policies / Procedures
 - Not sure what we have
 - Not accessible on internal drive / system
 - Not sure where to find historical / current information
- Safety / Standards
 - No safety program in place (or aware of)
 - Limited safe guards in case of personal emergency (work alone procedure)
 - Increased standards imposed at other levels of government / regulation – affects our work
- Public Perceptions
 - Unrealistic expectations (in all areas of department)
 - Lack of public knowledge on bylaws / duties
- Funding / Financial Restraints

Opportunities

What opportunities can we capitalize on? Any Emerging trends? What's going on in the Department, community, region, globally that we can take advantage of?

- Efficiencies and Staff Engagement
 - Increase openness for staff on implementation of new ideas
 - Implementing data tracking software (to demonstrate outcomes / impact)
- Visibility of Department
 - We now have a voice / and Head as a department (outlet)
 - Kim represents us and answers questions, therefore more visible
- Community partnerships / resource sharing
 - Work with other organizations to expand service level
 - Utilize outside resources
 - Courses, networking, conferences, seminars, resources (ex. AARFP)
 - Potential to expand services to other communities ex. safety

- Policy / Procedure Development
 - Policy / Bylaw / Procedure Review (opportunity to share governance model)
 - Opportunity to review facility policy and procedures
- Technology:
 - Technology to increase customer service and input (ex. web, Facebook, newsletters)
 - Use of technology to increase community programming awareness Increase technology = more money, show numbers (accountability, tracking)
- Community / Public Relations
 - Better relationship with boots on the ground staff
 - New ideas with department on how to expand social calendar / use Social Media (and other media platforms like radio-call in)
 - Let community know rationale for decisions (ex. chlorine in pool, waterpark)
 - Further establishment of education – dialogue
 - Establishment of educational / information component for public dialogue
 - Expanding off leash dog areas / trail system lending to further face-to-face non-enforcement interaction with public

Threats

What external roadblocks exist that limit our progress as a Department? What weaknesses do we have that make us critically vulnerable?

- External Conditions
 - Aging population (equates to increased demands on senior supports and housing)
 - Economy
 - Natural disasters (tornado, floods, mud slides, fire, wind)
- Funding
 - Lack of funding / grants (ex. future of MSI)
 - Decrease of government funding / support at provincial and federal levels
 - Reliance on government funding / Competing for limited resources
- Organizational priorities / expectations
 - Municipal interdepartmental disputes / interests
 - Employee burnout
- Public Perceptions / Expectations
 - Unrealistic / inaccurately informed public expectations
 - Level of service expectations the same as the City of Medicine Hat
 - Interface with staff and public (verbal and physical threats)
- Political Climate
 - Elections / change of political leadership (municipal, provincial, federal)
 - Change of direction / priorities
- Community Culture
 - Bedroom community / people live here but work outside community
- Emergencies & Transportation (Road, rail, river)
 - Safety for essential services (when staff is gone / on holidays)
- Infrastructure repair
- Volunteerism landscape is changing...

2. OUR PURPOSE (MISSION)

In order for an organization to be successful in what it hopes to achieve, it first needs to have a common understanding of its overall purpose.

An organization's mission or purpose is a brief, simple statement or two that expresses or defines the purpose of the organization and its business or function. It is the true identity of the organization and should convey what makes you unique from other organizations. Your mission statement easily, clearly and concisely explains to the average person, who you are, why you exist, and what you do for whom.

When you think about the purpose of the Town of Redcliff Community and Protective Services Department, what comes to mind?

- Why are we needed or important in the community? What makes us unique?

General ideas from small group discussions and large group debrief:

- Provide extras for community
 - Senior building, library, parks, trails
- Increase community quality of life
 - Economic development, travel, tourism
- Contribute to community safety and well-being
- Protect lives / save property loss / protect the environment / protect business continuity
- Emergency response
- Provide recreation for community
- Increase visibility of Council's initiatives to community through activities, programs, recreation, land and facilities
- Increase partnerships and foster relationships with other community groups and government to assist Department and its units within
- Make community more desirable
- Providing health, safe environment – most visible department
- Healthy productive lifestyle in small town
- Safe, enjoyable, functional recreational, cultural

Mission Worksheet Discussion:

| | |
|----------------|--|
| Name of Group: | The Town of Redcliff Community and Protective Services Department |
| Kind of Group: | Municipal services, publically funded (mixed staff and volunteer) |
| What we do: | <ul style="list-style-type: none"> • Provide community services, facilities and protection to the public: • Provide recreational, cultural and social opportunities and programs |
| Why we do it: | <ul style="list-style-type: none"> • To provide safe, enjoyable recreational and community facilities and services for Redcliff residents to increase the community quality of life • To enhance community safety and well-being • To increase visibility of Council's initiatives to community through activities, programs, recreation, land and facilities |
| For whom: | <ul style="list-style-type: none"> • Residents and visitors to the Town of Redcliff and area (Hwy 1 & river) |

Considerations for Mission Statement Development:

The Town of Redcliff Community and Protective Services Department provides municipal services to Redcliff residents, businesses, and visitors through the support of community programming, safety, and recreational opportunities in the community.

We do this by:

- Providing community and volunteer programming and services
- Offering safe and enjoyable recreational facilities, parks, and programs in the community
- Ensuring public safety through essential services, fire protection and bylaw protection
- Collaborating with community and regional groups to enhance municipal services that enhance the quality of life of our community's residents

Note: The bullets listed in the draft purpose / mission are intended as a possibility of what might be included in the statement, as identified from the notes and ideas shared. This will need to be reviewed by staff and management to ensure it reflects what the Department would like to see moving forward.

Additional Comments:

In the development of the mission statement, it will be important to align the Department's mission with the Town of Redcliff's overall mission. This will enable consistency of messaging and help to strengthen a strong brand for the community. It will also allow for the language consistency to remain constant.

3. OUR FUTURE (VISION)

Visioning is a critical role of any organization. Vision describes the desired or preferred future we wish to create. It is a long-term goal that articulates a view of a realistic, credible and attractive future for the organization and the community; one that is better than exists today. No part of an operational plan is attainable without the Council, staff, and volunteers knowing clearly what ultimate result they wish to achieve.

CPS Department staff and volunteers were asked:

- **In 2025, what would success look like for the Town of Redcliff's Community and Protective Services Department?**
 - What are our accomplishments? What impact are we having?

The following list reflects the ideas shared:

- | | |
|---|--|
| <ul style="list-style-type: none"> • We will be in existence...as a Department...and community • We are the most visible and recognized Department – welcome mat • Upgraded, new facilities – leisure centre • Increased staff, community residents, businesses, tourism • Opportunities to host events • Successful emergency management | <ul style="list-style-type: none"> • Modernized / showcased / progressive, “State of the Art” facilities, fire department • User-friendly services • Good communication / transparent • Technology is good • Sustainable • Community hub – schools / recreation • High standard of safety |
|---|--|

Considerations for Vision Statement Development:

Vision statements, like goals, are often written in results-based language as if your future already exists. The following words and phrases (from the ideas shared in the visioning discussion) could be used as samples to further develop a vision statement:

The Town of Redcliff Community and Protective Services Department is recognized as a leader in municipal services offering quality community programming, protective and essential services, and state-of-the-art recreational facilities.

Or...

The Town of Redcliff Community and Protective Services Department is well-known for its commitment to serving the community through effective, high quality and safe community services, programming, and recreational facilities.

Note:

- These phrases are indicative of 'vision-type language that could potentially be tweaked or modified for a more formalized vision statement.
- The wordsmithing of an actual draft Vision Statement will be left to Department to create based on the ideas of the collective staff input.

4. NEXT STEPS

Where do we go from here?

The next step will be to take the information, notes and ideas from the planning workshop on March 4, 2015 and develop a vision and mission statement for the Department. This information can then be used to help identify the specific goals, priorities and action plan for Department moving forward.

Next Meeting: Tuesday, April 14, 2015 at 9:00 am

Purpose:

- To review the planning notes on the vision, mission and SWOT Analysis
- To develop a set of goals and priorities for the Department
- Time permitting: Department values / action plan discussion

Further Assistance and Support

The Community Development Unit of Alberta Culture and Tourism provides training, facilitation and consultation to non-profit, community, public sector and government organizations in order to help them improve their organizational effectiveness and build their capacity to achieve their goals.



Town of Redcliff Community and Protective Services Department

NOTES FROM STRATEGIC PLANNING DAY # 2

April 14, 2015

Recap of Planning Day

The main objective of the CPS Department's Planning Day on April 14, 2015 was to:

1. **Review the Town of Redcliff CPS Department's SWOT Analysis**
2. **Discuss the Department's draft vision (future) and mission (purpose) statements**
3. **E-Scan:** What's working well? What are some of the challenges we face? (SWOT Analysis)
4. **Next Steps:** Where do we go from here?
- 5.

The information contained within this document serves as the **raw data notes** from the discussion that will assist the CPS Department in developing and implementing the "foundational" elements of a Strategic Plan (Vision, Mission, and Goals).

1. SWOT ANALYSIS REVIEW:

SWOT Analysis

The following points were suggested as additions to the SWOT Analysis as current / important factors impacting the current reality of the Town and CPS department:

Challenges:

- We are in-between budget structures (Public Works / Parks & Rec over to CPS) which leads to restrictions and limitations
 - We don't have our own budget / it is still shared
 - More hoop jumping / ruffling feathers
 - Different views on budget spending
- General funding challenges – might not be there. As a municipality we are not flush with funding
- Provincial election / political implications
 - Discussions with County / City on amalgamation
- Infrastructure – potential issues arise unexpectedly (Ex. Surprise with pool)

Strengths / Opportunities:

- Proactive at getting pool cleaned – and as a result was able to discover / assess other issues related to the pool
- We have a second mechanic to help out – with good work ethic
- We are in the process of the online registration process which will help with efficiency / communication (pool and rink programming and possibility of exploring campground)

2. REVIEW OF VISION (FUTURE)

Vision is a “snapshot of the future” that describes the preferred future we wish to create. No part of an operational plan is attainable without the leadership team and staff knowing clearly what ultimate result they wish to achieve.

The Town of Redcliff CPS Department staff reviewed, discussed, and updated the draft version of their vision and collectively agreed upon the following:

VISION:

The Town of Redcliff Community and Protective Services Department is recognized as a leader in municipal services offering quality: community programming, protective and essential services, and accessible recreational facilities.

3. REVIEW OF MISSION (PURPOSE)

Mission / Purpose describes why you exist. What does your Department do? Why are you important or needed to the Town and community?

Staff discussed the current draft mission statement and decided it was an adequate reflection of what the Department is about. As such, it was recommended to keep it as follows:

MISSION:

The Town of Redcliff Community and Protective Services Department provides municipal services to Redcliff residents, businesses, and visitors through the support of community programming, safety, and recreational opportunities in the community.

We do this by:

- *Providing community and volunteer programming and services*
- *Offering safe and enjoyable recreational facilities, parks, and programs in the community*
- *Ensuring public safety through essential services, fire protection and bylaw protection*
- *Collaborating with community and regional groups to enhance municipal services that enhance the quality of life of our community’s residents*

4. GOAL DEVELOPMENT

The bulk of the planning day was spent on developing key goal areas for the Community and Protective Services Department.

Goals and Objectives: **WHAT you want to accomplish**
Strategies and Action: **HOW you are going to reach your goals /objectives**

Goals are simply a clearer statement of your idea or vision that specifies what you want to accomplish. Ultimately, goals:

- Identify what an organization needs to do to achieve its desired future (vision).
- Define the purpose and help structure your activities

Objectives help clarify the goals and are most effective when they are “SMART” (specific, measurable, achievable, realistic, and timely).

The CPS Department staff were asked:

- **What does the Town of Redcliff’s Community & Protective Services Department need to do in order to achieve its vision / mission?**

Goal Development: The below table outlines the staff feedback and ideas (from a card process exercise). This raw data is intended as a guideline to further develop the specific goals, objectives, and strategies for the CPS Department to continue working on.

Dark blue: Overarching key themes (which can be changed or moved as necessary)
 Pink: Sample goal statements - intended only as options for further wordsmithing in goal (result-based) language

| Organizational Effectiveness | | Infrastructure | Leadership | Communication | Community |
|---|--|---|--|---|---|
| The CPS Dept is effectively managed with secure resources in place | The CPS Dept supports qualified and well-trained staff | The CPS Dept ensures a high standard of care for its facilities and equipment | Strong leadership, governance & accountability | Effective communication strategies are in place internally within the dept & externally with the community | The CPS Dept actively engages and collaborates with its community |
| <ul style="list-style-type: none"> • Need more regular and consistent council and admin support (and reasoning for decisions) • Access and manage funding • Clear /concise direction from Council / management • Fire Dept. needs paid positions (Chief – FT, Deputy – FT) • Need more staff (rec) during transitional periods (May to Sept) | <ul style="list-style-type: none"> • Training: Access to recognized courses to become appropriately qualified to achieve goals • Better system of training | <ul style="list-style-type: none"> • Technological improvements • Upgrading facilitates • Parks and Rec facilities are well maintained • Upgrade equipment • Programed and scheduled equipment upgrades and replacement and maintenance • Fire hall replacement • Programmed and scheduled facility and technological upgrades • Rec facility improvements (pool, trails, rink, campground) | <ul style="list-style-type: none"> • Stay up-to-date with policies / legislation • Have work alone policies / procedures • Creating vision, mission / goals for dept. | <ul style="list-style-type: none"> • Improve communications system for whole dept. (cell / radios) • Improved communication b/w depts. (enhanced) • Develop better inter/intradepartmental communication and with the community • Regular dept. meetings to enhance cohesiveness • Develop open and receptive attitude towards criticism • Increase use of social networking tools • Familiarize ourselves w/ other depts. | <ul style="list-style-type: none"> • Increase or encourage community involvement (volunteers) Ex. Bd recruitment • Seek appropriate and timely feedback from the community • Collaboration w/ community groups accessing our rec facilitates • Customer service satisfaction very important |

Outlier: Issue of Animal / rodent infestation control (could belong in policy, training, contracting)

5. NEXT STEPS

Where do we go from here?

Staff discussed the value of working through the planning process and felt it would be beneficial to continue the momentum by working further on developing the plan to completion. Staff also indicated that it was helpful to have the outside assistance of a facilitator to guide the process and provide resources / input to help the Department to its next phase of planning. Ideally, staff would like to have at least one more meeting where they can delve further into the action planning and priorities of the Department moving forward.

Next Meeting (Tentative Hold): Tuesday, May 12, 2015 at 9:00 am

Purpose:

- Review the draft goal theme areas and further develop / tweak them into goal statements
- Work on strategies / action plan to implement goals
- Time permitting: Department Values / Priorities

Further Assistance and Support

The Community Development Unit of Alberta Culture and Tourism provides training, facilitation and consultation to non-profit, community, public sector and government organizations in order to help them improve their organizational effectiveness and build their capacity to achieve their goals.



NOTES FROM STRATEGIC PLANNING DAY # 3

September 9, 2015

Recap of Planning Day

The main objective of the CPS Department's Planning Day on September 9, 2015 was to:

1. **Reaffirm the Town of Redcliff CPS Department's vision and mission**
2. **Review the Town of Redcliff CPS Department's draft goals**
3. **Identify strategies and actions to achieve the Department's goals**

The information contained within this document serves as the **raw data notes** from the discussion that will assist the CPS Department in developing and implementing the "foundational" elements of a Strategic Plan (Goals, Strategies, and Actions).

1. VISION AND MISSION

Staff reaffirmed the following vision and mission statements as follows:

VISION: (Future)

The Town of Redcliff Community and Protective Services Department is recognized as a leader in municipal services offering quality: community programming, protective and essential services, and accessible recreational facilities.

MISSION: (Purpose)

The Town of Redcliff Community and Protective Services Department provides municipal services to Redcliff residents, businesses, and visitors through the support of community programming, safety, and recreational opportunities in the community.

We do this by:

- *Providing community and volunteer programming and services*
- *Offering safe and enjoyable recreational facilities, parks, and programs in the community*
- *Ensuring public safety through essential services, fire protection and bylaw protection*
- *Collaborating with community and regional groups to enhance municipal services that enhance the quality of life of our community's residents*

2. GOAL REVIEW

The Community and Protective reviewed / confirmed the six goals they developed at the April 2015 planning session:

- Goal 1: The CPS Dept is effectively managed with secure resources in place
- Goal 2: The CPS Dept supports qualified and well-trained staff
- Goal 3: The CPS Dept ensures a high standard of care for its facilities and equipment
- Goal 4: Strong leadership, governance and accountability
- Goal 5: Effective communication strategies are in place internally within the Dept and externally with the community
- Goal 6: The CPS Dept actively engages and collaborates with the community

3. STRATEGY & ACTION

Strategies: Explain *how* the Department plans to achieve its goals and objectives in terms of broad approaches that encompass a set of actions or activities.

Actions: Are all about the specific steps or tactics needed to implement goals, objectives and strategies. What change do we as staff hope to see happen?

Staff worked in small groups to discuss a number of strategies and action items for achieving their goals. Each group was assigned three goal areas to discuss:

“What are the specific actions, activities, tactics, or “things we can do” that will help us achieve our goals and be more effective?”

Goal 1: The CPS Dept is effectively managed with secure resources in place

Strategy 1: Clear and concise communication with Council

Actions:

- Have a Department meeting following Council meetings to become informed of Council direction and decisions
- Provide a memo of decisions that affect CPS

Strategy 2: Access and manage funding

Actions:

- Provide report / update on budget so we have an idea of where we're at (Parks and Rec)
- Review budget reports (ex. regular printouts of department spending)
-

:

Goal 2: The CPS Dept supports qualified and well-trained staff

Strategy 1: Determine needs of staff for training

Actions:

- Identify / Align job descriptions to required training needs
- Create a list of training options that are a need
- Create list of training options that are a need / want

Strategy 2: Ensure a better system of training

Strategy 3: Provide training opportunities for staff

Actions:

- Provide access to recognized courses to become appropriately qualified
- Offer group-training opportunities (hands-on) for Parks and Rec

Goal 3: The CPS Dept ensures a high standard of care for its facilities and equipment

Strategy 1: Develop policy / procedures for standard of care for facility and equipment

Action:

- Review existing documentation / procedures

Strategy 2: Explore improvements to enhance high standard of care

Actions:

- Technological improvements
- Parks and Rec improvements for safety of buildings
- Update signage
- Enhance care of C&P Department equipment and storage

Goal 4: Strong leadership, governance and accountability

Strategy 1: Develop policies and training programs

Actions:

- Develop a policy for working alone
- Develop in-house training program

Strategy 2: Engage regional partnerships for collaboration on training

Actions:

- Participate with regional partners for training

Goal 5: Effective communication strategies are in place internally within the Dept and externally with the community

Strategy 1: Access to communication tools, training, and policy

Actions:

- Use of social media tools
- Communication training

Strategy 2: Improve communication system for whole Dep't (inter / intra departmental)

Actions:

- Have unit meetings / familiarize ourselves with other departments
- Access to communication (radio / cell)

Strategy 3: Develop better communication with the community

Actions:

- Develop open / receptive attitude towards criticism

Goal 6: The CPS Dept actively engages and collaborates with the community

Strategy 1: Identify tools / methods for engaging community

Actions:

- Online surveys / drop boxes
- Rec Master Plan
- Communication training
- Access to communication (ex. radio)

Strategy 2: Increase / encourage community involvement (volunteers)

Strategy 3: Collaborate with community groups accessing our rec facilities and community programs

4. NEXT STEPS

Where do we go from here?

Staff discussed the value of working through the planning process and felt it would be beneficial to continue the momentum by working further on developing the plan to completion.

Next Meeting: Early Winter, 2016

Purpose:

- Review / update strategies and action plan
- Identify priority areas
- Time permitting: Department Values / Priorities



Town of Redcliff Recreation Board

SWOT ANALYSIS NOTES

FROM COMMUNITY DISCUSSION

June 6, 2016

Recap of Planning Day

The main objective of the Town of Redcliff Recreation Board Community Discussion was to engage board members and stakeholders in discussing the current strengths, challenges and opportunities for recreation in the Town of Redcliff.

The information contained within this document serves as the **raw data notes** from the community discussion that will assist the Recreation Board in further developing their Recreation Master Plan for the Town of Redcliff.

1. E-Scan (SWOT Analysis)

Doing a bit of an “enviro scan” sets the context for planning. It takes a “snapshot” of where we’re at. This then helps us figure out where we want to go and how we’re going to get there. It also provides valuable information that helps in making decisions and creating a meaningful analysis of the potential implications that your organization / community faces.

SWOT Analysis



A **SWOT Analysis** provides insight into what direction we want to take our organization or community. It is a tool that helps us look at our internal and external environments and what impact this makes. It also provides valuable information that helps in making decisions and creating a meaningful analysis of the potential implications that an organization and community faces.

As we think about recreation in Redcliff...

What are the **Strengths**, **Weaknesses**, **Opportunities** and **Threats** that we need to be aware in order to effectively plan the future of recreation in our community?

Strengths

What recreation-focused assets do we have? What's working well? What are we known for?

Following is the (laundry list) information identified from participants in the discussion:

Facilities

- Arena
- Campground
- Curling Rink
- Running Track (Margaret Wooding)
- Swimming Pool
- Water Spray Park
- Golf Course
- Youth Centre
- Senior Centre
- BMX Track
- Baseball Diamond
- Tennis Court
- Basketball Courts
- Gymnastics Facility
- Skating outdoors
- Exercise / fitness facilities

River

- Close proximity

Parks / Paths / Trails

- Numerous parks
- 14 Playgrounds (some accessible)
- Good trails (walking / biking)
- Green belts
- Experience / well trained

Sports

- Hockey
- Baseball / Softball / T-Ball
- Basketball
- Swimming
- Golf
- Soccer
- Tai Kwon Do / Karate
- Gymnastics
- Volleyball
- Exercise / fitness facilities

Municipal Services

- Dep't dedicated to Parks and Rec

Location / Topography

- Unique topography (river valley / coulee)
- Walkable community
- Proximity to large centre (Med Hat)

Programming

- Lower cost programming
- Draw people from the City
- Newsletter
- Programs:
 - Summer Camps
 - Swimming
 - Library (ex. Lego)
 - Sports / Fitness / exercise
 - Brownies / Scouts

Community Organizations

- Lions Club
- Library
- German Community Hall
- Youth Centre
- Senior Centre
- Schools (shared partnership with Town) used for recreation
- Sports / recreation groups (ex. Mountain Bike Club)

Events

- Redcliff Days
- Canada Day - Fireworks
- Mountain Bike Club
- Gospel Jamboree
- Pool Party (themes)
- Movie and Park
- Pitch-in Week
- Walk / Run
- Parade (every 5-years)
- Skating with Santa
- Community Picnic (Lions Park)
- Dog events
- Open houses

Weaknesses

What challenges / issues do we have as it relates to recreation? What do we receive complaints about?

Facilities

- Aging facilities
- Cost to keep up
- Pool is seasonal
- Don't have many "non-traditional" facilities:
 - Race car track
 - Frisbee Golf
- Staff and volunteers for facilities

River

- River access

Parks / Paths / Trails

- Need to clean up trails
- No dedicated bike lanes
- Bylaws / pets
- No sidewalks / pedestrian to industrial area

Municipal Services

- Taking resolution with complaints (with Parks and Rec Dep't)

Location

- Proximity to large centre (Med Hat)

Programming

- Cost
- Getting word out
- Lack of enrollment
- Lack of teen / pre-teen programs

Community Organizations

- Lack of culture-based groups
- Limited service groups (specificity / focus)

Community Engagement

- Volunteerism (declining numbers)
- Education to public

Partnerships

- Regional partnership
- Local partner shift

Funding / Sponsorship

- Cost to maintain facilities / run programs
- Not allowed to have sponsorship on signage (needs review)

Opportunities

What opportunities can we capitalize on? What's going on locally, regionally, globally that might create opportunities for recreation in Redcliff? Any emerging trends?

- Explore different events / niche opportunities (for tourism draw)
 - Farmer's Market
 - Kite Festival
 - Tomato Festival
 - Tubing / Zip lining
 - Family Day evening (bouncy castles, food trucks, beer gardens)
- Bike trails / events
 - Evolution of bike trails
 - Blessing of bikes (turn into event)
- Enhance communication
 - More use of social media to get information out
 - Education and awareness of what is going on in community (ex. communicate info on resolutions (online, drop box))

- Community partnerships and engagement
 - Work with regional partnerships (to leverage funding)
 - Corporate partnerships (culture and rec)
 - Town work with organizations and businesses to promote events
 - Explore the idea of an overarching board – for more focus, to find out what everyone is doing and work together on projects. Ladies Auxiliary group does something similar
- More use of facilities and programming
 - Use of Harmony Hall
 - Draw on programming - exploit

Threats

What's going on externally that might pose a threat to recreation in Redcliff? What external roadblocks exist? (Trends / Economics)

- Community engagement
 - Lack of participation
 - Volunteers
 - Lack of participants in programs
 - Lack of business engagement
- Public perceptions
 - Small town history
 - Residents' expectations
- Economy
 - Economic times / job loss affects people enrolling in programs and participating in recreational activities and events
- Location
 - Proximity to Medicine Hat equates to people driving to the City for programs / events
- Weather
 - Natural disasters
 - Heat
- Liability
 - Parks, sports, events, infrastructure

2. Next Steps

The notes and ideas shared from the SWOT Analysis will be used to further develop the Town of Redcliff Recreation Masterplan. These notes will also help the Recreation Board develop a set of strategic priorities and recommendations for moving recreation forward in the community.

Alberta Lottery Fund (Recreation & Culture)

| TOWN | POPULATION | Total \$ | \$ per capita |
|---------------|-------------------|-----------------|---------------|
| Bow Island | 2025 | \$ 1,912,324.00 | \$ 944.36 |
| Provost | 2041 | \$ 3,391,711.00 | \$ 1,661.79 |
| Millet | 2092 | \$ 2,099,483.00 | \$ 1,003.58 |
| Nanton | 2132 | \$ 3,945,539.00 | \$ 1,850.63 |
| Turner Vally | 2167 | \$ 1,248,789.00 | \$ 576.28 |
| Tofield | 2182 | \$ 2,807,838.00 | \$ 1,286.82 |
| Beaverlodge | 2365 | \$ 3,089,307.00 | \$ 1,306.26 |
| Black Diamond | 2373 | \$ 2,171,050.00 | \$ 914.90 |
| Magrath | 2376 | \$ 2,594,605.00 | \$ 1,092.01 |
| Rimbey | 2378 | \$ 4,042,669.00 | \$ 1,700.03 |
| Penhold | 2476 | \$ 3,075,395.00 | \$ 1,242.08 |
| Sexsmith | 2418 | \$ 3,149,493.00 | \$ 1,302.52 |
| Grimshaw | 2515 | \$ 5,078,899.00 | \$ 2,019.44 |
| High Prairie | 2600 | \$ 8,691,405.00 | \$ 3,342.85 |
| Sundre | 2695 | \$ 5,004,134.00 | \$ 1,856.82 |
| Hanna | 2673 | \$ 4,060,775.00 | \$ 1,519.18 |
| Crossfield | 2853 | \$ 2,874,841.00 | \$ 1,007.66 |
| Athabasca | 2990 | \$ 9,804,197.00 | \$ 3,279.00 |
| Gibbons | 3030 | \$ 2,241,214.00 | \$ 739.67 |
| Fort Macleod | 3117 | \$ 7,531,231.00 | \$ 2,416.18 |
| Fairview | 3162 | \$ 5,374,003.00 | \$ 1,699.56 |
| Three Hills | 3230 | \$ 3,854,371.00 | \$ 1,193.30 |
| Carstairs | 3442 | \$ 3,367,341.00 | \$ 978.31 |
| Cardston | 3580 | \$ 6,930,609.00 | \$ 1,935.92 |
| High Level | 3641 | \$ 7,617,980.00 | \$ 2,092.28 |
| Pincher Creek | | | \$ 1,442.76 |
| | 3619 | \$ 5,221,332.00 | |
| Raymond | | | \$ 904.77 |
| | 3982 | \$ 3,602,810.00 | |
| Claresholm | 3758 | \$ 6,819,770.00 | \$ 1,814.73 |

| | | | | |
|------------------------------|------|------------------|----|----------|
| Vermilion | | | \$ | 2,266.94 |
| | 4545 | \$ 10,303,227.00 | | |
| Grande Cache | 4319 | \$ 2,095,324.00 | \$ | 485.14 |
| Barrhead | 4432 | \$ 5,190,774.00 | \$ | 1,171.20 |
| Westlock | 4823 | \$ 7,612,534.00 | \$ | 1,578.38 |
| Didsbury | 4957 | \$ 3,924,443.00 | \$ | 791.70 |
| St. Paul ^[N 8] | | | \$ | 1,771.41 |
| | 5844 | \$ 10,352,142.00 | | |
| Redcliff | 5588 | \$ 1,905,417.00 | \$ | 340.98 |
| Vegreville | | | \$ | 1,197.53 |
| | 5758 | \$ 6,895,400.00 | | |
| Stettler | 5748 | \$ 8,020,856.00 | \$ | 1,395.42 |
| Wainwright | | | \$ | 988.10 |
| | 5925 | \$ 5,854,521.00 | | |
| Bonnyville | | | \$ | 1,552.91 |
| | 6837 | \$ 10,617,249.00 | | |
| Blackfalds | | | \$ | 341.59 |
| | 7275 | \$ 2,485,060.00 | | |
| Devon | 6510 | \$ 4,050,034.00 | \$ | 622.13 |
| Peace River ^[N 7] | 6729 | \$ 8,643,709.00 | \$ | 1,284.55 |
| Ponoka | 6773 | \$ 10,124,441.00 | \$ | 1,494.82 |
| Slave Lake | 6782 | \$ 9,589,791.00 | \$ | 1,414.01 |
| Rocky Mountain House | | | \$ | 2,380.51 |
| | 7300 | \$ 17,377,742.00 | | |
| Drayton Valley | 7049 | \$ 10,443,289.00 | \$ | 1,481.53 |
| Coaldale | | | \$ | 623.49 |
| | 7526 | \$ 4,692,372.00 | | |
| Banff | 7251 | \$ 14,201,480.00 | \$ | 1,958.55 |
| Redcliff | | | \$ | 240.52 |
| | 7922 | \$ 1,905,417.00 | | |