

GRANDE PRAIRIE REGIONAL RECREATION COMMITTEE



Ice Allocations Framework



MAY 2021

GRANDE PRAIRIE REGIONAL RECREATION COMMITTEE

Executive Summary

The Grande Prairie Regional Recreation Committee (GPRRC) was formed in 2017 to help the Grande Prairie Region coordinate and collaborate more in the provision of public recreation facilities and services. The Committee includes the Towns of Sexsmith, Wembley and Beaverlodge, The M. D. of Greenview, The County of Grande Prairie and the City of Grande Prairie and is guided by the 2016 Grande Prairie Regional Joint Recreation Master Plan.

The allocation of ice arena facilities is complex and needs to balance out the needs of a variety of users with available resources in a fair and equitable way. In addition to user fees, allocation and cancellation practices and protocols are a key tool in not only enabling access to facilities but also ensuring that ice arenas help the region achieve its broader strategic intentions related to public recreation.

In December 2020, the GPRRC presented an Ice Utilization Briefing and the following 2 motions were made by the GPRRC.

Motion GPRRC-12-10-2020-04 (made by Dylan Bressey) to direct AWG to bring to a future meeting a potential Regional Cancellation Policy & Regional Allocation Policy for consideration and discussion and CARRIED.

Motion GPRRC-12-10-2020-05 (made by Bob Marshall) to direct AWG to come back to a future meeting a proposal on how the Regional can better track Black Ice, specifically Ice that is allocated, paid for and not being used on an ongoing basis and CARRIED.

This Ice Allocation Framework has been developed by the GPRRC to meet the motions noted above and to further align ice arena operators throughout the region. The Framework is built to enable operators to implement it to different degrees, with each step creating more structure to and value from the allocations and cancellation process'.



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SECTION ONE

Introduction

Public investment in recreation facilities such as ice arenas, swimming pools and sports fields are a complex topic. The specific needs of individual users and user groups need to be balanced across municipalities. Regions have limited resources and are required to allocate these resources to the development and operations of these valuable community assets.

To achieve optimization from municipally owned recreation facilities, especially those that experience capacity challenges (there is more demand for facility space than there is available time); the use of allocation practices and procedures and user fees are tools that help operators (municipalities and non-profit/for-profit groups) manage demand and access. Public sector providers of recreation space must also continually monitor trends and activity preferences. Allocating facility space based solely on historical practices can limit the ability of new or emerging activities to prosper – therefore impacting the benefit provided by public facilities.

The GPRRC has decided to review one area of public investment in recreation facilities, namely the allocation of time in ice arenas. This review included the creation of a sub working group of the GPRRC's administrative working group to explore current allocation practices in the region, in other jurisdictions in Canada, a review of other influences such as provincial and national sport organization literature and relevant publications. The background material can be found in the appendix.

The result of this work is the following ice allocations framework and inclusion of sample cancellation policy. The framework has been built to help the GPRRC regional municipalities and ice operators achieve optimization from their investment in ice arena facilities and create a step by step process on how to achieve different levels of success and accountability from users and user groups. The framework is presented in a way that enables each operator to react differently to the ideas presented herein while still being able to capitalize on regional collaboration and effort.

The document begins with an overview of the benefits of having ice arenas, provides a four step approach to using allocation to achieve different levels of benefit and accountability of users and user groups and next steps for ultimate implementation.

GPRRC Sub Working Group Members

- Christina Ketchum - Town of Wembley
- Rae Cook - Town of Beaverlodge
- Katie Biberdorf - City of Grande Prairie
- Christine Rawlins - County of Grande Prairie
- Karna Germsheid - Grande Prairie Regional Sport Connection
- Krista Schuett - GPRRC
- Michael Roma - RC Strategies

The Strategic Intent Behind Public Investment in Ice Arenas

Investment in publicly available ice arenas make a difference. These assets generate a **Social Return**. In the Grande Prairie Region a social return is the **primary justification of public investment in ice arenas. That social return includes both direct benefits (accrued to those who use and visit ice arenas) and indirect benefits (accrued to everyone in the region and which cannot be escaped)**. The more use of ice arenas, the better the social return (both direct and indirect benefits).

The provision of ice arenas falls within the broader recreation services portfolio of municipalities within the Grande Prairie Region. Most of the regions 12 ice arenas (housed in 10 facilities) are supported in some way by regional municipalities, some operated directly by municipal staff while others are operated by volunteer run organizations.

The public provision of recreation amenities, including ice arenas, in the region is guided by the following vision for recreation as per the 2016 Master Plan:

“The local municipalities believe that public recreation services enable the development of communities in which everyone is engaged in meaningful and accessible recreation experiences that foster individual wellbeing, community wellbeing, and the wellbeing of our natural and built environments.”

In furthering this vision and explaining what public investment in ice arenas is intended to do in the region, the following table outlines the regions desired goals and outcomes related to investment in public recreation and indicates how ice arenas can help.

The Strategic Intent Behind Public Investment in Ice Arenas

Goal/outcome	Do ice arenas make a difference?
Goal #1: Individual Health and Wellness	
1. All citizens have a basic level of fitness and wellbeing.	✓
2. All pre-schoolers have basic skills in a range of pursuits.	✓
3. All children and youth have basic skills in a range of pursuits.	✓
4. All adults have basic skills in a variety of pursuits.	✓
5. All seniors feel continued relevance and inclusion.	
6. Advanced level skill development is available for some pursuits.	✓
7. Healthy opportunities exist for teens to develop in a social setting.	✓
Goal #2: Community Health and Wellness	
8. Special events and celebrations connect citizens of the Grande Prairie area.	✓
9. Local community groups thrive in the Grande Prairie area.	✓
10. Spectators celebrate their community during local sporting events.	✓
11. Social interaction connects citizens in the Grande Prairie area.	✓
12. All citizens of the Grande Prairie area feel included and welcome.	✓
13. A strong base of volunteers helps to build our communities.	✓
14. Sport and cultural tourism brings people to the Grande Prairie area.	✓
15. Families are supported to recreate as a unit.	✓
Goal #3: The Health and Wellness of our Environments	
16. All local citizens relate to and understand their relationship with the environment and the implications of their impact on it.	
17. Local natural resources are protected and nurtured.	
18. Our communities are beautiful.	
19. Our facilities are of the highest quality and are sustainable.	✓

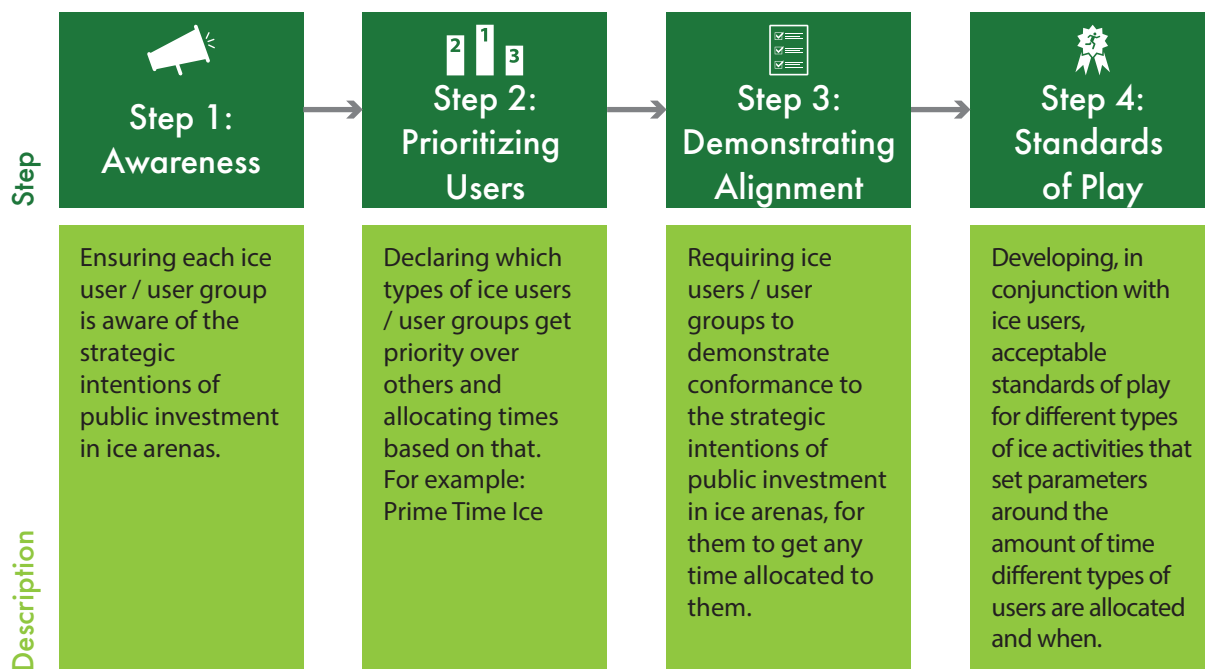
Ice arenas in the region require a subsidy to operate. User fees help to recover some costs, but the subsidy is still significant in most cases and these goals and desired outcomes are key in justifying the investment needed to provide access to arenas for both residents and user groups.

A Step by Step Approach to Ice Allocations

The following approach is meant to provide a road map for ice arena operators to allocate the use of their ice times to exert varying degrees of influence over the type of use and users and the outcomes associated with that use.

Each step is meant to be incremental and ice arena operators can choose if and how far to implement the approach for their specific situation and context.

Each step is further explained in the following text. Once a step is chosen, actual allocation of ice occurs based on the direction set forth in the desired step.



All these Steps assume that each ice operator has

- formal allocations
- discussions with potential users on an annual basis
- formal documentation in place to bind ice user groups
- requires all users to follow the GPRRC User Code of Conduct (see appendix B)
- requires each user to carry necessary insurance coverages

The steps also assume that a formal Cancellation Policy like the sample included in the appendix is in place for ice times that are allocated and not utilized.

Step 1: Awareness

When users or user groups schedule time in ice arenas it is important that they realize that the cost of operating that ice arena is paid for by a combination of their user fees and some level of public subsidy.

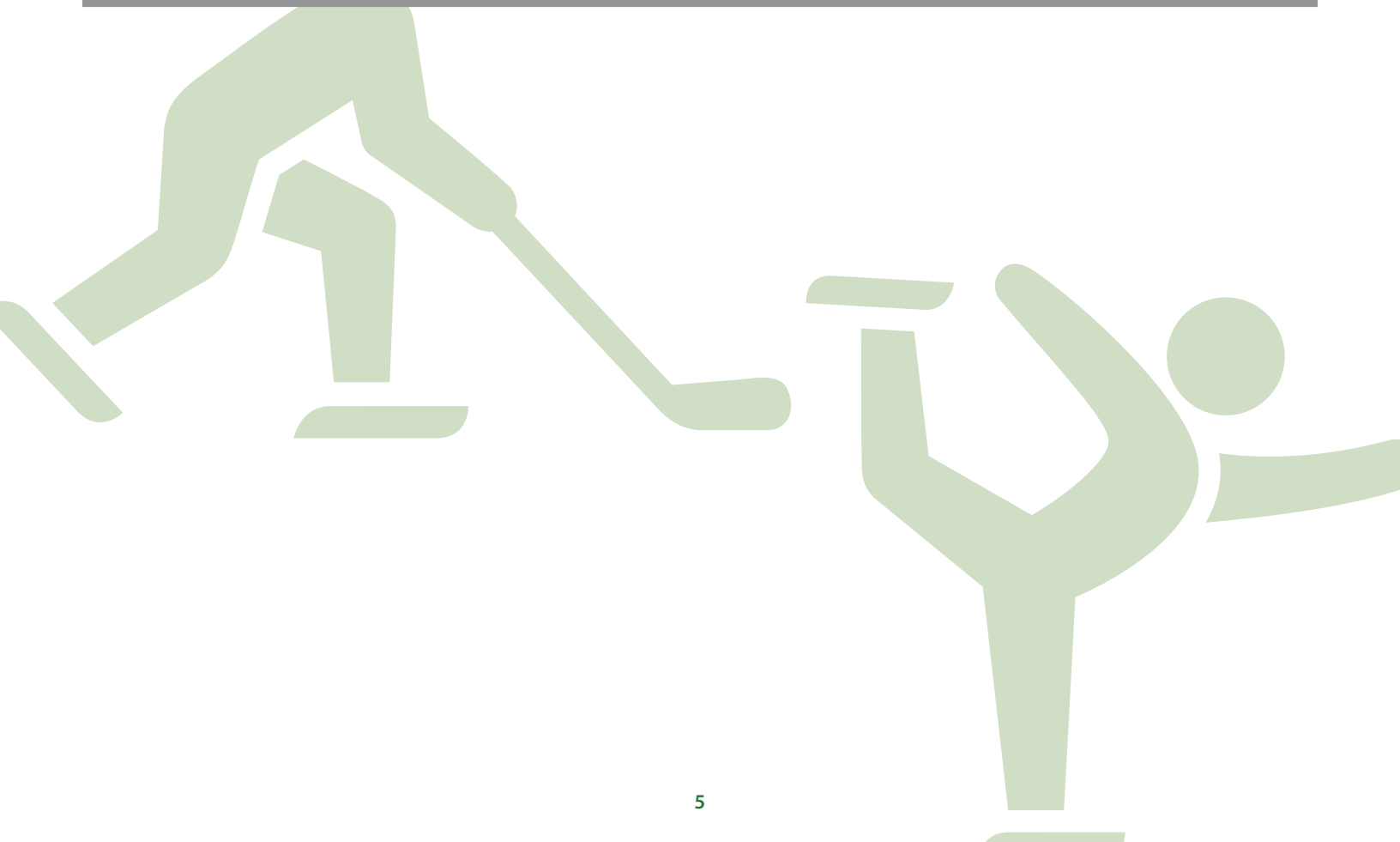
To justify this subsidy ice arenas provide social good and benefits in each community and throughout the region. Each user or user group needs to be aware of what this social good entails. Requiring them to read and understand this social good will create awareness of the realities of operating ice arenas but will also keep the desired outcomes top of mind and may positively influence their behaviours both on and off the ice.

To implement this education, ice operators would simply have to ensure that the strategic intentions (outlined in the previous section) are prominent in the actual facility (perhaps posted in change rooms or in public lobby areas) and that they are part of the formal rental agreement documentation and process.

As awareness is the key intention of this step, the sharing of information with users and user groups achieves the intentions of Step 1.

Creating awareness in users and user groups is important regardless of whether there is excess demand (meaning there are more requests for time than are available at the facility) for a specific ice arena facility or not.

None of the current ice operators in the Grande Prairie Region deliberately outline the public intentions for having ice arenas in their facilities and/or rental agreements.



Step 2: Prioritizing Users

The next steps in the Allocations Framework is to prioritize the different types of users or user groups.

This prioritization only becomes apparent when there are more requests for certain times in a facility than there are available hours. The prioritization of different types of users or user groups needs to be based on the strategic outcomes of ice arenas (explained herein); and balances the age, sex, ability, and residence of the user as well as the type of organization that is renting the ice.

To implement this framework ice operators need to have a user or user group priority list to reference. Allocation is then based on meeting the needs or requests of those users or user groups that are higher on the list first.

Although each ice operator may choose to adjust or tailor the prioritization list for their specific facility, the following list has been developed as a starting point for ice operators in the region to work from:

Priority 1: *Municipal or operator sponsored events and programs*

Priority 2: *Events and tournaments*

Priority 3: *Non-profit youth users*

Priority 4: *Non-profit adult users*

Priority 5: *For-profit users*

It is important to note:

- The above intentionally **does not** consider the type of ice arena activity (hockey vs. figure skating).
- This priority list assumes that **sufficient time** is allocated through the ice season for public drop-in skating.
- Sufficient time needs to be made available for new types of activities (or variants of existing activities) to be accommodated in ice arenas.

Currently only two of the GPRRC regional municipalities have a priority list, both of which are slightly different. (City of Grande Prairie & MD of Greenview)

Two of the regional municipalities currently have prioritization lists.

The M.D. of Greenview priority list is as follows:

1. Municipal special events and programs
2. Special events and tournaments
3. Youth users
4. Adult users
5. All other users

The City of Grande Prairie priority list changes for each of its facilities and for prime or non-prime available hours.

As an example, the priority list for the Dave Barr Arena during prime time is as follows:

1. Municipal programs and events
2. Minor hockey
3. Figure skating
4. Adult hockey
5. Non-profit users from the City
6. Non-profit users from the Region
7. Commercial / for profit users

Step 3: Demonstrating Alignment

In order to implement Step 3 a certification checklist would have to be completed each year prior to the allocation process. The checklist would include the following.

As a certified GPRRC ice user group, we:

- ☐ Are aware of the intended outcomes related to public investment in ice arenas.
- ☐ Have program/initiative A, B, and C that directly further desired outcomes 1, 2 and 3.
- ☐ Are affiliated with our provincial sport organization, meeting all requirements pertaining to coach and volunteer training and insurance.
- ☐ Are aware of and follow the principles of long term athlete development and physical literacy.
- ☐ Adhere to GPRRC Behavior guidelines
- ☐ (Where applicable for tenured groups) Have demonstrated a track record of following processes and procedures as outlined in contracts or agreements with the GPRRC (e.g. returning unused ice, etc.)

Step 3 of this framework builds upon the ideas and concepts outlined in steps 1 and 2 and involves requiring users or user groups to become approved (or certified) as ice arena users.

This approval or certification process would entail each group demonstrating alignment with the strategic intentions for ice arenas outlined herein through overall understanding of the outcomes but also actively being influenced by them.

There is more administration required to implement this step. Facility operators need to provide approval or certification for individuals or groups that demonstrate that they not only understand the desired outcomes but that they are actively trying to pursue them.

This can be done through program design (i.e. having a “introduction to” program for new users, having programs for all ages, etc.) or even by simply using volunteers to help deliver programs. Users can also demonstrate alignment with other recommended plans or protocols provided by relevant provincial or national sport organizations or other sources.

A successful GPRRC certified ice user group would be then eligible to become part of the ice allocations pool and would be subject to the priority lists presented in Step 2.

None of the GPRRC partner municipalities have a certification process like this in place for users or user groups.

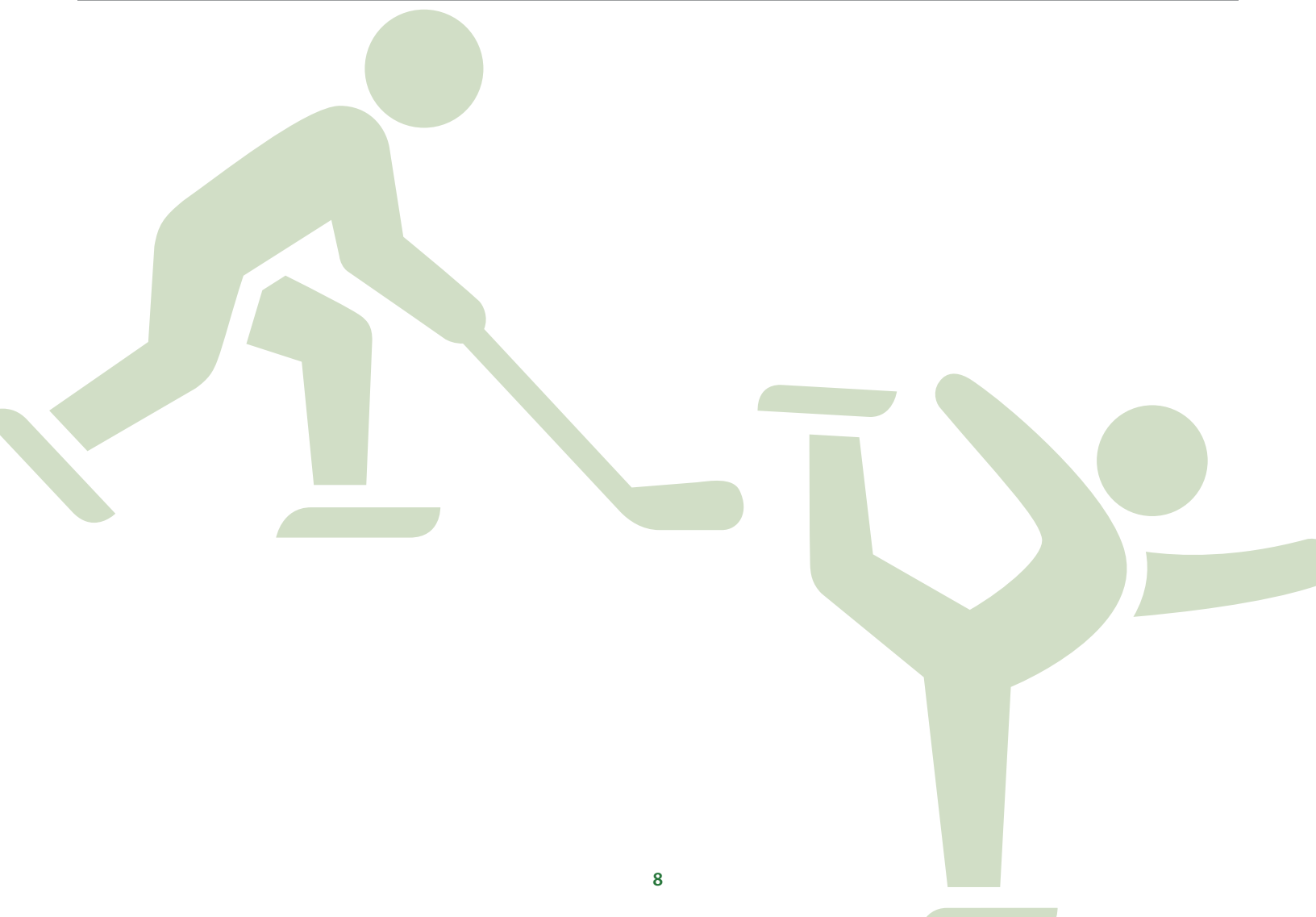
Step 4: Standards of Play

Step 4 is the most aggressive step in ensuring that users and user groups that use ice arenas are doing so in the most appropriate way possible. This step entails the creation of standards of play for each type of ice arena activity and then only allocating the amount of time recommended by the standards of play to users and user groups.

The development of standards of play would need to be created in collaboration with representatives of ice user groups and in consideration to credible sources of information such as provincial and national sport organizations. (Sport for Life | Developing physical literacy and delivering quality sport), etc..) For an overview of recommended ice time guidelines for different activity types, ages and abilities please refer to Appendix A.

Standards of play are most relevant in situations where excess demand is observed and when that demand is out of line with recommended standards.

Currently no GPRRC partner municipality has standards of play developed or being used in an allocation practice.



SECTION FOUR

Next Steps

In order to implement and use this framework, this document needs to be approved by GPRRC. Once approved the framework would need to be revisited periodically by the GPRRC AWG and the facilitated GPRRC ice facility operator's meetings.

Upon approval of this approach each operator would determine what step they want to achieve. Working collaboratively the operators that choose similar steps can finalize and implement the information, checklists and tools, revisiting them periodically and integrating them into other practices already in place related to individual municipality annual ice user meetings, rental documentation and other procedures and protocols.

If the operator is a municipality, this may entail the development or adjustment of formal policies.

The Grande Prairie Region now has an ice allocations framework to help guide the management and access of ice arenas to regional users and groups. This framework will not only influence the use of ice arenas throughout the region but may also form the basis for allocating other recreation amenities as well as the formulation of user fees to access facilities and spaces.

Recommended Ice Time Guidelines

Hockey							
Level	Number of Practices	Development Season	Development & Regular Season	Playoff Season	Tournaments	# of Games Total	Recommended Ice Session Times
Intro to Hockey *information from Hockey AB	N/A	6 weeks/12 practices	20 weeks/38 practices	N/A	N/A	23-28	Weekdays, no earlier than 5 pm and weekends no earlier than 8 am
Initiation (4-8)	35-40	12 weeks/20 practices	10 weeks/20 practices & 10 games	N/A	2 tournaments/ 8 games	15-20	N/A
Novice (7-8)	40-45	10 weeks/20 practices/2 ex games	14 weeks/28 practices & 16 games	N/A	3 tournaments/ 12 games	30-35	N/A
Atom (9-10)	45-50	6 weeks/12 practices/2 ex games	16 weeks/32 practices & 20 games	2 weeks/6 practices & 8 games	4 tournaments/ 16 games	40-45	N/A
Peewee (11-12)	50-55	4 weeks/12 practices/4 ex games	18 weeks/36 practices & 24 games	2 weeks/6 practices & 8 games	4 tournaments/ 16 games	45-50	N/A
Bantam (13-14)	55-60	4 weeks/12 practices/2 ex games	20 weeks/40 practices & 28 games	2 weeks/6 practices & 8 games	3 tournaments/ 12 games	50-55	N/A
Midget (15-18)	55-60	4 weeks/12 practices/4 ex games	20 weeks/40 practices & 32 games	2 weeks/6 practices & 8 games	3 tournaments/ 12 games	55-60	N/A

Recommended Ice Time Guidelines

Figure Skating										
Level	On Ice Session Length	Days/Week	Weeks/Year	Off Ice Session Length	Off Ice Days/Week	Off Ice Weeks/Year	Spring Competitions	Fall Competitions	Winter Competitions	Recommended Ice Session Times
Learn to Skate 1 (3-5)	30-45	1-2 days	10-20 weeks/year	15 minutes (prior to ice time)	1-2 days	10-20 weeks/year	N/A	N/A	N/A	N/A
Learn to Skate 2 (5-9)	45-60	2-4 days	30-40 weeks/year	15 minutes (prior to ice time)	2-4 days	30-40 weeks/year	N/A	N/A	N/A	N/A
Learn to Train (Entry) (F: 7-11 & M: 8-12)	45-60	2-4 days	30-40 weeks/year	15 minutes (prior to ice time)	2-4 days	30-40 weeks/year	N/A	N/A	N/A	N/A
Learn to Train (Exit) (F: 7-11 & M: 8-12)	45-60	4-5 days	44 weeks/year	15 minutes (prior to ice time)	4-5 days	44 weeks/year	N/A	N/A	N/A	N/A
Learn to Compete (F: 9-13 & M: 10-14)	1 or 2 - 45 or 60 min sessions/day	4-5 days	44-46 weeks/year	time not specified	3-5 days	46-48 weeks/year	1 to 2	2 to 3	2	N/A
Train to Compete (F: 10-16 & M: 11-17)	2 to 3 - 45 to 60 min sessions/day	5 days/week	44-48 weeks/year	60 minutes/day (warm/cool down)	athletes optional off ice activity at this level ranges from 4 hours (for younger ages) to 13 hours (for older athletes)/week	time not specified	6 to 10	3 to 5	as applicable	N/A

Recommended Ice Time Guidelines

Figure Skating										
Level	On Ice Session Length	Days/Week	Weeks/Year	Off Ice Session Length	Off Ice Days/Week	Off Ice Weeks/Year	Spring Competitions	Fall Competitions	Winter Competitions	Recommended Ice Session Times
Singles (F: 13-19 & M: 14-21)	3 - 45 to 60 min sessions/day	5 days/week	48 weeks/year	1.5 to 2 hours/day	10-14 hours/week	48 weeks/year	5 to 7 (junior) and 5 to 10 (senior)	as applicable	as applicable	N/A
Pairs (F: 13-19 & M: 14-21)	3 or 4 - 45 to 60 min sessions/day	5 days/week	48 weeks/year	1.5 to 2 hours/day	10-14 hours/week	48 weeks/year	5 to 7 (junior) and 5 to 10 (senior)	as applicable	as applicable	N/A
Ice Dance (F: 13-19 & M: 14-21)	3 - 45 to 60 min sessions/day	5 or 6 days/week	48 weeks/year	1.5 to 2 hours/day	10-14 hours/week	48 weeks/year	5 to 7 (junior) and 5 to 10 (senior)	as applicable	as applicable	N/A
Active for Life (15+)	45-60 minute sessions	1-6 days/week	25-40 weeks/year	time not specified	time not specified	time not specified	N/A	N/A	N/A	N/A

Speed Skating				
Level	On Ice Session Length	Weeks/Year	Office Ice Training	Recommended Ice Session Times
FUNDamentals (F: 6-8 & M: 6-9)	45 minutes	24 weeks/year	N/A	N/A
Learn to Train (F: 8-11 & M: 9-12)	60-75 minutes	22-29 weeks/year	N/A	N/A
T2T Pre-PHV (F: 11-13 & M: 12-14)	2-4 sessions/week (time not specified)	22-29 weeks/year	N/A	N/A
T2T Post-PHV (F: 14-15 & M: 15-16)	3-5 sessions/week (time not specified)	22-29 weeks/year	3-4 sessions/week (time not specified)	N/A
Learning to Compete (F: 15-17 & M: 16-18)	4-6 sessions/week (time not specified)	22-29 weeks/year	3-5 sessions/week (time not specified)	N/A

Recommended Ice Time Guidelines

Speed Skating				
Level	On Ice Session Length	Weeks/Year	Office Ice Training	Recommended Ice Session Times
Training to Compete (F: 12-21 & M: 18-21)	4-6 sessions/week (time not specified)	36-38 weeks/year	3-5 sessions/week (time not specified)	N/A
Learn to Win/Train to Win - Long Track (F & M 21 +)	as applicable	as applicable	as applicable	N/A
Learn to Win/Train to Win - Short Track (F & M 21 +)	as applicable	as applicable	as applicable	N/A
Active for Life (F: 14+ & M: 15+)	as applicable	as applicable	as applicable	N/A

Ringette					
Level	Session Length	Days/Week	Weeks/Year	Games/Week	Recommended Ice Session Times
I am Skating (6-8)	60 minutes	1-2 days	6-12 weeks	N/A	N/A
I am Playing (F: 8-11 & M: 9-12)	60 minutes	2-3 days	6-12 weeks	1/week	N/A
I am on the Team Community (F: 12-15 & M: 13-16)	60-90 minutes	2-3 days	20-32 weeks	1/week	N/A
I am on the Team Competition (F: 12-15 & M: 13-16)	60-90 minutes	3-4 days	24-25 weeks	2/weekly	N/A
I am on the Team Community (F: 16-18 & M: 17-18)	60-90 minutes	2-3 days	20-26 weeks	2/weekly	N/A
I am on the Team Competition (F: 16-18 & M: 17-18)	60-90 minutes	4-5 (on ice) and 2-3 (off ice)	35-45 weeks	3/weekly	N/A
I am Exceeding My Limits (F: 18+ & M: 19+)	90-120 minutes	4-5 (on ice) and 2-3 (off ice)	35-45 weeks	3/weekly	N/A
I am a Champion (F: 18+ & M: 19+)	90-120 minutes	5-6 (on ice) and 2-3 (off ice)	40-50 weeks	3/weekly	N/A

Recommended Ice Time Guidelines

Sledge Hockey							
Level	Number of Practices	Development Season	Development & Regular Season	Playoff Season	Tournaments	# of Games Total	Recommended Ice Session Times
Junior: Ages 6 to 14 years.	45-50 / 28 weeks	6 weeks / 12 practices	22 weeks / 38 practices / 6 ex game	N/A	2 tournaments / 12 games	18 game	Checking in with accessible transit options as some athletes can only come to the rink when accessible buses are running
Intermediate: 14 and older	45-50 / 28 weeks	6 weeks / 12 practices	22 weeks / 38 practices / 6 ex games	N/A	2 tournaments / 12 games	18 games	

APPENDIX B:

User Code of Conduct

GRANDE PRAIRIE REGIONAL RECREATION COMMITTEE

We want to ensure that you have a safe and positive experience at this facility.
Your adherence to these guidelines is key to ensuring that this facility remains open to the public.



REGIONAL ARENA USER BEHAVIOUR GUIDELINES

UPDATED: SEPTEMBER 2020



USER CONDUCT

- Profanity, aggressive and disrespectful behaviour from players, coaches or spectators is prohibited.
- Spitting is prohibited anywhere in the facility.
- Users must vacate ice and dressing rooms in accordance with the facility's policy.
- All guidelines provided by Alberta's Chief Medical Officer of Health, must be adhered to at all times.



CONTROLLED SUBSTANCES (ALCOHOL & CANNABIS)

- Consumption or presence of controlled substances of any kind by participants and/or spectators in the facility is prohibited.
- Alcoholic beverages are not permitted in the facility unless specifically approved in writing and subject to compliance with applicable municipal, provincial or federal regulations.
- Smoking tobacco products, Vaping or Consumption of Cannabis is not permitted in the facility.



BANNERS, SIGNS & CLOTHING

- Signs, posters, clothing or messages with explicit language, profanity or derogatory characterization directed toward any person or groups are prohibited.
- Signs cannot be posted in or attached to the facility without prior approval.



FOOD AND BEVERAGE

- Food is not permitted on any playing surface.
- Glass containers are prohibited.
- All users must honour food service contractual arrangements specific to the facility.

The facility renter is responsible for the conduct of participants and spectators during the rental period.

The facility staff are responsible for the operation and general supervision of the facility and shall enforce these guidelines. Non-compliance of these guidelines may result in loss of booking privileges and/or removal from the facility, which could include Enforcement Services being contacted.

Additional charges may be levied if damages are incurred or if extra cleanup is required.

Thank you for your cooperation.

APPENDIX C:

GPRRC Cancellation Policy

SAMPLE CANCELLATION POLICY

TITLE: Regional Recreation Cancellation Policy

APPROVAL DATE:

POLICY STATEMENT

The Grande Prairie Regional Recreation Committee (GPRRC) recognizes that cancellations and refunds for recreation related services may occur in the normal course of operations. This policy provides the established time frames for when a refund is applicable on a cancellation of services.

REASON FOR POLICY

To ensure municipally owned ice arenas are being used to maximum capacity and to avoid ice surfaces being booked and then not utilized (black ice).

To ensure a consistent approach when determining if it is appropriate to provide a refund to customers who cancel a facility booking within a specific time-period prior to the commencement of the event.

DEFINITIONS

Facility Booking: includes ice rented by external organizations to municipally owned facilities for the purposes of indoor sport usage and community programming.

Membership: includes any mechanism by which a customer purchases access to a municipally owned facility for a specific number of occurrences or provides unlimited access for a specified period of time.

No Show: payment in full for an ice rental by external organizations to municipally owned facilities and no participants utilizing the ice sheet for the timeslot paid for.

POLICY

FACILITY BOOKINGS

- A customer will receive a full refund for prepaid fees related to facility bookings when the customer provides notice of cancellation 7 business days (168 hours) or more in advance of the booking date.
- A customer will receive a partial refund, equal to 50% of the original contract price, for prepaid fees related to a facility booking when the customer provides 5 business days (120 hours) notice of cancellation. If the deposit on the rental was less than 50% of the booking fee, the customer will be responsible to pay the difference between the deposit and 50% of the original contract price.
- If cancellation notice is provided with less than 5 business days' notice (120 hours), no refund of prepaid fees will be issued. The customer is responsible to pay the entire amount of the original facility booking contract price unless the facility time slot can be reallocated to another user.
- The Renter who is cancelling due to dangerous weather condition, or mechanical failure, may not be responsible for fee payment at the discretion of the Facility Manager.
- The sub-leasing of ice to a third party is not permitted.

MINOR ICE USER NO-SHOWS

- Each time a contracted hour of ice goes unused where less than 5 days (120 hours) notification has been given, such ice shall be considered a "no-show".
- If at least 5 days (120 hours) hours notification has been given and the contracted hour of ice goes unused, the original contract holder will be charged for the ice at the original rate. However, this ice will not be considered "no-show".
- No-shows will be identified at each facility. Groups incurring no-show hours will be notified in writing monthly as to the date, time and location of occurrence. Facility managers will determine if additional penalties will be implemented for repeat no-shows such as losing the privilege to make bookings.
- Cancellation of major or minor special events requires one month written notification to the Department Manager. This allows for reallocation to users affected by the anticipated events.
- If a short notice booking is made inside the 14 day window, then payment is due in full with no refunds.

The local municipalities believe that public recreation services enable the development of communities in which everyone is engaged in meaningful and accessible recreation experiences that foster individual wellbeing, community wellbeing, and the wellbeing of our natural and built environments.

APPENDIX D:

Sample Outcomes Poster

GRANDE PRAIRIE REGIONAL RECREATION COMMITTEE



The Strategic Intent Behind Public Investment in Ice Arenas

The following goals and outcomes are found in the 2016 Grande Prairie Joint Recreation Master Plan, a guiding document for public investment in recreation facilities and services. These goals and outcomes are the basis for why the region invests in all recreation services, those with the check marks apply directly to the operation of ice arenas.



Goal #1: Individual Health and Wellness

Do ice arenas make a difference?

- ☒ 1. All citizens have a basic level of fitness and wellbeing.
- ☒ 2. All pre-schoolers have basic skills in a range of pursuits.
- ☒ 3. All children and youth have basic skills in a range of pursuits.
- ☒ 4. All adults have basic skills in a variety of pursuits.
- ☐ 5. All seniors feel continued relevance and inclusion.
- ☒ 6. Advanced level skill development is available for some pursuits.
- ☒ 7. Healthy opportunities exist for teens to develop in a social setting.



Goal #2: Community Health and Wellness

Do ice arenas make a difference?

- ☒ 8. Special events and celebrations connect citizens of the Grande Prairie area.
- ☒ 9. Local community groups thrive in the Grande Prairie area.
- ☒ 10. Spectators celebrate their community during local sporting events.
- ☒ 11. Social interaction connects citizens in the Grande Prairie area.
- ☒ 12. All citizens of the Grande Prairie area feel included and welcome.
- ☒ 13. A strong base of volunteers helps to build our communities.
- ☒ 14. Sport and cultural tourism brings people to the Grande Prairie area.
- ☒ 15. Families are supported to recreate as a unit.



Goal #3: The Health and Wellness of our Environments

Do ice arenas make a difference?

- ☐ 16. All local citizens relate to and understand their relationship with the environment and the implications of their impact on it.
- ☐ 17. Local natural resources are protected and nurtured.
- ☐ 18. Our communities are beautiful.
- ☒ 19. Our facilities are of the highest quality and are sustainable.

APPENDIX E:

Ice Utilization Briefing

ICE UTILIZATION BRIEFING

Presented by Krista Schuett & Michael Roma

2020-12-04

The Grande Prairie Region is currently down 2 sheets of ice as per the closure of the Clairmont Arena and fire at the Wembley Arena. Over the past year, the GPRRC has collaborated to help displaced user groups obtain ice. We have learned a lot as a group as to how each Municipality allocates, schedules and charges for ice. The Master Plan supports Regional Cohesiveness and consistent messaging where possible. It is logical to revisit arena usage and optimization.

The Clairmont Arena Needs Assessment was presented to County Council & GPRRC in the fall of 2020. The official motion made from County Council was "That Council accept the Clairmont Facility Needs Assessment as information and direct Administration to meet with the Clairmont Agricultural Society and bring back options for operation of the arena, repairing or replacing the arena and potential options to a future Council meeting for consideration."

During the discussion of this agenda item Reeve Beaupre spoke about further investigating of black ice. The AWG has engaged in numerous discussions surrounding the perception of "available ice". Ice that has been booked by a user group and then cancelled and then is perceived available.

Where does GPRRC fit in?

- The GPRRC Master Plan implementation priorities for 2020 tasks the AWG to look at regional consistency in terms of messaging and standardizing what we can as issues develop.
- The Master Plan notes in the Executive Summary for Indoor Infrastructure Short-Term "Explore to explore regional allocation strategies for pools, arenas, indoor fields, and gymnasium spaces, where possible, with the goal of maximizing the use of facilities throughout the area."

GPRRC held Arena Ice Manager Meetings in 2019 & 2020 to discuss what are the primary challenges facility operators are faced with? = What has GPRRC done or what can we do?

- User Conduct = Behavioural Guidelines released October 1, 2020
- Black Ice
- Ice Allocation
- Scheduling of Ice
- Ice Fees

After the County Council meeting, Krista Schuett (GPRRC Coordinator) attended a debrief meeting with County Staff and RC Strategies (Consultants for needs assessment). There was a discussion surrounding black ice and ways in which we as a Region could determine how problematic this is. The AWG has worked together to identify black ice in the Region and explored ways to utilize ice more effectively and create opportunities for displaced user groups to have access to potentially more ice and in as quick of a turnaround time as possible.

GRANDE PRAIRIE REGIONAL RECREATION COMMITTEE

Why do we provide ice?

Our vision for recreation as per the 2016 Master Plan is:

“The local municipalities believe that public recreation services enable the development of communities in which everyone is engaged in meaningful and accessible recreation experiences that foster individual wellbeing, community wellbeing, and the wellbeing of our natural and built environments.”

The following table outlines how indoor ice arenas help the region achieve this vision through the associated goals and outcomes.

Goal/outcome	Do ice arenas make a difference?
Goal #1: Individual Health and Wellness	
1. All citizens have a basic level of fitness and wellbeing.	✓
2. All pre-schoolers have basic skills in a range of pursuits.	✓
3. All children and youth have basic skills in a range of pursuits.	✓
4. All adults have basic skills in a variety of pursuits.	✓
5. All seniors feel continued relevance and inclusion.	
6. Advanced level skill development is available for some pursuits.	✓
7. Healthy opportunities exist for teens to develop in a social setting.	✓
Goal #2: Community Health and Wellness	
8. Special events and celebrations connect citizens of the Grande Prairie area.	✓
9. Local community groups thrive in the Grande Prairie area.	✓
10. Spectators celebrate their community during local sporting events.	✓
11. Social interaction connects citizens in the Grande Prairie area.	✓
12. All citizens of the Grande Prairie area feel included and welcome.	✓
13. A strong base of volunteers helps to build our communities.	✓
14. Sport and cultural tourism brings people to the Grande Prairie area.	✓
15. Families are supported to recreate as a unit.	✓
Goal #3: The Health and Wellness of our Environments	
16. All local citizens relate to and understand their relationship with the environment and the implications of their impact on it.	
17. Local natural resources are protected and nurtured.	
18. Our communities are beautiful.	
19. Our facilities are of the highest quality and are sustainable.	✓

Ice arenas make a difference. They generate a **social return** as per the above assessment. Social return is the primary justification of public investment in ice arenas. That social return includes both direct benefits (accrued to those who use and visit ice arenas) and indirect benefits (accrued to everyone and which cannot be escaped). The more use of ice arenas, the better the social return (both direct and indirect benefits).

Arenas also recover some operating costs through user fees but they still require a significant operating investment of resources.

What does it cost to provide ice?

Since cost structures vary throughout the GPRRC area, it is hard to identify a standard cost to provide an ice arena. From our previous work on analyzing costs (conducted in 2018) the following table outlines the cost to operate ice arenas across the region. Using a common definition of prime time ice, the cost per hour is also provided. Assuming a 3% annual cost adjustment, the projected 2021 costs are also shown.

Defining the total cost to operate the Dave Barr Community Centre Arena

In 2019, the following operating costs were incurred to operate the Dave Barr Community Centre Arena:

Arena Operating Expenses	
Salaries	\$314,381.89
Employer Contributions	\$132,399.67
Overtime	\$4,387.78
Training	\$7,180.84
Utilities	\$186,369.74
General	\$37,446.75
Security	\$3,964.31
Janitorial Supplies	\$9,818.19
Insurance	\$41,446.92
Total operating costs	\$737,396.09

Further to these operating costs, based on a current replacement value of \$11,650,822 annualized capital costs (\$7,281.76) and annual life cycle reserve allocation (\$244,667.26) should also be considered. This equates to an overall annual cost to provide the arena at \$989,345.11.

Assuming a 1,820 prime time hour peak season, that overall cost equates to \$543.60 per prime time hour. This cost does not include administrative overhead allocations.

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Facility	Net costs (total)	# Of sheets	Cost per sheet	Prime time hours per season (28 weeks)	Cost per prime time hour (2018)	Cost per prime time hour (2021)
Class 2 Regional - Coca Cola Centre (2)	\$965,958	2	\$482,979	1820	\$265.37	\$289.98
Class 2 Regional - Dave Barr Community Centre	\$472,300	1	\$472,300	1820	\$259.51	\$283.57
Class 2 Regional - Revolution Place	\$707,443	1	\$707,443	1820	\$388.70	\$424.75
Class 2 Regional - Beaverlodge Arena	\$195,958	1	\$195,958	1820	\$107.67	\$117.65
Class 2 Regional - Sexsmith Arena	\$60,926	1	\$60,926	1820	\$33.48	\$36.58
Class 2 Regional - Wembley Arena	\$151,720	1	\$151,720	1820	\$83.36	\$91.09
Class 2 Regional - LaGlace Arena	\$39,720	1	\$39,720	1820	\$21.82	\$23.85
Class 2 Regional - Hythe Arena	\$82,411	1	\$82,411	1820	\$45.28	\$49.48
Class 2 Regional - Crosslink Arenas	\$310,605	2	\$155,302	1820	\$85.33	\$93.24
Class 2 Regional - Clairmont Arena	\$39,720	1	\$39,720	1820	\$21.82	\$23.85
Class 2 Regional - Grovedale Arena	\$61,600	1	\$61,600	1820	\$33.85	\$36.98
Class 2 Regional - Ridge Valley Arena	\$38,500	1	\$38,500	1820	\$21.15	\$23.12
Average	\$260,572		\$207,382		\$114	\$125
Total: All regional arenas	\$3,126,861	14	\$223,347			

It is important to note that these costs only reflect annual operating costs and do not include:

- Capital costs (debenture or capital expenditures)
- Life cycle reserve costs
- Administrative overhead costs

What is prime time ice?

Prime time ice is ice made available during peak demand times throughout the year, week day and weekend day. For the purposes of GPRRC ice analysis, a standard definition of prime time ice has been calculated as follows. This represents **65 hours of prime time ice availability per week during peak season per sheet of ice**. During a 28 week peak season, there are 1,820 prime time hours per sheet of ice.

During peak season, the definition of prime time ice is as follows:

- Monday through Friday: 4pm to 11pm (7 hours per day, 35 hours per week)
- Saturday and Sunday: 8am to 11pm (15 hours per day, 30 hours per week)

What is black ice?

Prime time ice slots are typically allocated to user groups in block bookings in GPRRC area ice arenas. In some cases, the ice slots that are allocated to user groups are not used due to a variety of reasons. **Black ice is an ice slot that is allocated but not utilized (and sits empty). In some cases, black ice is paid for by user groups and in other cases it is not.**

What was the “cost” of black ice in September-December of 2019 at City and County ice arenas?

In order to understand the black ice issue further, GPRRC staff and the consulting team reviewed a significant portion of the ice allocated for City (4) and County (2) ice arenas (6 total ice sheets) during the period of September 1 through December 31, 2019. The following points outline key findings:

- There were approximately 603.25 hours of black ice that was allocated and not paid for at the 6 ice sheets analyzed; this equates to 37.75 prime time hours per week.
- It is estimated that there is an additional 15 hours of prime time, black ice per week per ice sheet in the GPRRC area that is allocated and paid for but not used; this equates to an additional 75 hours of prime time ice slots per week (15 hours per sheet x 6 sheets analyzed) or 1,440 hours during the time period at all 6 arenas.
- In total, during the specified time period there was an estimated 2,043.25 hours of black ice during the time period for all 6 ice surfaces; of which 1,440 hours (70%) is paid for but not used.

Based on these findings, the following approximately social and financial costs have been estimated.

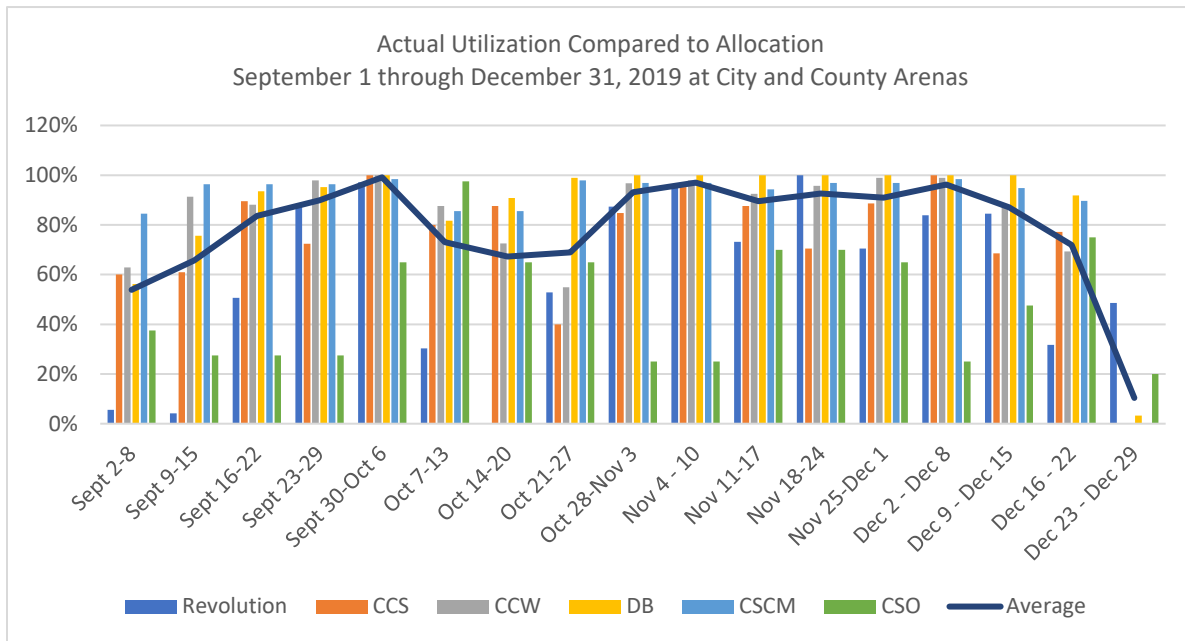
- **Social cost: 51,081.25 participant hours (2043.25 hours at 25 participants per hour)**
- **Financial cost: \$78,422.50 in user fees (603.25 hours at \$130 per hour)**
- ***Estimations based on September 1-December 31, 2019, at only the 6 City and County owned ice arenas.**

These “costs” are based on the following assumptions.

- The average hourly fee for an ice sheet in the City and County is on average \$130 for a youth, prime time ice slot; of note is that this average rate is lower in the GPRRC region than in many other areas in the province: Stettler \$150/hr, Edmonton, \$150/hr, Calgary \$211/hr for youth prime time ice
- On average, there are 25 participants amongst all types of ice users that use the ice in each prime time hour ice slot.

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It is important to note that there is some fluctuation in overall utilization and the amount of black ice due to programming patterns of user groups. The following chart demonstrates this fluctuation for the 6 arenas analyzed from September 1 – December 31, 2019.



How can we do better as a region?

Some ways that black ice could be dealt with better, as we have observed in other communities or based on input from the AWG and Ice Managers Meeting held in 2019 and 2020, include:

- Create a forum with regional arena operators to share ideas on best practices and how to support all user groups and participation in general and to recommend regional changes and solutions.
- Develop a Regional Cancellation Policy including penalties for black ice for all regional municipalities to follow.
- Develop a Regional Allocation Policy to provide equitable access to facilities, help new user groups and displaced user groups find space and ensure that local municipalities achieve desired outcomes with their investment in arenas. *Or have the GPRRC make recommendations to each municipality / arena operator regarding ice allocation.
- Create consistent or complimentary Regional Ice Scheduling Protocols (i.e. defining a common rental unit, including flood time or not, etc.)
- Help groups and the general public understand the black ice issue.
- Work with regional ice user groups and the general public to educate them on overall cost, address black ice as best as possible and get as much benefit out of ice arenas as possible.

The Administrative Working Group is seeking direction from the GPRRC as to what next steps they would like Administration to take.

APPENDIX F:

Allocations Case Studies

GRANDE PRAIRIE REGIONAL
RECREATION
COMMITTEE

February 2021



**Allocations Case Studies
and Considerations
Discussion Brief**

SECTION 1

Case Studies

Case Study: City of Edmonton – Gymnasium and Sports Field Allocations

The City of Edmonton has developed a model for allocating gymnasiums and sports fields based on standards of play that are developed collaboratively with user groups. A committee structure is established consisting of representatives from the City, school board (due to the joint use nature of most sites), and "core" user groups. The committee collaboratively reviews and establishes standards of play based on user group needs and available supply. The standards of play are then inputted into a model that provides an allocation of time.

Example of how the City of Edmonton Applies the Standards of Play to Sports Fields

Demand

The demand for fields is the sum of the number of teams (at each level) times the standard of play for that sport. For non-team activities, the number of participants is used. The sum of the demand for all sports and activities when added to the school use equals the demand for sports fields.

- "Standard of Play" X "Number of Teams" = "Groups Demand"
- "Sum of All Groups Demand" + "School Use" = "Total Demand"

Supply

Two major factors determine the supply of fields:

1. current inventory
2. field requirements of users

Allotment

The allotment of field time for a group is equal to that group's demand compared to the total demand, i.e. if a group is 5 percent of the total demand, their allotment only identifies the number of hours of field time. The day, time, and field location is determined by the allocation committees. A group's allotment may fluctuate from year to year, as its allotment is directly proportional to its increase or decrease in participants when compared to the overall demand for all groups.

1

Example Gymnasium Standards of Play

Example of Standards	Gym games	Gym Practice	# of Games	# of Practices	Practice Length	Game Length
Basketball - Adult Competitive	AA, A	B, C	27	27	1.5 hrs.	1.5 hrs
Volleyball - Youth Recreation	A, B	C, D	1/wk per Team	1/wk per Team	1.5 hrs.	1.5 hrs

Pros of this Allocation Approach:

- Collaborative.
- Outlines a clear and equitable process for allocating space to existing user groups (LTAD can easily be integrated into the standards of play).

Cons of this Allocation Approach:

- Favors larger user groups that are historically embedded in this allocation system.
- Does not measure or assess the qualitative attributes of user groups that are booking space (e.g. public benefit provided by the program or activity, quality of the program, etc.).

2

Case Study: Town of Oakville Allocation Policies

Separate but aligned policies exist for indoor ice, sportsfields, and pool time. The procedure for allocation generally occurs using the following steps (some slight variations exist between the three policies):

1. Standards of play – Based on a combination of national/provincial guidelines and local history. The standards of play identify the amount of time needed for quality programming based on the number of participants per time block, time requirements per participant, and the relative age and skill level of the participant.
2. Calculation of supply – Based on facility operating hours; broken down into prime, non-prime, and shoulder season time.
3. Calculation of demand – Calculated by considering actual demand (based on previous season registrations), plus substantiated future demand (demonstrated by registration numbers and waiting lists), and the application of the standards of play.
4. Annual registration process – Request from the user group for facility time.
5. Priority status identification – Municipal programs receive first priority followed by youth and adult program providers that are members of CORE. *See description of the CORE membership program.

6. New user group assessment – New user groups can apply to be part of the allocation process and will be considered if they have sufficient participant numbers. However, allocation to new user groups will only be considered in cases where a program provides a service to previously un-served segments of the population or where a new program is being introduced that is not available through existing organizations.
7. Calculation of supply-demand ratio - The total number of prime time and shoulder time periods of ice within the Town's inventory represents total supply. The supply-demand ratio is calculated by dividing total ice supply by the total demand.
8. Calculation of ice allocation – Allotment is calculated by multiplying the percentage of total demand that a group represents by the supply-demand ratio; proportionally split between prime and shoulder seasons. Organizations are responsible for allocations within their sub-groups (ages, teams, levels, etc.).

The CORE (Community Organizations in Recreation and Education) membership program is a unique aspect of the Town's allocations process. CORE member organizations receive priority within the allocations process along with preferred user fees. To be a CORE member, an organization must be not for profit, volunteer based, and comprised of over 85% Oakville residents.

Oakville Ice Standards of Play

Schedule A – Standards of Play

	Skaters / Session	Standard of Play Hours/Week
Skating Club		
CAN-SKATE/LEARN TO SKATE	50	1
TEST	20	4

	Skaters / Session	Standard of Play Hours/Week
Hornets		
HOUSE LEAGUE	16	1.2
REP		
Tyke/Novice	17	2.5
Atom/Pewee	17	2.5
Bantam	17	2.5
Midget	17	2.5

	Skaters / Session	Standard of Play Hours/Week
Minor Oaks Hockey		
HOUSE LEAGUE	16	1.2
REP		
Tyke/Novice	17	2.5
Atom/Pewee	17	2.5
Bantam	17	2.5
Midget	17	2.5

	Skaters / Session	Standard of Play Hours/Week
Speed Skating		
SKATERS IN ALL CATEGORIES	15	2.1

	Skaters / Session	Standard of Play Hours/Week
Adults		
SKATERS IN ALL CATEGORIES	25	1

Pros of this Allocation Approach:

- Standards of play are clear and specific to age groups and levels of play. The policy also identifies that the standards will consider provincial and national best practices guidelines.
- The CORE membership program provides a way to adjudicate the local composition and mandates of user groups.

Cons of this Allocation Approach:

- Historical groups are highly embedded within the allocation process.
- Demand is not fully reconciled with need (other than the standards of play calculations).

Case Study: City of Whitehorse Indoor Allocation Policy

The City of Whitehorse recently (2019) updated its Indoor Allocation Policy based on increasing demands and competition among user groups for available space. The refreshed Policy outlined the following process for undertaking allocations:

1. Qualification
 - » User groups are required to:
 - Demonstrate alignment with standards set forth by territorial and provincial sport organizations such as LTAD.
 - Demonstrate alignment with appropriate coaching / instructor and volunteer management practices.
 - Confirm insurance.

2. Space Allocation
 - » Space allocation occurs using the following formula:

Actual time consumed during the previous year / season of play	+	Up to a 3% buffer to account for growth	=	Base allocation of facility space
--	---	---	---	-----------------------------------

3. Change Requests and Conflict Resolution
 - » User groups are permitted to submit a request for additional space only if capacity exists and the request is supported by LTAD, demonstrated growth above level considered normal, and a track record of making effective use of existing facility time.
 - » The refreshed policy contains a scoring metric to prioritize groups and resolve space conflicts.

The policy also outlines priority by considering suitability for types of user groups with categories of time as outlined by the following chart.

	Prime Time Facility Hours	Non-Prime Time Facility Hours
Priority #1	Special Events, Tournament and Championships	
Priority #2	Youth Organizations within the City	Department of Education Schools as per the Joint Use Agreement
Priority #3	Adult Organizations within the City	
Priority #4	Department of Education Schools (outside of the Joint Use Agreement parameters)	Youth Organizations within the City
Priority #5	Other (including non-resident user groups and commercial users)	

Pros of this Allocation Approach:

- Qualification for space includes consideration of LTAD and other prerequisites that help ensure public facility time is consumed by groups that provide quality and appropriate programming.
- A clear prioritization process is provided (scoring metric) to adjudicate space conflicts and assign priority where necessary.
- The policy outlines priority based on prime and non-prime hours of capacity.

Cons of this Allocation Approach:

- While the policy does articulate the need to ensure time is available for new and emerging groups, there is not a formal tactic to ensure these needs are met and accounted for within the space allocation process.

Case Study: City of Toronto Ice Allocation Policy

The City of Toronto's Ice Allocations Policy was originally developed in 2001 and is unique case study for a number of reasons:

- The policy was an attempt to harmonize indoor ice allocation across city operated facilities that had historically been operated by independent municipalities (prior to municipal amalgamation).
- The policy specifically references that special policy allowances were needed to support the growth and unique dynamics of girl's hockey and adult pick-up hockey.

The policy outlined that a user group residency requirement of 80% must be demonstrated in order to receive ice allocation priority. However, this residency requirement was dropped to 70% for girl's hockey groups for a period of 5 seasons to support growth (a number of girl's hockey programs required participants from outside jurisdictions to ensure sufficient critical mass that can help build a participant base).

Pros of this Allocation Approach:

- Identified the unique needs of a user group and identified a measure to support success and growth.

Cons of this Allocation Approach:

- Ice allocations in Toronto are complex; the existing policy has not been updated or adapted formally in nearly 20 years.

SECTION 2

Additional Leading Practices and Considerations

Summarized in this section are a number of pertinent trends and leading practices that may warrant consideration as the Policy is being developed.

Sport for Life and Long Term Athlete Development

The Long Term Athlete Development Framework (LTAD) is a nationally accepted eight stage framework that identifies an appropriate pathway for developing physical literacy across all ages and athletic goals.

7

the Eight Stages of LTAD

Awareness and First Involvement

To engage in sport and physical activity, individuals must be aware of what opportunities exist for them, and when they try an activity for the first time, it is critical that the experience is positive. That is why Sport for Life emphasizes the two stages of Awareness and First Involvement.



Train to Train

Athletes enter the Train to Train stage when they have developed proficiency in the athlete development performance components (physical, technical-tactical, mental, and emotional). Rapid physical growth, the development of sporting capability, and commitment occurs in this stage. Athletes will generally specialize in one sport towards the end of the stage. A progression from local to provincial competition occurs over the course of the stage.



Active Start

From 0-6 years, boys and girls need to be engaged in daily active play. Through play and movement, they develop the fundamental movement skills and learn how to link them together. At this stage developmentally appropriate activities will help participants feel competent and comfortable participating in a variety of fun and challenging activities and games.



Train to Compete

Athletes enter the Train to Compete stage when they are proficient in sport-specific Train to Train athlete development components (physical, technical-tactical, mental, and emotional). Athletes are training nearly full-time and competing at the national level while being introduced to international competition.



FUNDamentals

In the FUNDamentals stage, participants develop fundamental movement skills in structured and unstructured environments for play. The focus is on providing fun, inclusive, multisport, and developmentally appropriate sport and physical activity. These experiences will result in the participant developing a wide range of movement skill along with the confidence and desire to participate.



Train to Win

Athletes in the Train to Win stage are world class competitors who are competing at the highest level of competition in the world (e.g. Olympics, Paralympics, World Championships, World Cups).



Learn to Train

Once a wide range of fundamental movement skills have been acquired, participants progress into the Learn to Train stage leading to understanding basic rules, tactics, and strategy in games and refinement of sport specific skills. There are opportunities to participate in multiple sports with competitions focused on skill development and retention. Games and activities are inclusive, fun, and skill based. At the end of the Learn to Train stage, participants grow (or progress) towards sport excellence in the Train to Train stage or being Active for Life, either by being Competitive for Life or Fit for Life.



Active for Life

Individuals who have a desire to be physically active are in the Active for Life stage. A participant may choose to be Competitive for Life or Fit for Life and, if inclined, give back as a sport or physical activity leader. Competitive for Life includes those who compete in any organized sport recreation leagues to Master Games. Fit for Life includes active people who participate in non-competitive physical activity.



8

National Sport Organizations (NSO's) are required to demonstrate alignment with LTAD by developing a Sport Framework. Fifty-five NSO's currently have a Sport Framework (or multiple sport Frameworks depending on the nature of the sport) which vary in specificity and format, but generally outline an appropriate duration, frequency, and intensity of participation for each stage of LTAD. **Sport Frameworks can provide municipalities and other public sector providers of facility space with a reference point from which to identify standards of play and allocation guidelines.**

Sport Framework Example: Baseball Canada



Source: www.baseball.ca/files/ltad.pdf

Sport Framework Example: Hockey Canada

Proposed Long Term Player Development (LTPD) Seasonal Chart – Novice

Novice	Number of Practices	Start date for Practices	Development Season	Start date for Games	Development & regular Season	Playoff Season	Tournaments	Number of Games total
Ideal	40 - 45	Sept 15	10 weeks 20 practices 2 ex games	Dec 1	14 weeks 28 practices 16 games	N / A	3 tournaments 12 games	30 - 35

Coach Development Programs - Coach Certification/Continuing Education Program (CEP)

Age	Coach	Description	Clinic	Manual Resource	Video Resource
Novice	Intro Coach	On-Line	Classroom / On Ice	HC Skills Manual – Initiation	Skills of Gold 1-4
Coach Level	On-Line	Classroom / On Ice	HC Skills Manual – Novice	Skills of Gold 1-4	
Specialty Clinics	CEP	Classroom / On Ice	Specialty Clinic Drill Package		

Hockey Canada Development Programs – Novice

Age Division	Player	Coach	On Ice curriculum	Off-ice curriculum	Dev	Rec	Promo	In Development
Novice								
-NCCP (Intro Coach/Coach)	X	X	X	X	X			-Skills Camps for Players (1P / Novice Curriculum Development)
-Chevy Sale and Fun	X	X	X	X	X	X		-Coach Mentorship
-Esso Fun Days	X	X	X	X	X			-Coach component with Skills Camp
-HC Skills Camps	X	X	X	X	X			-NSST Drills for improvement package
-NSST	X	X	X	X	X			
-NCMP Specialty Clinics								

Source: www.hockeyalberta.ca/uploads/source/HC_-_LTPD_Manual.pdf

Sport for Life (CS4L) has also developed a series of best practices and recommended principles for the allocation of facility time to user groups.

- Allocation practices are based on “standards of play” principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups. Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.

9

Equality and Inclusion

There is an increasing cultural awareness as to the systemic nature of racism and the structural inequalities that exist within society. In Canada, the work of the Truth and Reconciliation Commission was fundamental in highlighting and exposing historical and ongoing structural flaws within society that perpetuate racism and harm towards Indigenous populations. Global movements such as Black Lives Matter has resulted in a further level of awareness and discussion on issues of race, privilege, and inequality.

Like most other sectors, municipalities and other public entities that provide parks, recreation and culture services are in the midst of evaluating their own historical culpability in perpetuating historical inequalities and “move forward” solutions that can address these issues. Parks, recreation and culture services are uniquely positioned to lead societal change by fostering inclusiveness and providing a platform to help blunt racism, prejudice, and inequality. Identified as follows are a handful of ongoing initiatives that are being undertaken by leading organizations in the sector.

- viaSport** has identified inclusion as a key focus area and has developed a number of free or low cost resources focused on fostering increased diversity and opportunity for women and girls, persons with disabilities, the LGBTQ2S Community, marginalized youth, Indigenous people, individuals that are socio-economically disadvantaged, newcomers to Canada, individuals from rural / remote / isolated regions, and older adults.¹
- The National Recreation and Parks Association (NRPA)** in the United States has been a leader in fostering conversations on topics related to inclusion and inequality in parks and recreation. In 2018, NRPA published a Parks and Recreation Inclusion Report which outlined findings from a comprehensive review of inclusion practices across parks and recreation agencies (service providers) in the United States.²
- Sparc BC (The Social Planning and Research Council of B.C.)** has published or co-developed a wealth of resources on inclusion and access. One of these documents, *Everybody's Welcome: A Social Inclusion Approach to Program Planning and Development for Recreation and Parks Services* was developed in conjunction with the British Columbia Recreation and Parks Association and provided the sector with a formative resource that helped generate a greater understanding of what inclusion means and how to undertake actions that can foster it within public facilities and spaces.³

1 www.viasport.ca/inclusion

2 <https://www.nrpa.org/contentassets/e386270247644310b06960be9e9986a9/park-recreation-inclusion-report.pdf>

3 <https://www.sparc.bc.ca/wp-content/uploads/2017/02/booklet-everybodys-welcome.pdf>

10

Other Notable Trends Impacting Space Use and Allocation

Summarized as follows are a number of broader trends in parks, recreation and culture participation that will also influence future space needs and the allocation of space.

- Increasing demands for spontaneous / unstructured recreation and leisure opportunities.
- The financial impact of COVID-19 on both user groups and facility providers.
- Diversifying activity preferences and interests.
- The evolving nature of volunteerism from longer term to shorter term commitments.
- The rising cost of participating in higher levels of sport.
- Increasing awareness of the need for physical and cultural literacy and the negative impacts of activity specialization.
- Continued shift in infrastructure typology from single purpose facilities to those that are multi-purpose and expected to accommodate a wide array of activities and functions.

Definitions

Facility Booking: See page 17

GPRRC: Grande Prairie Regional Recreation Committee

GPRRC AWG: Grande Prairie Regional Recreation Committee, Administrative Working Group

Membership: See page 17

Non-prime time ice: All available ice time that is not prime time ice.

No Show: see page 17

Prime time ice: Prime time ice is ice made available during peak demand times throughout the year, week-day and weekend day. For the purposes of GPRRC ice analysis, a standard definition of prime time ice has been calculated as follows.

This represents 65 hours of prime time ice availability per week during peak season per sheet of ice. During a 28 week peak season, there are 1,820 prime time hours per sheet of ice.

During peak season, the definition of prime time ice is as follows:

- Monday through Friday: 4pm to 11pm (7 hours per day, 35 hours per week)
- Saturday and Sunday: 8am to 11pm (15 hours per day, 30 hours per week)

Public users: Users of ice facilities that do not affiliate with a specific ice user group.

Social Return: See page 2

User groups: Groups of various sizes and representing various types of indoor ice activities that rent ice time from regional ice facilities.