

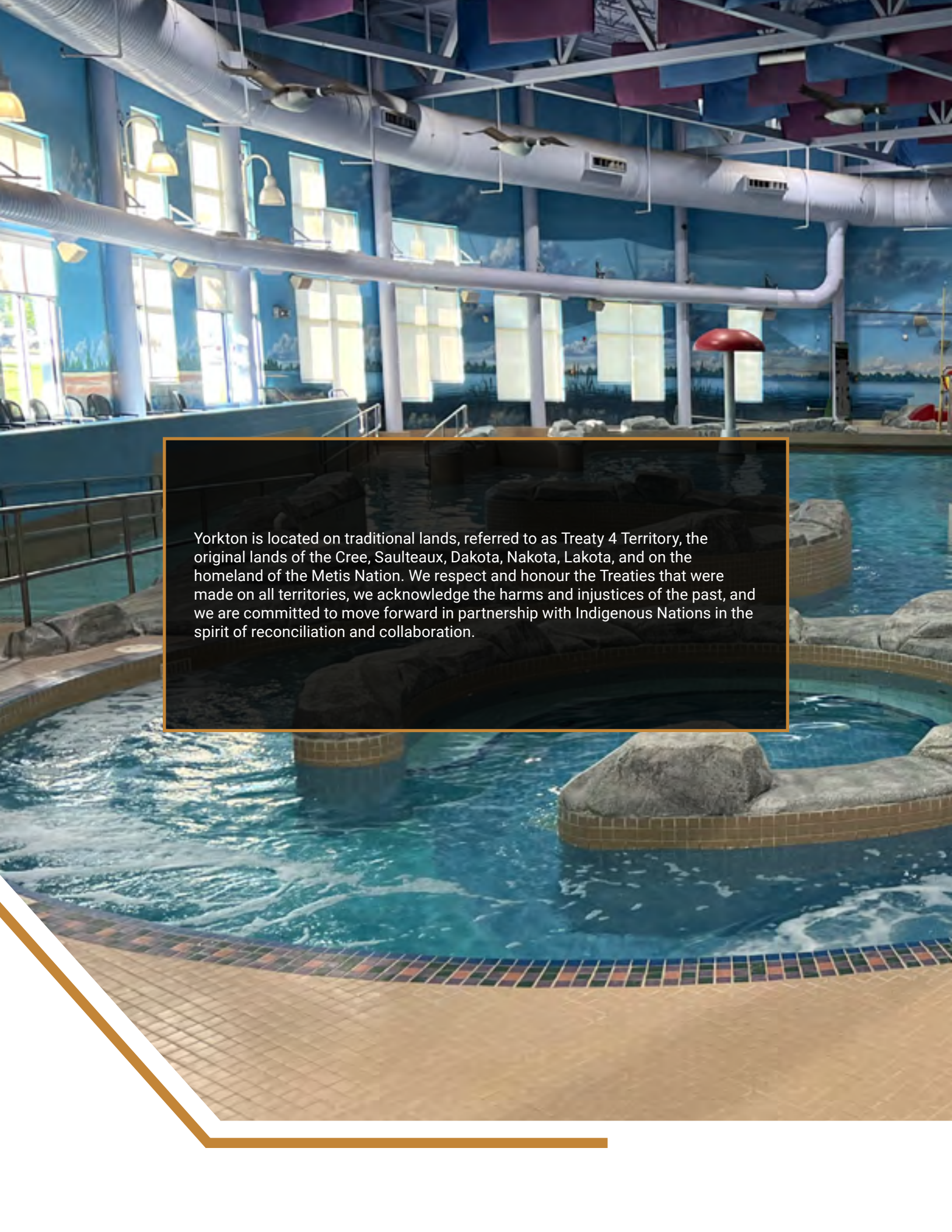


Parks and Recreation Master Plan

City of Yorkton

June 2023





Yorkton is located on traditional lands, referred to as Treaty 4 Territory, the original lands of the Cree, Saulteaux, Dakota, Nakota, Lakota, and on the homeland of the Metis Nation. We respect and honour the Treaties that were made on all territories, we acknowledge the harms and injustices of the past, and we are committed to move forward in partnership with Indigenous Nations in the spirit of reconciliation and collaboration.

Acknowledgments

The development of this Master Plan document would not have been possible without the contributions of Yorkton residents, community organization representatives, and City staff and Council members.

The City and consulting team would like to thank everyone that participated in the development of the Master Plan for their input and contributions towards helping plan the future of parks and recreation in Yorkton!

Executive Summary

The City of Yorkton has developed this Master Plan document to guide how it invests in and delivers parks and recreation over the next 10+ years. The Master Plan is an important resource that City Council and staff can use to allocate resources, set priorities, identify opportunities to sustain what works well, and establish focus areas for improvement.

The Master Plan was informed by significant community engagement that included:

- Feedback from 465 residents through a Household Survey.
- Input from 13 groups through a Group Survey.
- Input from 36 community organizations through Community Contributor Meetings.
- Perspectives from 340 youth through a Youth Survey.

The Master Plan process also included significant research into trends, current service delivery practices, facility utilization, benchmarking, spatial analysis of the current parks system, and review of previous planning.

Section 3 of the Master Plan provides an overview of the project research and engagement. The detailed findings have been compiled into two separate background report documents: What We Learned Report (research) and What We Heard Report (engagement)

Section 4 of the Master Plan identifies seven Service Delivery Outcomes that are intended to provide foundational and aspirational goals for how the City invests in, focuses resources, and delivers parks and recreation opportunities.

The Service Delivery Objectives have been identified (see call-out box below) to provide foundational and aspirational goals for how the City invests in, focuses resources, and delivers parks and recreation opportunities. The outcomes align with broader City planning and also reflect key values identified through the community engagement.

Overview of the Service Delivery Objectives



Getting inactive residents involved in active-living opportunities.



Ensuring children and youth have the physical literacy skills required to enable lifelong participation in recreation.



Meeting needs for both organized and unstructured activity.



Making optimal use of existing infrastructure.



Recognizing the increasing diversity of Yorkton and the City's commitment to Reconciliation, leveraging parks and recreation as a mechanism to build an even more inclusive and connected community.



Balancing the reality of finite financial resources (including the need to sustain existing, aging facilities) with meeting emerging recreation needs and trends.






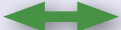
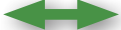

Using parks and recreation as a key mechanism to attract and retain residents.






Section 5 of the Master Plan provides strategies for service delivery as well as parks and recreation infrastructure. The Strategies are identified below under each of these areas.

Service Delivery Strategies

- Continue to use a balance of direct and indirect delivery methods to provide recreation and related opportunities.
- Use the recommended tool (Program Evaluation Planning Tool) to inform decision making on the best approach to providing programming and activities.
- More proactively and overtly share the cost impacts of providing parks and recreation services with the public to increase levels of understanding (e.g. cost recovery for major facilities).
- Align user fees with a benefits-based model.
- Align programming with a benefits-based model.
- Continue to use partnerships and collaborations to maximize available resources.
- Implement the recently updated Parks Classification Guidelines Policy and continue to review and refresh this important parks management and planning tool on a regular basis.
- Continue ensuring adequate investment in parks and outdoor spaces.
- Regularly engage with the community to learn about desired park and outdoor space experiences and perceived gaps.
- Work with local agencies and other community partners to create a Recreation Access (subsidy) program that can support recreation programming participation and facility access for residents of all ages facing financial barriers.
- Provide all permanent staff with the appropriate training to ensure their interactions are positive and respectful with equity deserving residents, individuals facing homelessness, residents facing language barriers, and disabled individuals.
- Ensure that allocations policies and practices prioritize facility space based on need and allow time for new and emerging activities.
- Work closely with the Indigenous community and under-represented demographics in the community to promote recreation opportunities, implement mutually beneficial aspects of the Master Plan, and to deliver services on an ongoing basis.
- Ensure sufficient resources are invested in promotions and marketing.
- Conduct audits / reviews of communications methods every 3 years, including a public survey to test changes in how residents would like to learn about opportunities.
- Work with local agencies and service providers to determine how to promote recreation and parks to hard to reach populations.

Parks and Recreation Infrastructure Amenity Strategies

Amenity Type / Category	Strategies	Recommended Supply in 10 Years Relative to Current
Parks	<p>A. Increase play diversity as playground renewals and park enhancements are undertaken. These efforts should include expanded use of natural and adventure play equipment with a broader age range appeal.</p> <p>B. Establish a 10-year park renewal program focused on increasing the quality, activity diversity, and appeal of the City's parks inventory. *A list of potential projects is provided in Appendix B.</p> <p>C. Continue to work with the Indigenous community and partner organizations to reflect Indigenous culture and history, and to advance decolonization efforts.</p>	 Increase Supply
Trails	<p>A. Increase the supply of all trail types in the community with a focus on improving connectivity and linking recreation sites (to enable better access via active transportation modes). *A list of potential projects is provided in Appendix B.</p> <p>B. Improve trail animation and functionality, including wayfinding signage and support amenities (benches, garbage receptacles, etc.).</p> <p>C. Encourage the increased use of the golf course for off-season (winter) trail activities.</p> <p>D. Develop and implement a system for trail usage tracking.</p>	 Increase Supply
Ice Arenas	<p>A. When the Kinsmen Arena needs to be replaced (previous study has estimated approximately 15 years), consider replacement as part of a multisheet facility with the existing Westland Arena or potentially as part of an eventual new twin sheet facility at another site.</p> <p>B. Initiate feasibility analysis to validate the costs of developing a third sheet of indoor ice and identify potential site options.</p> <p>*Both of the above Strategies could occur simultaneously as part of an Arena Strategy that helps map out ice needs in the community and opportunities to maximize multisheet facilities over the long-term.</p>	 Potentially Increased Supply (pending further study and cost analysis)
Aquatics	<p>A. Explore options for additional water space capacity (indoor expansion or outdoor pool) when annual swims per capita exceed 5 (currently 3.0 - 3.5).</p> <p>B. As existing spray parks require renewal, identify and evaluate opportunities to meet outdoor aquatics demand as part of the Park Renewal Strategy.</p>	 Similar Supply
Large Span Indoor Dry-Floor Spaces	<p>A. Continue to identify opportunities to increase use of existing infrastructure, including the Flexihall, the Gloria Hayden Community Centre, and school gymnasiums (including Joint Use Agreements).</p> <p>B. In approximately five years, conduct a needs assessment study on community gymnasium needs to re-assess capacity, emerging trends, and identify if current infrastructure is sufficient for the long-term.</p>	 Similar Supply
Community Gathering and Social Spaces	<p>A. Identify opportunities and options to provide a low cost, social gathering space with basic food preparation amenities (e.g. community cook shack or indoor space).</p>	 Potentially Increased Supply (pending options identification)

Amenity Type / Category	Strategies	Recommended Supply in 10 Years Relative to Current
Indoor Specialty Amenities	A. Identify opportunities to provide increased seniors social space at an existing facility.	 Potentially Increased or Enhanced Supply
Outdoor Specialty Amenities	A. Consider trending amenities like pump tracks, smaller scale skateboard and scooter features (e.g. "skate spots"), and disc golf course as part of all community park renewal and new development projects.	 Potentially Increased or Enhanced Supply
Outdoor Courts	A. Work with the local pickleball community to explore potential sites and operational models for a pickleball hub of 8+ courts.	 Increased Supply
Ball Diamonds	A. Maintain the current supply of ball diamond infrastructure.	 Similar Supply
Sports Fields	<p>A. Support a business case for a potential rectangular sport field. The business case should be led by a committee consisting of representative from multiple field sport interests / activities, the business community, community-at-large, and City representatives. The business case should focus on and further exploring field typology needs and benefits (e.g. Class A natural surface vs artificial turf), capital and operating cost impacts, potential levels of use, and community fundraising capacity as guidelines for the City to support future funding and other contributions to this project.</p> <p>B. Continue to ensure the existing sport field inventory is optimized through sound maintenance practices.</p>	 Potentially Increased or Enhanced Supply

A high level implementation plan for the Service Delivery Strategies and Parks and Recreation Infrastructure Amenity Strategies are provided in [Section 6](#). It will be important for the City to review, refresh, update, and add detail to the implementation plan on a regular basis.

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1.0 Introduction



1.1. Master Plan Context and Purpose

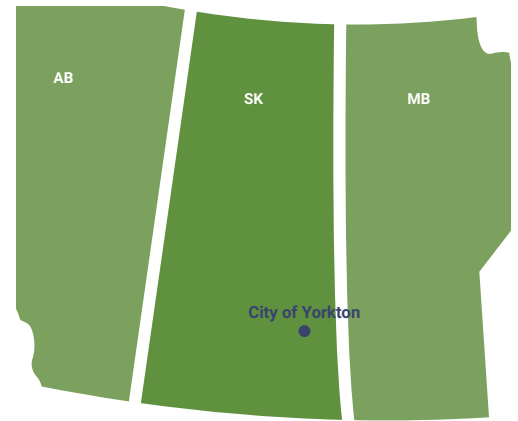
The City of Yorkton is located in southeast Saskatchewan on Treaty 4 Territory, the traditional lands of the Plains Cree, Saulteux, Dakota, Lakota, Nakota peoples, and the homeland of the Metis. The city is home to over 16,000 residents making it the 6th largest city in the province. Situated approximately 200 km from Regina, Yorkton also serves as the service centre for east central Saskatchewan having a trading area of over 100,000 people.

As is common for a city of its size that serves as a regional service centre, Yorkton provides a broad array of parks and recreation services. Including indoor and outdoor facilities and amenities as well as programs and events, there is a broad range of services to address the needs of both residents and visitors. These services are provided directly by the City of Yorkton and are also delivered by a broad array of organizations in Yorkton, many of them volunteer run.

The provision of recreation and parks services requires a significant amount of resources. The City has a significant investment in indoor and outdoor infrastructure including, but not limited to, the Gallagher Centre, Kinsmen Arena, a golf course, outdoor skating rinks, tennis courts, skateboard park, innumerable parks, diamonds, soccer pitches, play structures, spray parks, and its paved and unpaved pathway system. While requiring initial investment, there is a need for ongoing capital investments to keep facilities and amenities in good repair and to address needed improvements. As many of the services are delivered by community organizations using City facilities, resources are expended by the City in working with these groups through agreements and other partnerships. Interacting with the residents of Yorkton is an ongoing effort as well.

The City developed this Master Plan as part of its efforts to best respond to current demands and also to position itself for future program and infrastructure needs. This document presents a recommended course of action for the City. More specifically, the Master Plan will:

- Guide future capital investment (new facilities / amenities and re-investment into existing ones);
- Identify opportunities to optimize programming, policy and other aspects of service delivery; and
- Provide staff and decision makers with a resource that can ensure decision making is informed.



1.2. Master Plan Process

A structured process was implemented that led from project initiation through the collection of information and the development of the Master Plan itself. This process ensured the strategic direction provided in the Master Plan was based on sound research and reflects community need.



The Master Plan is informed and built upon a thorough program of research including an examination of the current state in Yorkton along with a comprehensive community engagement process. This information is fully presented under two separate covers: “What We Learned” and “What We Heard”. References to the content of these two reports is included in subsequent sections of this document.



1.3. Planning Alignment

This Master Plan, while providing guidance to the Recreation and Community Services Department, will ultimately direct the City in its delivery of recreation and parks services. It is important to note that this plan is intended to augment and support other plans in place in the City. An interconnected system of plans helps ensure that the City is working most effectively and efficiently. *An overview of key documents reviewed is provided in Section 3.

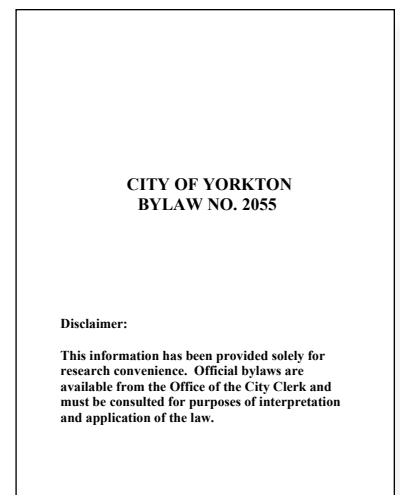
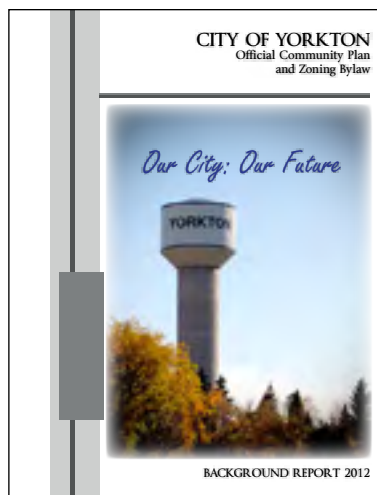
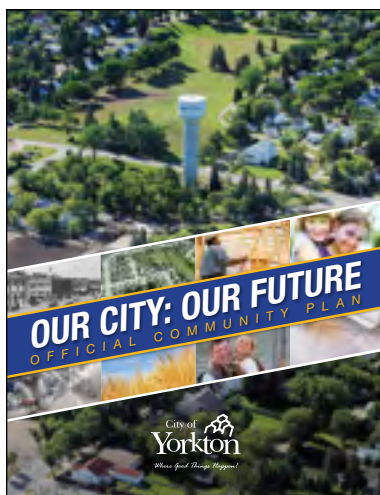
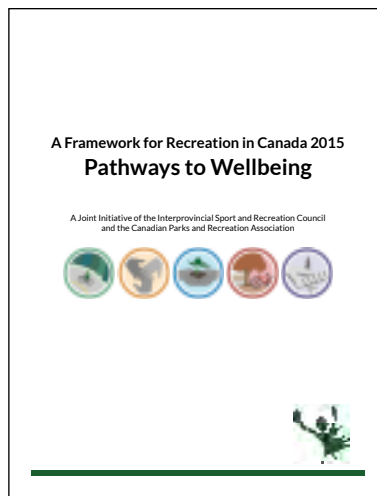
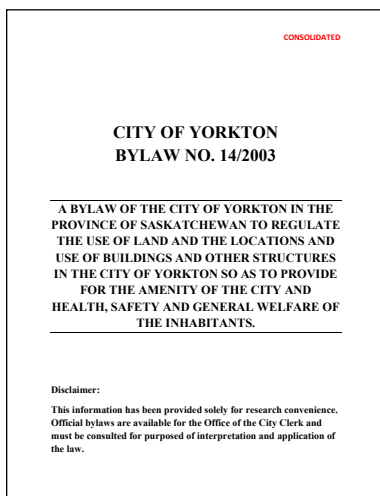
This Master Plan is also guided by the Framework for Recreation in Canada (2015). The Framework is a joint initiative of the Interprovincial Sport and Recreation Council and the Canadian Parks and Recreation Association.

The Framework, through its definition of recreation, provides a reference point for all.

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well-being.

The Framework also presents a Vision:

We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster individual well-being, community well-being and the well-being of our natural and built environments.



2.0 The Current Recreation and Parks Context in Yorkton

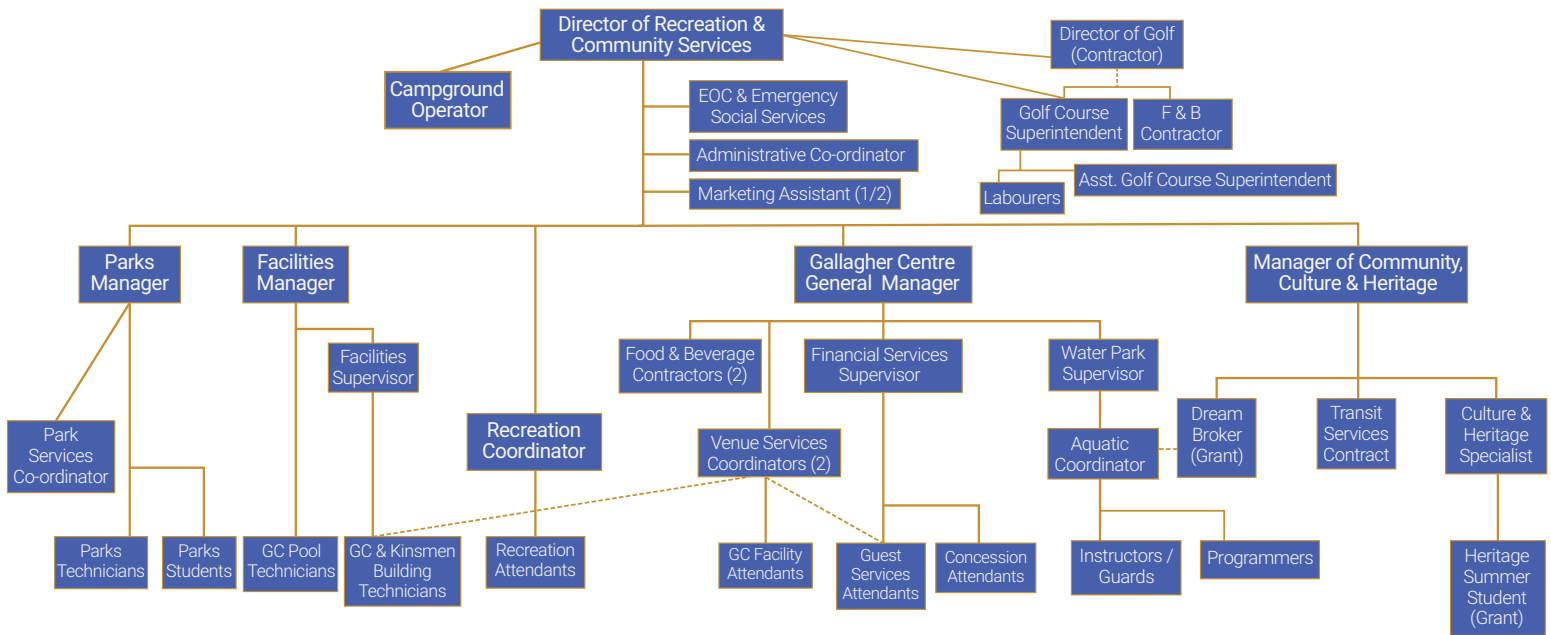


Photo from City of Yorkton Facebook

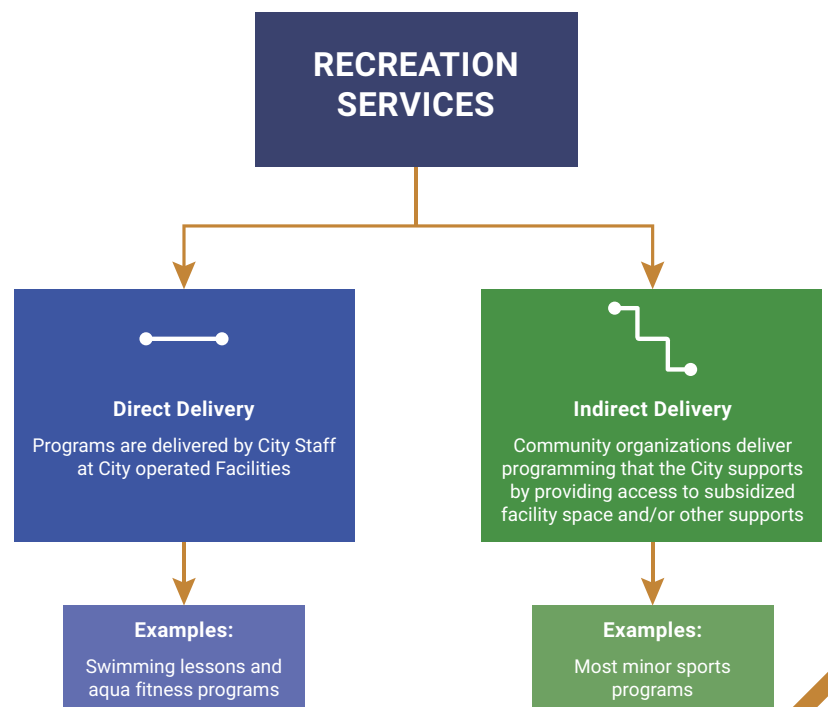
2.1. Service Delivery Context (How does the City currently provide parks and recreation?)

The City invests significantly in recreation and parks services and provides these opportunities to residents through its Recreation and Community Services Department. The following graphic provides an overview of the structure and roles within the department.

Recreation & Community Services



Like most municipalities of a similar size, the City provides parks and recreation opportunities using a combination of direct and indirect delivery. The determination on which approach to use is usually based on community group and volunteer capacity (e.g. whether a group exists to run the program). It is important to reiterate that indirect delivery, while reliant on community organizations, has a cost impact on the City through the provision of subsidized facility time, in-kind supports, and in grants.



2.2. Current Facilities and Spaces Overview

The City provides a wide range of indoor and outdoor recreation and leisure opportunities for residents. The replacement value of the City's asset based of facilities is in the hundreds of millions of dollars and will require ongoing lifecycle reinvestment to sustain what currently exists.

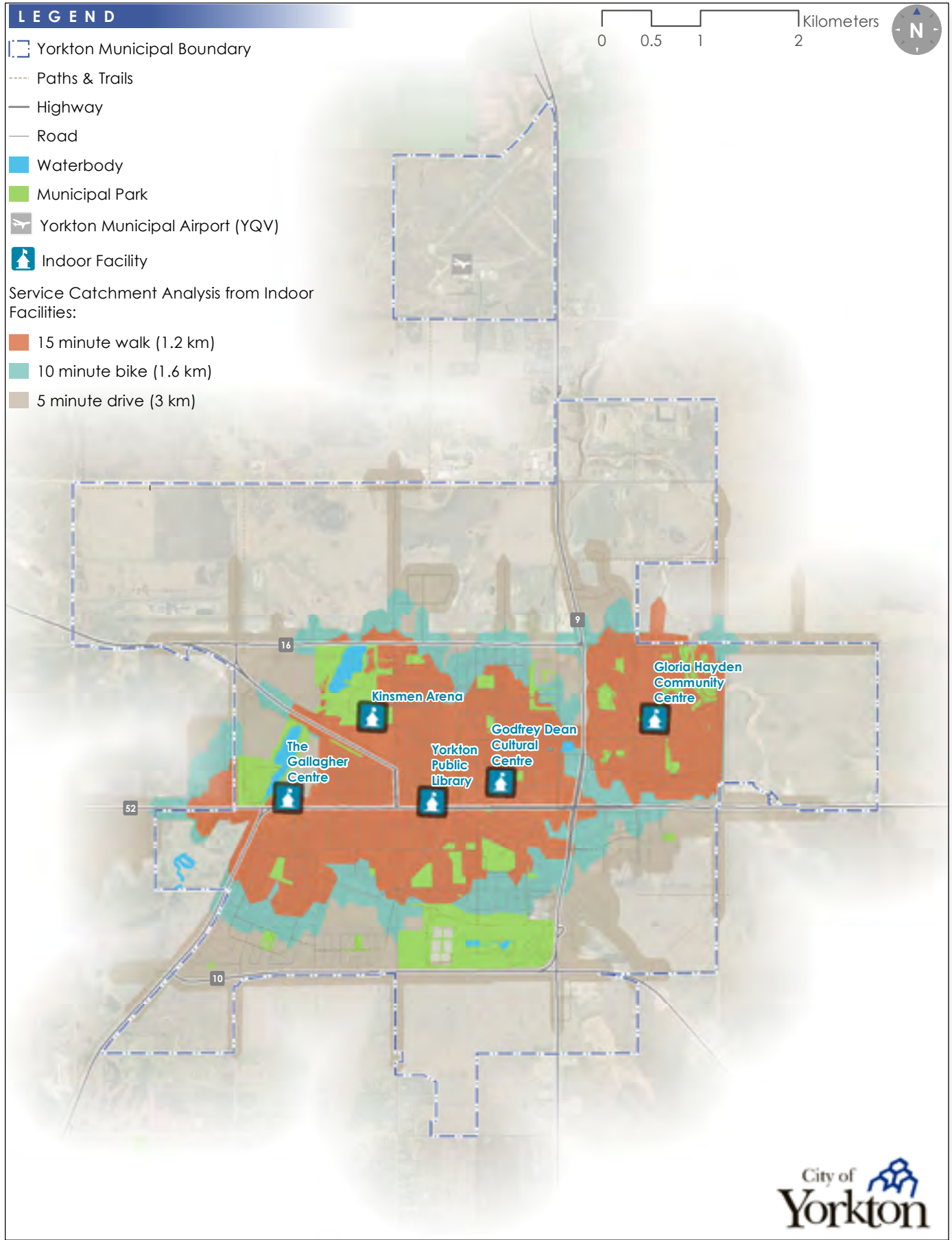
At a Glance – Overview of Major Parks and Recreation Infrastructure in Yorkton

Facility / Amenity Type	#	Location(s)
Indoor Ice Arenas	2	Westland Insurance Arena - Gallagher Centre (1) Kinsmen Arena (1)
Indoor Pools	1	Access Communications Water Park - Gallagher Centre
Multipurpose Large Span Spaces	2	Gallagher Centre Flexihall Gloria Hayden Community Centre
Libraries	1	Yorkton Public Library and Reference Centre
Arts and Cultural Centres	1	Godfrey Dean Cultural Centre
Ball Diamonds	9	Jubilee Park (4) Jaycee Beach Ball Diamonds (4) Lions Ball Diamond (1)
Sport Fields	4	Logan Park (4)
Trails	10 km (paved)	Throughout the community
Skate Parks	1	Yorkton Skate Park
Tennis Courts	8	Western Development Museum Tennis Courts (4) Knights of Columbus Park (2) Heritage Heights Park (2)
Playgrounds	9	Heritage Heights Park, Silver Heights Park, Tupper Park, Shaw Park, Jackson Park, Weinmaster Park, Knights of Columbus Park, Waterloo Park, Sign Park.

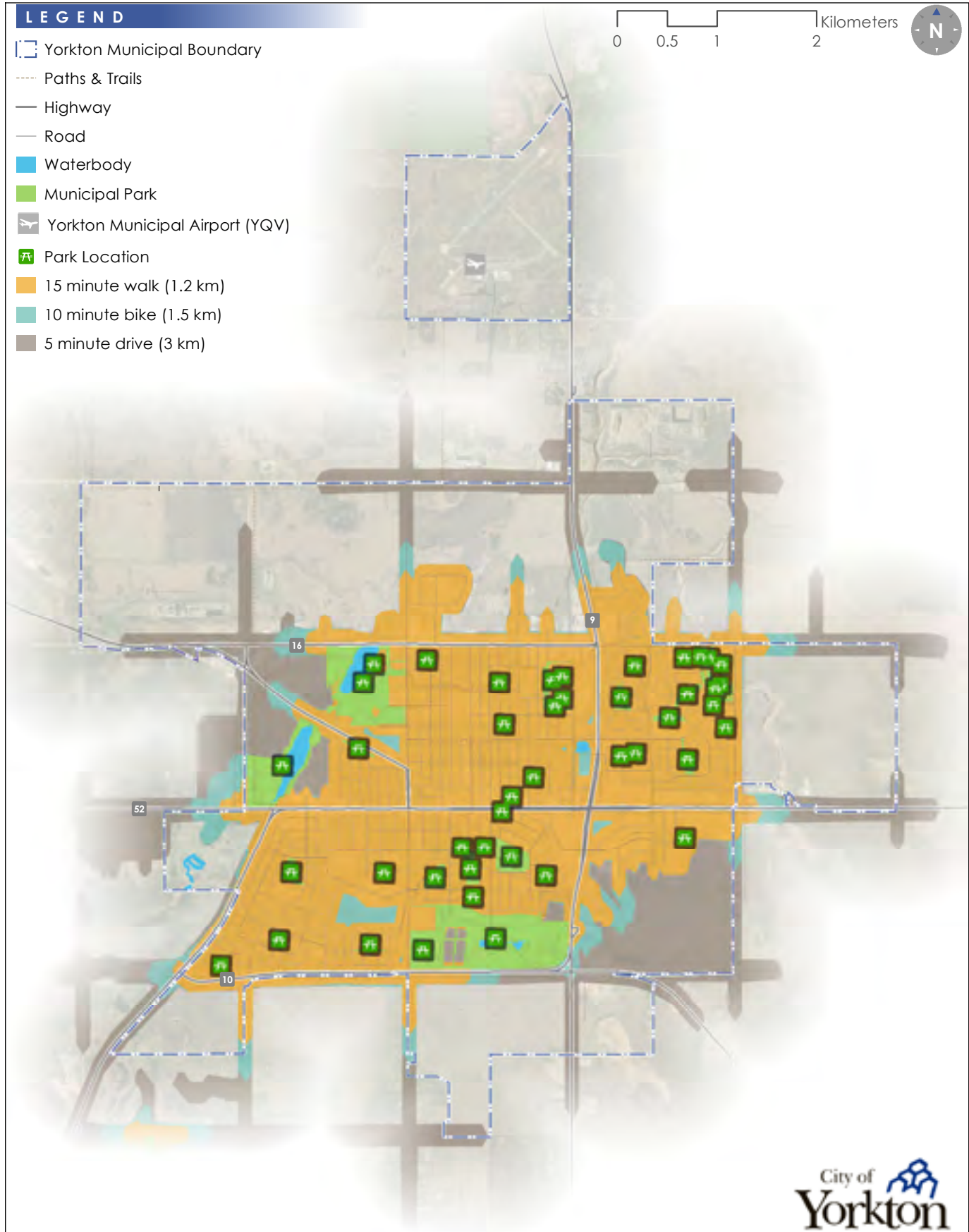
Noted below are additional key indicators and characteristics pertaining to the City's inventory and recreation and parks assets.

- Excluding pandemic impacted years, the City's ice arenas are consistently used >90% of available prime time hours. Both arena facilities are older and the City has undertaken assessment and study of lifespan and required re-investment.
- Parks are well distributed within the community, with well over 90% of residents having access to a park space within a 15 minute walk.
- Available bookings data suggests that there is ample opportunity to increase utilization of sports fields and ball diamonds.
- Prior to the pandemic, the Access Communications Water Park was receiving between 3-4 annual swims per capita. This figure suggests that current aquatics space is not nearing capacity.
- The City has made some investments in trails over the past 10-15 years, however opportunities remain to improve connectivity and trail diversity.
- Unlike many communities, Yorkton does not currently provide a public fitness centre. As the private fitness market tends to be dynamic and tailored to specific demographics, this may impact fitness opportunity access for some demographics.

Overview of Indoor Facilities



Overview of the Parks System



3.0 What We Learned & Heard Summary



Photo from City of Yorkton

3.1 Overview – Research Inputs and Master Plan Background Documents

The What We Learned Report is built upon a thorough program of research that includes the following components:

- Community Demographics
- Trends and Leading Practices
- Policy and Planning Review
- Inventory and Utilization Assessment
- Benchmarking
- Service Review



3.2 What We Learned Summary

This section provides a brief overview of each component of research conducted. For a more in-depth analysis on the research conducted, please see the What We Learned Report.

Community Demographics

- Yorkton is the sixth largest City in Saskatchewan.
- Yorkton has a robust trading area which is estimated to service 113,000 people
- There is an abundance of education opportunities for Youth in Yorkton.
- In general, Yorkton’s age demographic aligns with similarly sized municipalities in the province.
- The City is projecting growth of 25,000 residents by 2040.
- Yorkton has the third highest Indigenous population in the province with a population of 1,935.
- The largest sector of employment within Yorkton is sales and service, employing 30% of the workforce.

Trends and Leading Practices

- Data collection is an important tactic that municipalities are utilizing to understand needs, preferences, and desires of users.
- Recognizing the role of recreation in Truth and Reconciliation efforts and how the sector can continue moving forward in a positive way.
- Reiterating the importance of belonging in community and the role parks and recreation can play in creating safe and welcoming spaces.
- There is a continued shift away from standalone to multipurpose facilities that can provide opportunities for all ages, interests, and ability levels at a single facility.
- The COVID-19 pandemic has led to increasing use and passion for parks and trails; a trend that appears to be continuing. While connecting individuals to these spaces is a great societal opportunity, it does require adequate management and conservation focus by municipalities and other stewards of these spaces.
- There is increasing demand for older adult participation in parks and recreation activities. Older adults are steering away from the traditional activities and are taking part in trending activities such as pickleball. Ensuring programming opportunities and space for this generation to participate is important.
- Recreation interests and preferences continue to diversify, with a willingness to try a wider array of organized and nonorganized activities.

Policy and Planning Review

A review of planning and policy documents that influence the provision of parks and recreation service delivery was conducted. The list of documents reviewed included:

City Plans

- » Yorkton Strategic Plan (2010)
- » City of Yorkton Official Community Plan Background Report (2012)
- » City of Yorkton Master Plan (2014)
- » Yorkton Municipal Culture Plan (2009)
- » Yorkton Kinsmen Arena Facility and Assessment Feasibility Study (2019)
- » Yorkton Recreation Planning Study City Council Presentation (2019)
- » Gallagher Centre Renewal Project Council Presentation (2020)
- » Pump Bike Park Development Review (2021)
- » Community Development, Parks and Recreation Fees (2022)
- » City of Yorkton Transportation Master Plan (2012)

Regional Plans

- » Yorkton Regional Transportation Study (2018)
- » Yorkton Regional Planning District Plan (2016)

National Plans

- » Parks for All (2017)
- » Framework for Recreation in Canada (2015)
- » Canada Sport Policy (under review)

Facility Utilization Analysis

Utilization and participation data was gathered for both indoor and outdoor recreation and parks spaces in Yorkton. The analysis focused on a timeframe from 2019-2022 in attempt to reflect typical levels of use before the COVID-19 pandemic. It also provided insight into how some amenities dealt with the pandemic and how some spaces rebounded. The key findings from the utilization analysis follows.

- Arenas have consistently experienced high levels of utilization (prime time hours booked above 90%). Youth ice sport groups consume the most ice time, accounting for approximately 40% of all bookings.
- Yorkton's overall ball diamonds and sport fields inventory has a significant amount of capacity to accommodate future growth. User group demands for enhanced fields are most likely a product of field quality or typology.
- The Access Communications Water Park accommodates between 50,000 - 60,000 swim visits annually (3.0 - 3.6 swims per capita). While the facility is well-utilized it is not nearing or over capacity.
- In general, opportunities exist to increase use of the Gallagher Centre fieldhouse for drop-in sports, fitness classes, and other programming.

Benchmarking

Benchmarking comparison research was conducted to contrast municipally owned or supported infrastructure provision in Yorkton against other municipalities of similar size or context in Alberta and Saskatchewan. Additionally, some specific policies and practices were reviewed to provide some insight into how these other communities provide services. Comparing municipalities directly in this way must be done carefully, as all communities are unique. However, this comparison research does provide a general picture as to how Yorkton compares to other municipalities. Working with the Project Steering Committee, five different municipalities were selected for comparison. These included¹:

- North Battleford SK (13,836)
- Swift Current SK (16,750)
- Brandon MB (51,313)
- Brooks AB (14,924)
- Cold Lake AB (15,661)

Provided below is a synopsis of key findings from the benchmarking research:

- Yorkton generally provides most types of recreation amenities at similar levels to the comparators.
- Amenities provided at a higher (better) provision level included indoor aquatics facilities, gymnasiums, curling sheets, indoor walking tracks, theatre venues, disc golf courses, municipal golf courses, multisport courts, and outdoor rinks.
- Amenities provided at lesser (worse) levels to comparators included bike parks, off-leash areas, public fitness / weight rooms, and ice arena sheets.

Service Review Summary

Parks and recreation opportunities are provided by several departments, boards, and organizations in Yorkton with the City taking a key leadership role. The City actively supports programs, activities, and events offered by community groups and nonprofits in the area. As part of the research and analysis, the project team also reviewed how the City invests in and provides parks and recreation opportunities. Summarized below are key findings and important considerations.

- The City of Yorkton has a sizable array of community groups providing a variety of activities to residents.
- The City has successfully balanced direct program provision (City staff providing programming) with indirect program provision (supporting community groups to offer programming and other activities).
- Opportunities exist to be more transparent with the rationale and structure for setting user fees.
- City staff have done an excellent job being creative through the pandemic, and will now need to monitor how activity preferences and demands have evolved.
- Parks and recreation provide wide ranging physical, social, community, and economic benefits. The City should continue to ensure that residents understand these benefits and how they impact decision making.
- The City's approach to programming at facilities it operates is highly cost recovery driven. While it will always be important for the City to provide recreation services within its financial means, ensuring equity and access for all residents needs to also be an important consideration as program planning is undertaken.

¹ North Battleford, Swift Current, Brandon, Brooks, and Cold Lake population data is sourced from the most recent (2021) census.

3.3 What We Heard Summary

To support and inform the development of the Recreation and Parks Master Plan, a comprehensive engagement program was implemented to gather the thoughts from residents.

Tactic	Participation
Coded Access Survey	372 responses*
Open Access Survey	93 responses
Community Pop-Up Events	3 events
Group Survey	13 responses
Youth Survey	340 responses
Community Contributor Meetings	36 participating groups

* If the survey was fielded by random sampling the margin of error would equate to +/- 4.9% nineteen times out of twenty.

This section provides a brief overview of the engagement findings. For a detailed analysis and presentation of the engagement findings, please see the What We Heard Report.



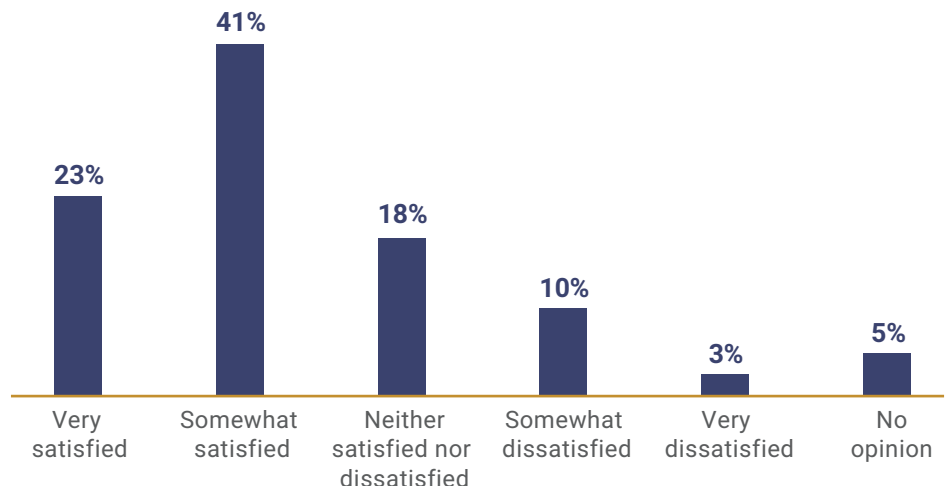
Household Survey Highlights & Key Themes

A coded access survey was fielded with households in Yorkton to gather their perspectives on parks and recreation provision. The access codes were distributed to households via postcards utilizing Canada Post’s neighbourhood mail – 8,151 households were sent a postcard. The City’s website was used as a host for the survey. The survey gathered responses from September 28th – October 16th. Over that time 372 responses were gathered.

Satisfaction with Availability of Opportunities

Key Finding:

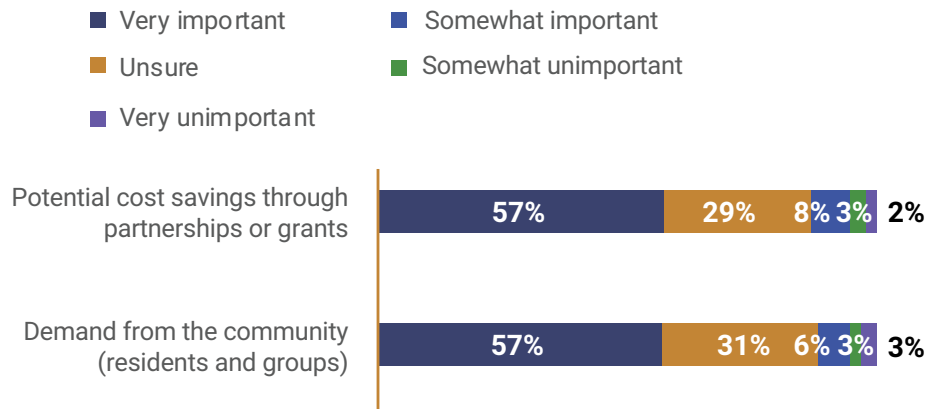
There is general satisfaction with the availability of parks and recreation opportunities in Yorkton.



Key Finding:

It is important that the City consider potential cost savings through partnerships and grants and demand from the community when making future decisions about parks and recreation.

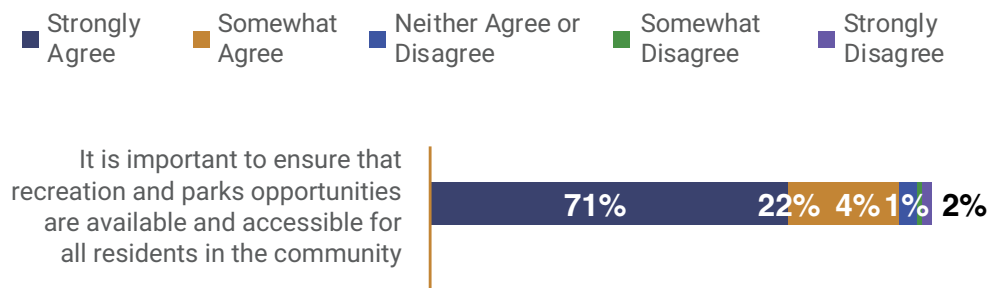
Importance of Criteria Set Priorities



Agreement Level with Values and Considerations in Yorkton

Key Finding:

There is a strong belief that it is important to ensure that parks and recreation opportunities are available and accessible for all residents in the community.



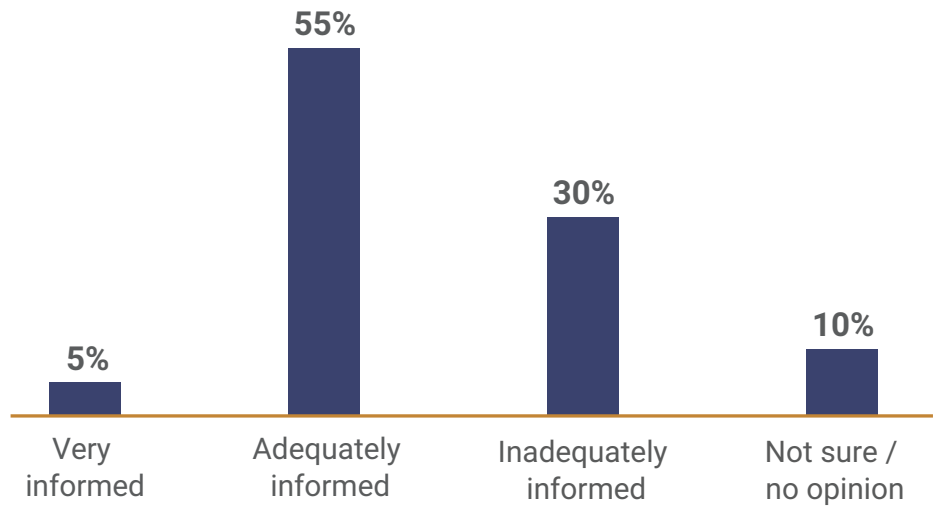
The Importance of Considering Equity in Prioritization

While resident priorities as identified through the Household Survey are an important input to prioritization (including the recommended priorities and strategies identified in Section 5), others factors and considerations beyond public demand must be taken into account. These factors include recreation equity and focusing resources where they can provide the greatest public benefit to all – including populations that may be hard to reach or fully represented through some engagement methods like surveys. For example, discussions with community service agencies strongly reflected the need for multipurpose / flexible and affordable spaces such as sport courts for basketball, social gathering areas for new Canadians, and youth focused spaces.

Key Finding:

While most Yorkton residents are adequately informed about parks and recreation opportunities, room for improvement exists (nearly one third expressed that they are inadequately informed).

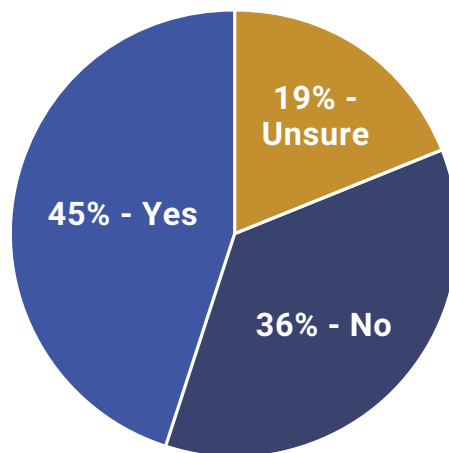
How Informed Residents Feel About Parks and Recreation in Yorkton



Key Finding:

Residents have mixed perspectives on whether current facilities are adequate in the community.

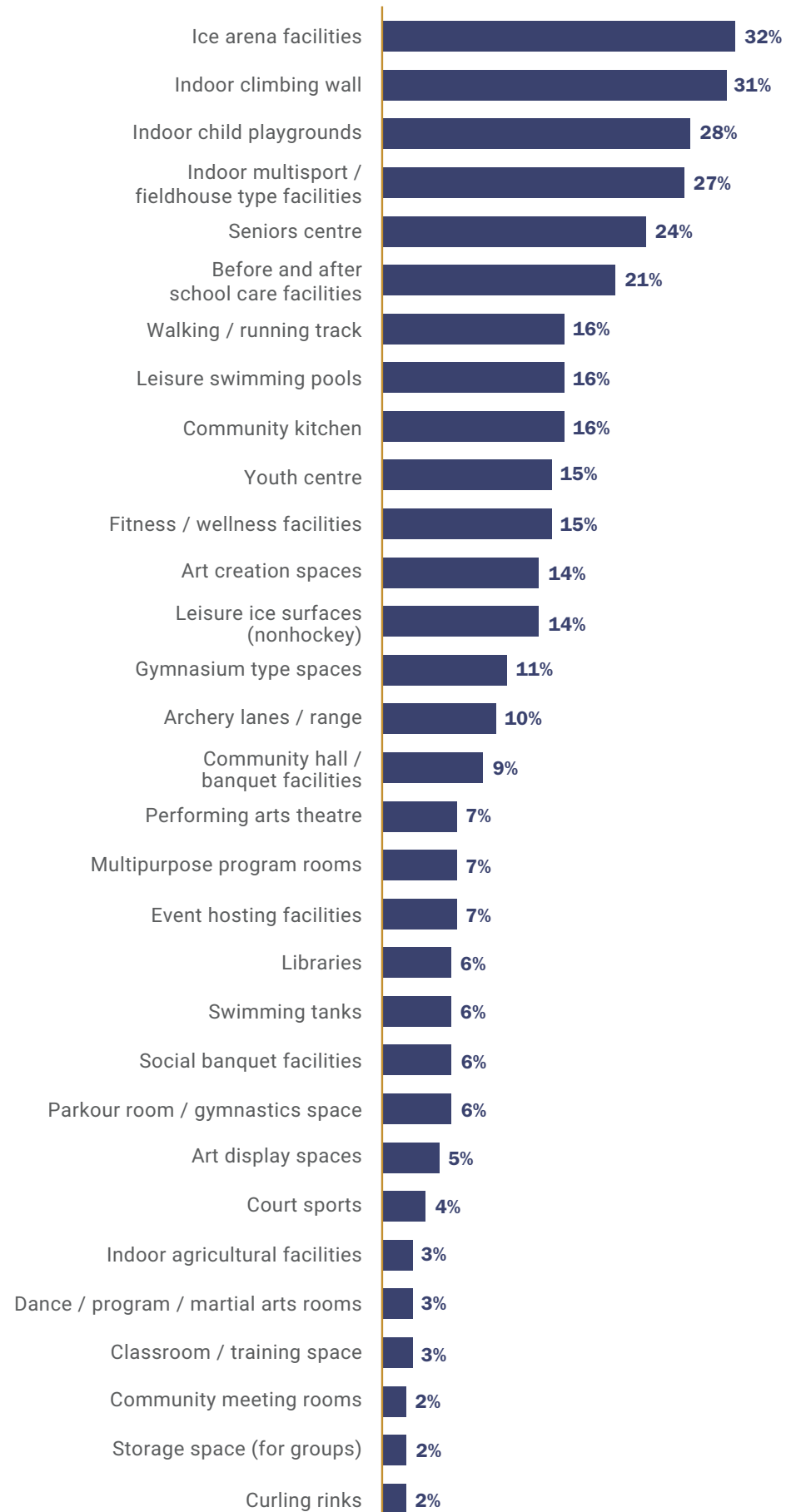
Are There Adequate Parks and Recreation Facilities in Yorkton?



Key Finding:

Resident demands and desires for new and improved recreation infrastructure are diverse.

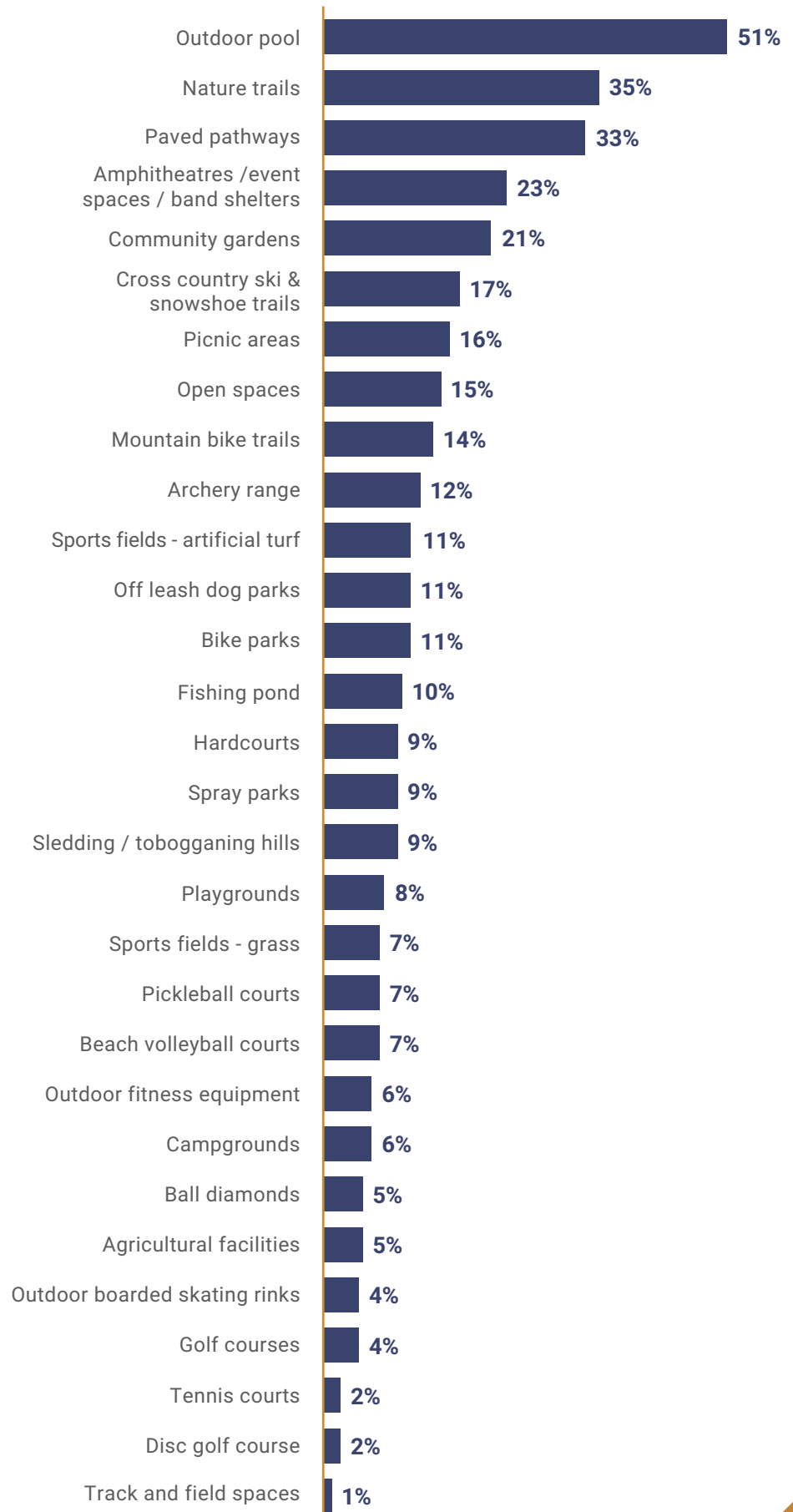
Indoor Facilities and Amenities That Should Be More Readily Available or Enhanced



Key Finding:

There is a strong demand for new and improved trails and pathways in the community.

Outdoor Facilities and Amenities That Should Be More Readily Available or Enhanced



Key Finding:

There is some support for a tax increase for new services in Yorkton.

Increase In Property Taxes For New Services Your Household Members Would Use

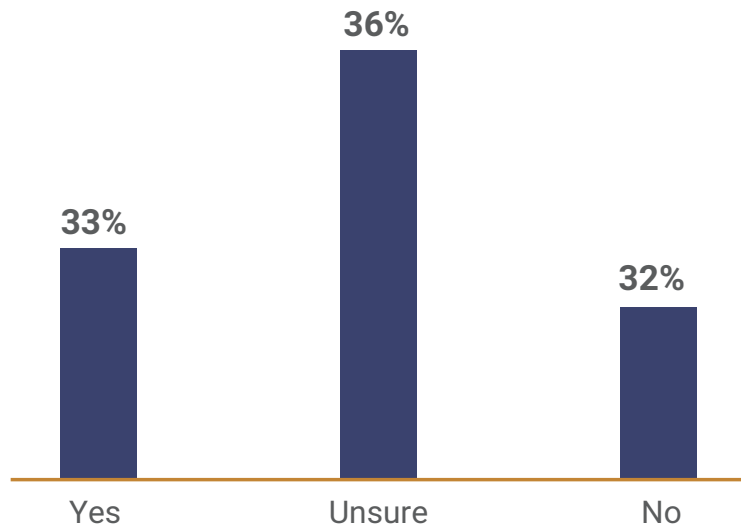


Photo from City of Yorkton Facebook

Group Survey Highlights & Themes

A survey was fielded with a variety of organizations in Yorkton. These organizations included indoor and outdoor recreation groups but also included a series of others who may use parks and recreation spaces and facilities in Yorkton. Responses were gathered from September 23rd – October 31st. In total 13 responses were received.

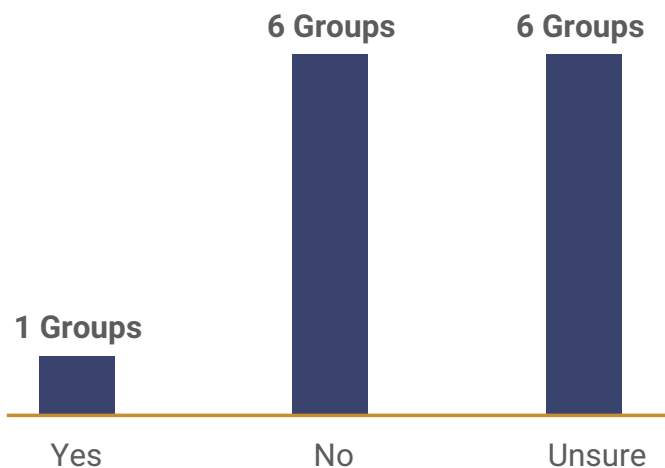
Key Finding:

Groups provided somewhat contradictory perspectives on the state of recreation infrastructure in the community. While most groups indicated that the current facilities they use somewhat meet their organization's specific needs, it was also expressed that in general there are not adequate sports and recreation facilities in Yorkton.

Do Current Sports and Recreation Facilities Meet The Needs of Your Organization?



Are there Adequate Sports and Recreations Facilities In Yorkton?



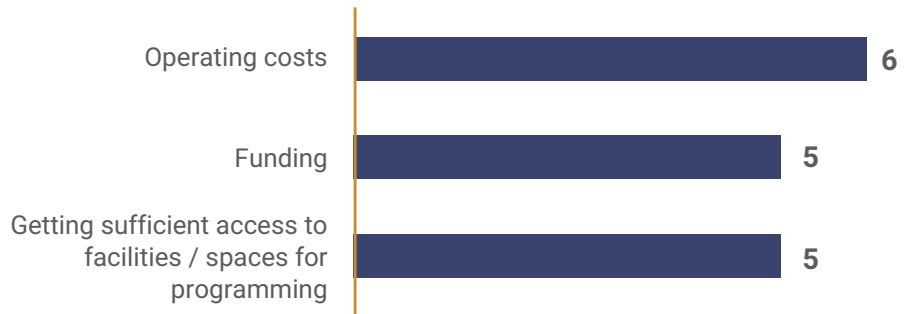
Facilities and spaces identified as need to be enhanced or more readily available include:

- Indoor Field Facilities
- Gymnasium Type Spaces
- Storage Space
- Hardcourts
- Sports Fields – Turf
- Sports Fields – Grass

Key Finding:

Some challenges groups are facing include operating costs, funding, and getting sufficient access to facilities and spaces for programming.

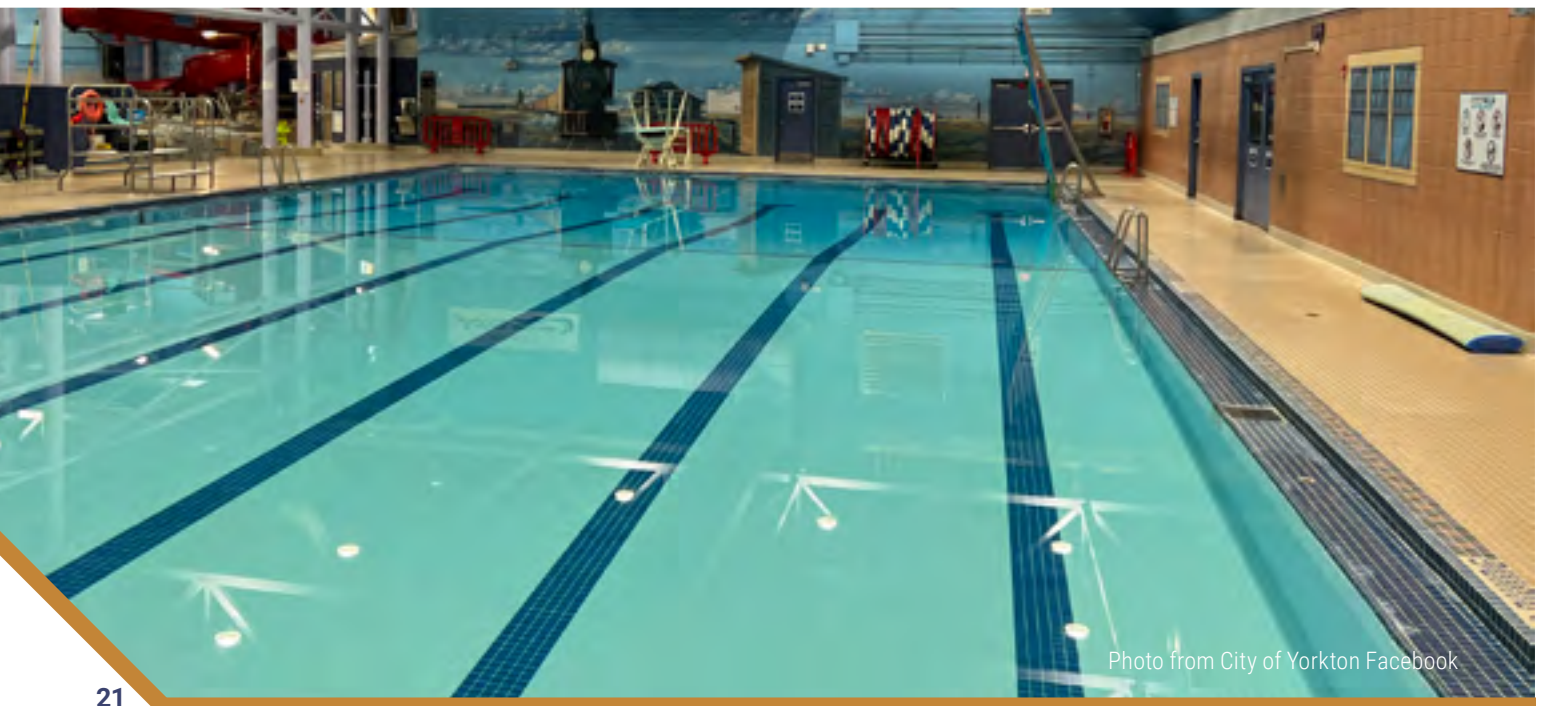
Organizational Challenges



Key Finding:

When asked about support the City can provide to help address these challenges, groups said that developing additional facilities & amenities & enhancing existing facilities and amenities would help address some of their challenges.

What City Support Can Help Address Your Organizations Challenges?



Youth Survey Highlights & Themes

A survey was fielded with youth in the community to gain their perspectives on the provision of parks and recreation in Yorkton. The survey gathered responses from September 28th – November 8th. In total 340 responses were gathered, providing excellent insights into the recreation perspectives and needs of this important age cohort.

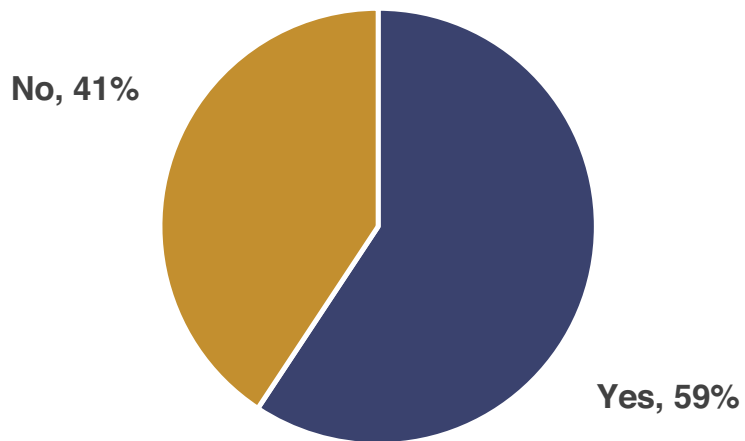
Key Finding:

There is belief that youth would like to see more indoor and outdoor recreation facilities and spaces.

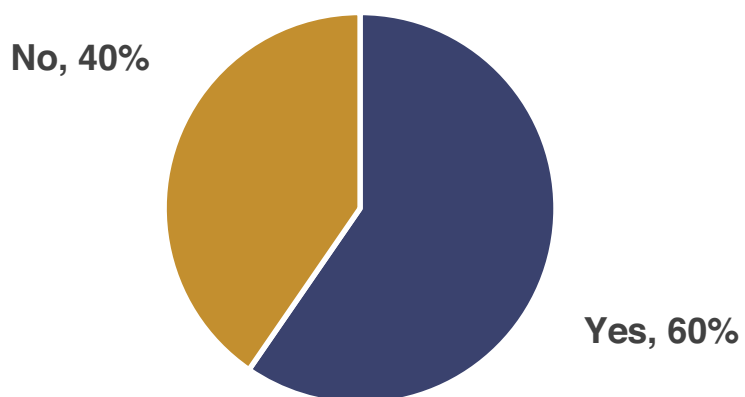
Some indoor and outdoor facilities that youth believe should be more readily available or enhanced are:

- **Indoor**
 - » Indoor Climbing Walls
 - » Gymnasium Type Spaces
 - » Parkour Room / Gymnastic Space
 - » Ice Arena Facilities
 - » Indoor Child Playgrounds
- **Outdoor**
 - » Beach Volleyball Courts
 - » Outdoor Pool
 - » Bike Parks
 - » Campgrounds
 - » Spray Parks

Are There Indoor Facilities Or Spaces That Could Be Improved Or You Would Like To See More Of?



Are There Outdoor Facilities Or Spaces That Could Be Improved Or You Would Like To See More Of?



Community Contributor Meeting Highlights & Themes

A series of meetings were convened with a variety of groups who presented their unique perspectives on parks and recreation provision in Yorkton. Conversations were held with indoor and outdoor recreation user groups, social agencies, Public/Catholic and post secondary institutions, art organizations, and some others. In total there were 36 participating organizations. Additionally, two separate meetings were held with the Yorkton Tribal Council.

- Reconciliation efforts are extremely important and should continue to be a priority.
- Grassroots organizations should continue to be the driver of programming in Yorkton.
- To ensure the sustainability of not-for-profit organizations in Yorkton, capacity building initiatives should be provided.
- The Exhibition site should be utilized to its full extent.
- There are concerns with the affordability of recreation and parks opportunities.
- The ability to access recreation and parks opportunities throughout Yorkton via nonmotorized active transportation is important.
- It is important that existing space allocations and overall infrastructure investment is balanced and does not simply defer to the “loudest voices”.
- The efforts of City staff and community volunteers are appreciated.
- Ensure community groups are brought into City planning efforts that may impact them.
- While there is a good variety of indoor and outdoor facilities and amenities, some improvement is desired, including: additional access to arena ice and gymnasium space and enhanced support amenities along the pathways (e.g. washrooms, fountains, benches)
- The City should enhance its transparency in decision making and improve its communications about decisions.
- Outdoor sport courts, youth focused amenities (wheeled sports), and social gathering spaces for New Canadians and cultural groups were identified as key outdoor priorities by many organization representatives that have insights into the needs of potentially hard to reach segments of the community.
- Changing recreation preferences and demands were noted during some of the discussions, especially pertaining to children and youth. Stakeholders reiterated the importance of providing both organized and unstructured activities.
- The needs for connections and synergies between recreation and culture are important.



Photo from City of Yorkton Facebook

4.0 Strategic Foundations for Recreation and Parks Investment



4.1. The Importance of Having Strategic Foundations for Recreation and Parks Services

Yorkton residents place a high value on parks and recreation opportunities and recognize that providing these services offers wide ranging personal and community-wide benefits.

The provision of parks and recreation services is most effective when there is a clear understanding of what drives service delivery or, in other words, what return the City is looking to accrue through its investment. Residents in turn want the City to continue getting the best value from its investment in all types of services – including parks and recreation.

Establishing clear, philosophical foundations for service delivery articulates clear objectives and measurables that can be used to assess success (or areas that require continued improvement) and ensure resources are focused around some common values.

From the Community Survey

The top 5 reasons residents participate in parks and recreation activities...

- Physical health / exercise
- Relaxation, mental health, and well-being
- To enjoy nature
- Pleasure / entertainment
- To be with friends and family



Photo from City of Yorkton Facebook

4.2. Key Service Delivery Outcomes

Seven Service Delivery Outcomes have been identified to provide foundational and aspirational goals for how the City invests in, focuses resources, and delivers parks and recreation opportunities. These outcomes align with broader City planning and also reflect key values identified through the community engagement.

Recognizing that parks and recreation can and needs to achieve numerous outcomes, the following outcomes will be most important over the next 10 years.

Overview of the Service Delivery Objectives



Getting inactive residents involved in active living opportunities.



Ensuring children and youth have the physical literacy skills required to enable lifelong participation in recreation.



Meeting needs for both organized and unstructured activity.



Making optimal use of existing infrastructure.



Recognizing the increasing diversity of Yorkton and the City's commitment to Reconciliation, leveraging parks and recreation as a mechanism to build an even more inclusive and connected community.



Balancing the reality of finite financial resources (including the need to sustain existing, aging facilities) with meeting emerging recreation needs and trends.



Using parks and recreation as a key mechanism to attract and retain residents.

The strategies and priorities identified in Section 5 are focused on helping achieve the Service Delivery Outcomes. The Implementation Plan identified in Section 6 also provides key performance indicators (KPI's) that can be used to help track success and alignment with the Service Delivery Outcomes.



Photo from City of Yorkton

5.0 Recommended Strategies and Priorities



Photo from City of Yorkton

5.1. Service Delivery Strategies

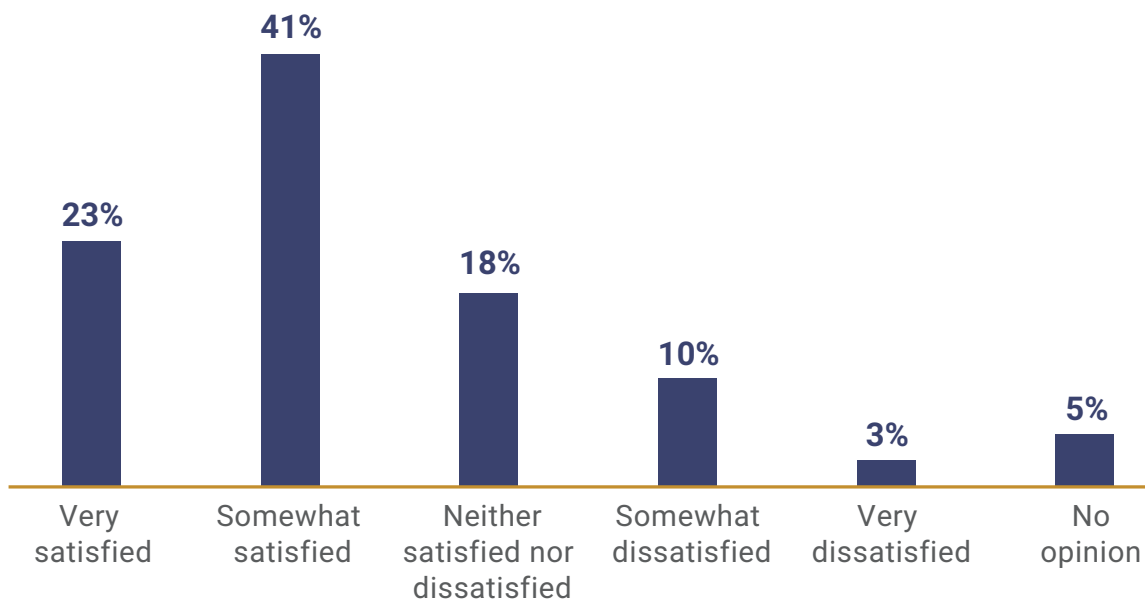
Focus Area: Overall Programming and Opportunity Provision

Summary of Strategies

- A. Continue to use a balance of direct and indirect delivery methods to provide recreation and related opportunities.
- B. Use the recommended tool (Program Evaluation Planning Tool) to inform decision making on the best approach to providing programming and activities.
- C. More proactively and overtly share the cost impacts of providing parks and recreation services with the public to increase levels of understanding (e.g. cost recovery for major facilities).

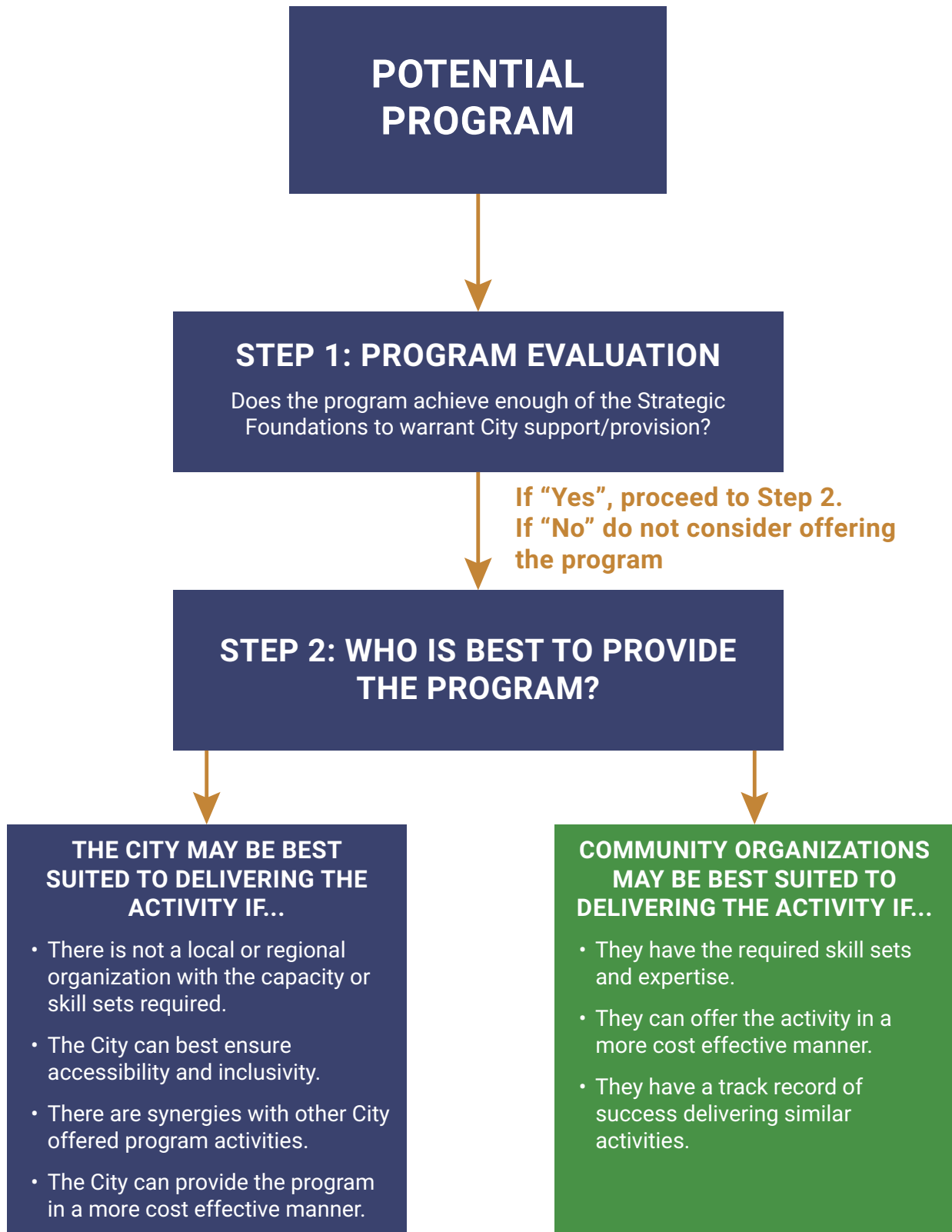
Levels of satisfaction with parks and recreation services are relatively high, suggesting that most residents feel that they are getting relatively good value for their tax dollar. The City’s delivery of parks and recreation using a mix of direct and indirect approaches appears to work well and in many cases is necessary – both to meet gaps where community based provision is not possible (through direct provision by the City) and to leverage volunteer resources where available (through indirect provision).

Satisfaction With Availability Of Opportunities



Program Evaluation Tool

The following planning tool is intended to help guide the City when it needs to determine how (or if) to provide a potential new or expanded type of recreation opportunity. Using this process will help rationalize decision making and also identify potential resources required to ensure that the opportunity is delivered in a quality and sustainable manner.



It is also recommended that the City overtly and proactively share key financial aspects of service delivery, such as cost recovery for major facilities and the level of subsidy provided to user groups that access space. Doing so will help create increased levels of clarity and improve understanding as to the many factors that go into programming and facility decision making.

Focus Area: Resourcing

Summary of Strategies

- A. Align user fees with a benefits-based model.
- B. Align programming with a benefits-based model.
- C. Continue to use partnerships and collaborations to maximize available resources.

The City's current approach to delivering parks and recreation services is cost recovery focused. This approach is prudent and recognizes resource limitations as well as resident values for service delivery efficiency. However, it is also important to recognize the following two overarching truths:

- Residents have varying levels of ability to pay for programs and facility access; and
- The level of community benefit achieved by different types of residents accessing different types of programming varies.

To better balance financial sustainability (cost recovery) with the overall rationale for providing and investing in parks and recreation, it is recommended that the City shift its approach to a model that better aligns cost recovery with the benefits achieved from providing the opportunity.

The following graphic, along with the example benefits and scenarios on the following page, outline how this model could be applied, both when setting specific user fees and overall cost recovery targets for specific programs or categories of programming.



Example List of Benefits

- Increases physical literacy for children and youth
- Increases physical activity levels among adults
- Keeps seniors physically active and socially engaged
- Integrates multiple generations
- Engages at-risk / vulnerable populations in recreation and culture activities
- Increases community connectedness and vibrancy
- Connects residents to nature
- Fosters community collaborations and contributes to community capacity
- Teaches new skills
- Attracts non-local visitation and spending

A list of benefits (such as those listed above) may evolve or expand over time and should be validated on a regular basis by City staff and Council. The table below reflects an example of how a list of benefits can be used to set fees and cost recovery.

Scenario	Cost Recovery Target	User Fees Impact
More than 8 key benefits outcomes are achieved	0 - 25%	Fees aligned to achieve cost recovery target
5 – 8 key benefits outcomes area achieved	26 – 50%	Fees aligned to achieve cost recovery target
3 – 5 key benefits outcomes are achieved	50 – 100%	Fees aligned to achieve cost recovery target
Less than 3 key benefits outcomes are achieved	100%+	Fees aligned to ensure that the program achieves a profit that can help offset other cost

While this approach is intended to provide a logical, transparent, and values based approach to delivering recreation programming, flexibility and adaptability will also be required. For example, the City may wish to seek higher levels of cost recovery for some programs based on user ability to pay or the opportunity to offset costs for other programming.

It is also recommended that the City continue leveraging partnerships wherever possible. Working with Good Spirit School Division and Christ the Teacher Catholic Schools to maximize community access to school gymnasiums and other spaces should be a priority and may require the development of a Joint Use Agreement. Other cross-sectorial collaborations with public health and social agencies can be mutually beneficial, increasing resident participation and potentially leading to future funding opportunities.



Photo from City of Yorkton

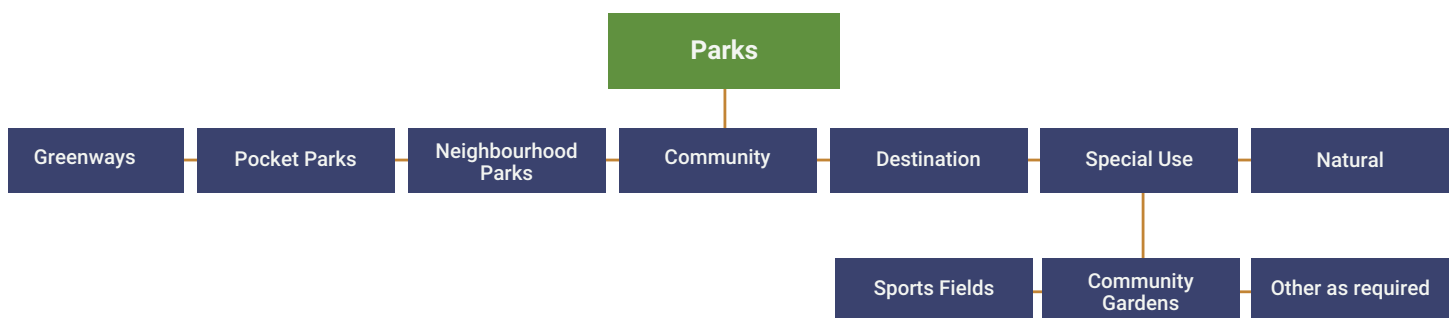
Focus Area: Parks and Outdoor Amenity Classification

Summary of Strategies

- A. Implement the recently updated Parks Classification Guidelines Policy and continue to review and refresh this important parks management and planning tool on a regular basis.
- B. Continue ensuring adequate investment in parks and outdoor spaces.
- C. Regularly engage with the community to learn about desired park and outdoor space experiences and perceived gaps.

Having a structured approach to planning and managing outdoor assets is important to ensure these valued spaces are well distributed, sufficiently maintained, and aligned with the types of experiences residents are looking for. Analysis of Yorkton's parks space suggests that the City has generally done a good job providing quality park experiences.

The following graphic provides an overview of the City's parks and outdoor space hierarchy as reflected in the recently refreshed (April 2022) Parks Classification Guidelines Policy (Policy # 50.500).



The Parks Classification Guidelines Policy provides a sound structure for parks management and planning. It is recommended that the City place an emphasis on aligning the current park system with the guidance provided in the Policy through operations, improvements, and park renewals as they are undertaken. New parkland acquisition and development should also follow-up the Policy as this will help ensure that the right types of parks are developed for the right types of areas.

As with any policy and management tool, the Parks Classification Guidelines Policy should be regularly reviewed and refreshed, recognizing that park infrastructure and experience needs evolve over time along with the built environment of the community, growth, and land supply availability. Listed below are potential additions to the Policy that are suggested for consideration when the Policy is next reviewed and updated.

- Description of the experiences that each classification of park is designed to achieve.
- Additional detail on the types of support amenities that are to be provided in each class / type of park.
- Identification of how the City will animate / program the park (if applicable).

Focus Area: Inclusion and Equity

Summary of Strategies

- A. Work with local agencies and other community partners to create a Recreation Access (subsidy) program that can support recreation programming participation and facility access for residents of all ages facing financial barriers.
- B. Provide all permanent staff with the appropriate training to ensure their interactions are positive and respectful with equity deserving residents, individuals facing homelessness, residents facing language barriers, and disabled individuals.
- C. Ensure that allocations policies and practices prioritize facility space based on need and allow time for new and emerging activities.
- D. Work closely with the Indigenous community and underrepresented demographics in the community to promote recreation opportunities, implement mutually beneficial aspects of the Master Plan, and to deliver services on an ongoing basis.

Recreation services are most beneficial to the health, well-being, and vibrancy of a community when they are accessible to all residents. The City provides a number of low-cost opportunities, such as reduced swimming fees at set times, and works with local organizations like KidSport. The City does not currently have a recreation access subsidy program. Developing such a subsidy program and working with local service organizations to promote uptake will enable residents facing financial barriers to access programming and facilities in an equitable manner.

It is also important to recognize that barriers to programming and facilities extend beyond those that are financial. Social, language, and cultural barriers can prevent residents from feeling comfortable, taking part in programs, and using facilities. Providing staff training and scheduling times for culturally and socially focused participation (e.g. women's only swims) can help ensure all residents can benefit from recreation.

Within recreation and community sport, tenured user groups often have embedded priority when it comes to accessing the most appealing and in-demand facility time slots. While it is important to recognize the longstanding contributions of these groups to providing programming, it is also important to ensure sufficient facility time exists for new and emerging groups and activities. Ensuring that facility allocations are equitable and needs-based aligns with best practice, including Sport for Life and Long Term Development (LTD).

The City has made a commitment to Reconciliation and Decolonization, both stated at the Council level, and through support of initiatives like the City Centre Park teepee installation. The Truth and Reconciliation Final Report and Calls to Action specifically identify the role that sport and physical activity can play in helping advance Reconciliation.



Photo from City of Yorkton

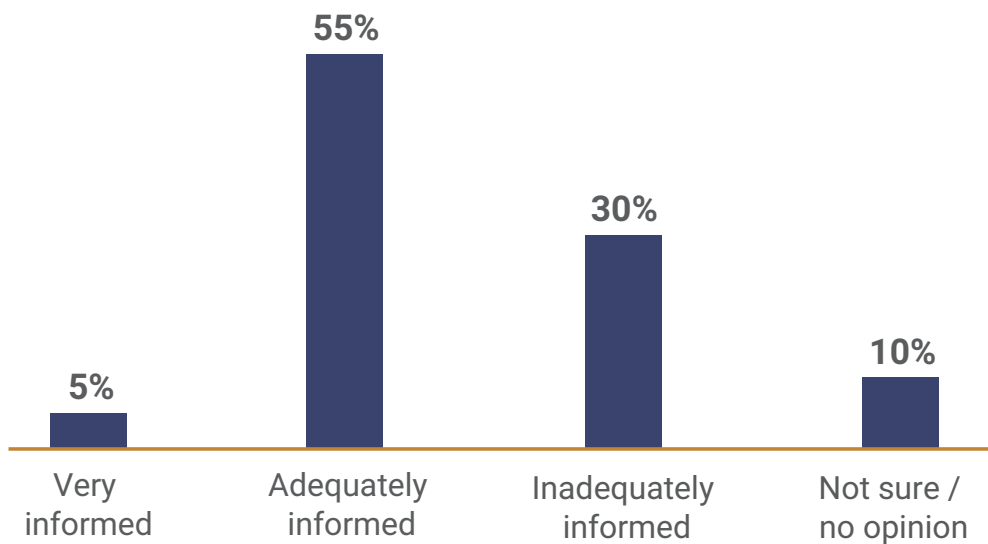
Focus Area: Increasing Participation

Summary of Strategies

- A. Ensure sufficient resources are invested in promotions and marketing.
- B. Conduct audits / reviews of communications methods every 3 years, including a public survey to test changes in how residents would like to learn about opportunities.
- C. Work with local agencies and service providers to determine how to promote recreation and parks to hard to reach populations.

The Community Survey and other engagement findings reflect that there is a need to better inform residents about available parks and recreation opportunities. The engagement findings also indicate the residents prefer to hear about these opportunities through a combination of traditional and new communications mediums.

How Informed Residents Feel About Parks And Recreation In Yorkton?



While Yorkton is generally considered an active community, many residents are still not sufficiently active. Getting those inactive residents more active presents a great opportunity to achieve a host of downstream benefits, including:

- Reduced social and health care spending
- A more vibrant and connected community
- A deeper sense of connection to others and the community (sense of place)
- Increased facility use and program participation (higher revenues and cost recovery)

Communication Preferences

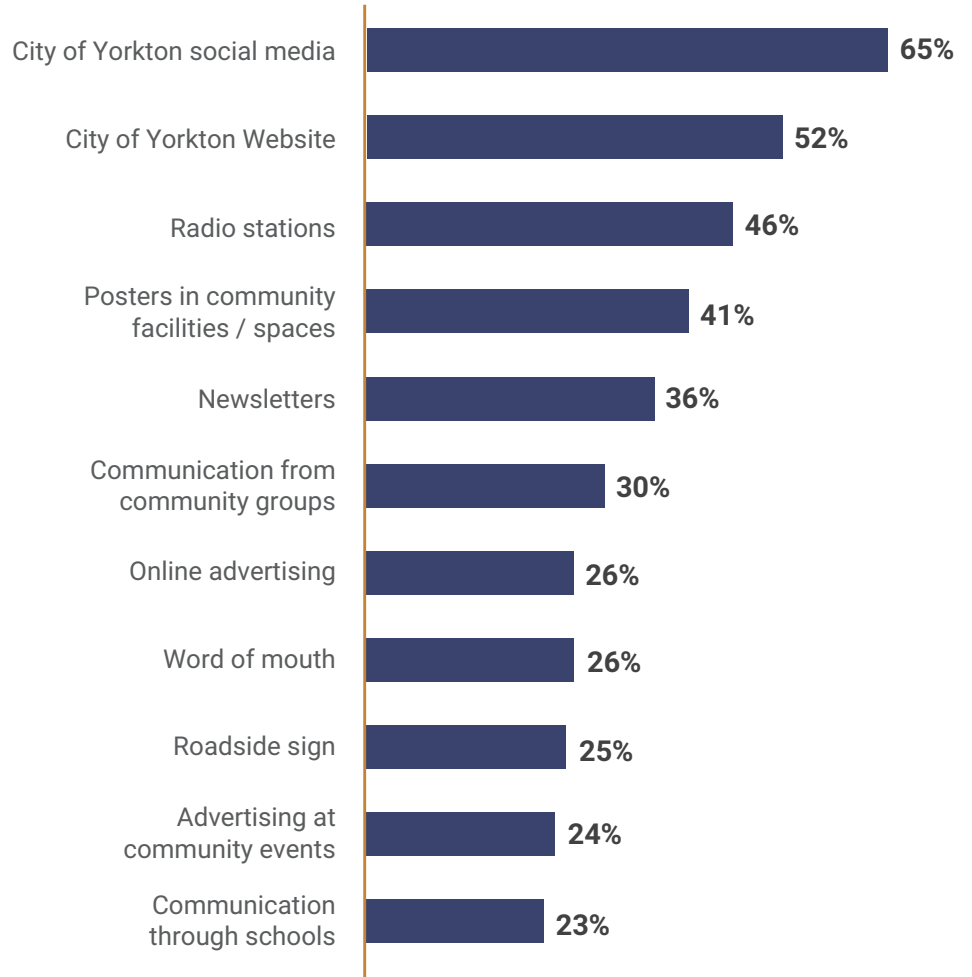


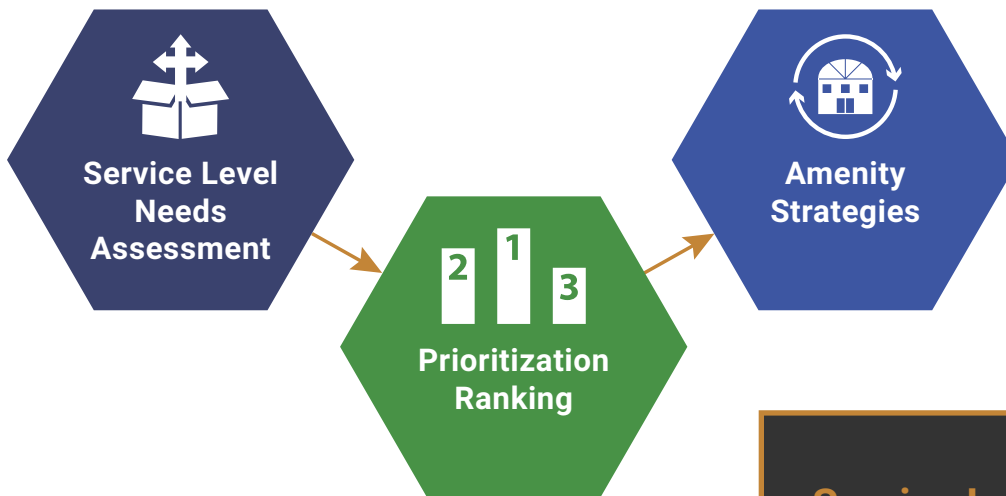
Photo from City of Yorkton

5.2. Parks and Recreation Infrastructure

A Process for Prioritizing Capital Investment

Over the next 10 years the City will need to prioritize capital investments in parks and recreation to ensure that its limited resources are directed to those projects that can achieve the highest level of benefit to residents and address identified gaps.

Provided in this Section are Amenity Strategies that identify recommended future actions and approaches for meeting the City's parks and recreation infrastructure needs over the next 10 years. These Amenity Strategies were informed by a Service Level Needs Assessment and Prioritization Ranking process as illustrated by the graphic.



How were the Amenity Strategies identified?

The **Service Level Needs Assessment** takes into account a number of Master Plan research and engagement inputs to provide an initial assessment of whether the provision (supply) of an amenity type should be “Expanded”, “Sustained”, or “Reduced”.

The **Prioritization Ranking** then builds on the Service Level Needs Assessment by integrating other practical factors that are important to consider when prioritizing future capital investment, resulting in a scored and ranked list of potential parks and recreation infrastructure priorities.

The **Amenity Strategies** consider the ranked list of potential parks and recreation infrastructure priorities, but also apply a practical lens and other important considerations (e.g. resourcing, land, strategic alignment with other City priorities, etc.).

Service Level Needs Assessment ‘Inputs’

- Public demand (resident perspectives on priority)
- User group and stakeholder demand
- Utilization of current facilities
- Benchmarking (comparison of service levels to other communities)
- Trends

Additional Prioritization Ranking ‘Inputs’




- Recreation benefit to the community
- Estimated capital cost impacts
- Estimated operating cost impacts
- Future adaptability of the space
- Economic benefits and potential positive impacts









The table identifies the top 10 ranked indoor and outdoor facility types from the Prioritization Ranking. **The detailed Service Level Needs Assessment and Prioritization Ranking scoring results can be found in Appendix A.**

Indoor Facility Types	Outdoor Facility Types
1. Indoor child playgrounds	1. Nature trails
2. Indoor multisport / fieldhouse type facilities	2. Paved pathways
3. Ice arena facilities	3. Community gardens
4 (tied). Indoor climbing wall	4. Amphitheatres / event spaces / band shelters
4 (tied). Seniors centre	5. Cross country ski & snowshoe trails
5. Before and after school care facilities	6. Mountain bike trails
6 (tied). Fitness / wellness facilities	7. Open spaces
6 (tied). Community kitchen	8. Picnic areas
7. Youth centre	9. Beach volleyball courts
8. Art display spaces	10. Disc golf course

Priority Amenity Strategies

The following Amenity Strategies translate the results from the Service Level Needs Assessment and Prioritization Ranking into key strategies that the City should consider as it allocates resourcing and identified specific projects to complete. **As an overarching strategy across all amenity types, the City will need to ensure adequate lifecycle and capital reserve contributions are budgets in order to sustain existing infrastructure at a safe and functional level.**

Amenity Type / Category	Strategies	Recommended Supply in 10 Years Relative to Current
Parks	<p>A. Increase play diversity as playground renewals and park enhancements are undertaken. These efforts should include expanded use of natural and adventure play equipment with a broader age range appeal.</p> <p>B. Establish a 10-year park renewal program focused on increasing the quality, activity diversity, and appeal of the City's parks inventory. *A list of potential projects is provided in Appendix B.</p> <p>C. Continue to work with the Indigenous community and partner organizations to reflect Indigenous culture, history, and to advance decolonization efforts.</p>	 Increase Supply
Trails	<p>A. Increase the supply of all trail types in the community with a focus on improving connectivity and linking recreation sites (to enable better access via active transportation modes). *A list of potential projects is provided in Appendix B.</p> <p>B. Improve trail animation and functionality, including wayfinding signage and support amenities (benches, garbage receptacles, etc.).</p> <p>C. Encourage the increased use of the golf course for off-season (winter) trail activities.</p> <p>D. Develop and implement a system for trail usage tracking.</p>	 Increase Supply
Ice Arenas	<p>A. When the Kinsmen Arena needs to be replaced (previous study has estimated approximately 15 years), consider replacement as part of a multisheet facility with the existing Westland Arena or potentially as part of an eventual new twin sheet facility at another site.</p> <p>B. Initiate feasibility analysis to validate the costs of developing a third sheet of indoor ice and identify potential site options.</p> <p>*Both of the above Strategies could occur simultaneously as part of an Arena Strategy that helps map out ice needs in the community and opportunities to maximize multisheet facilities over the long-term.</p>	 Potentially Increased Supply (pending further study and cost analysis)

Amenity Type / Category	Strategies	Recommended Supply in 10 Years Relative to Current
Aquatics	<p>A. Explore options for additional water space capacity (indoor expansion or outdoor pool) when annual swims per capita exceed 5 (currently 3.0 - 3.5).</p> <p>B. As existing spray parks require renewal, identify and evaluate opportunities to meet outdoor aquatics demand as part of the Park Renewal Strategy.</p>	 Similar Supply
Large Span Indoor Dry-Floor Spaces	<p>A. Continue to identify opportunities to increase use of existing infrastructure, including the Flexihall, the Gloria Hayden Community Centre, and school gymnasiums (including Joint Use Agreements).</p> <p>B. In approximately five years, conduct a needs assessment study on community gymnasium needs to re-assess capacity, emerging trends, and identify if current infrastructure is sufficient for the long-term.</p>	 Similar Supply
Community Gathering and Social Spaces	<p>A. Identify opportunities and options to provide a low cost, social gathering space with basic food preparation amenities (e.g. community cook shack or indoor space).</p>	 Potentially Increased Supply (pending options identification)
Indoor Specialty Amenities	<p>A. Identify opportunities to provide increased seniors social space at an existing facility.</p>	 Potentially Increased or Enhanced Supply
Outdoor Specialty Amenities	<p>A. Consider trending amenities like pump tracks, smaller scale skateboard and scooter features (e.g. "skate spots"), and disc golf course as part of all community park renewal and new development projects.</p>	 Potentially Increased or Enhanced Supply
Outdoor Courts	<p>A. Work with the local pickleball community to explore potential sites and operational models for a pickleball hub of 8+ courts.</p>	 Increased Supply
Ball Diamonds	<p>A. Maintain the current supply of ball diamond infrastructure.</p>	 Similar Supply
Sports Fields	<p>A. Support a business case for a potential rectangular sport field. The business case should be led by a committee consisting of representative from multiple field sport interests / activities, the business community, community-at-large, and City representatives. The business case should focus on and further exploring field typology needs and benefits (e.g. Class A natural surface vs artificial turf), capital and operating cost impacts, potential levels of use, and community fundraising capacity as guidelines for the City to support future funding and other contributions to this project.</p> <p>B. Continue to ensure the existing sport field inventory is optimized through sound maintenance practices.</p>	 Potentially Increased or Enhanced Supply

Capital Planning Process

Implementing many of the recommended capital projects identified in the Master Plan will require further study and analysis. Additionally, new projects will come forward over the next ten years based on emerging trends and funding or partnership opportunities. The following graphic outlines a recommended process for the City to follow as it analyzes major capital projects, including those initiated / led by the City as well as those that come forward from external entities (e.g. community groups, the private sector, etc.). Following this process will ensure transparency and result in final decision making that is well informed.

**Projects identified in the Master Plan have already demonstrated sufficient needs rationale and can proceed directly to Step 3.*



Photo from City of Yorkton

6.0 Implementation



6.1. Service Delivery Strategies

The following table outlines estimated resource requirements and timing for the Service Delivery Strategies identified in Section 5.1. It is recommended that the City review, refresh, update, and add detail to this implementation plan on a regular basis.

Service Delivery Strategies	Ongoing	Short Term (0 - 3 Years)	Medium Term (3 - 7 Years)	Long-Term (7+ Years)	Potential Incremental Resource Requirements & Impacts
Focus Area: Overall Programming and Opportunity Provision					
A. Continue to use a balance of direct and indirect delivery methods to provide recreation and related opportunities.	✓				N/A
B. Use the recommended tool (Planning Tool A) to inform decision making on the best approach to providing programming and activities.	✓				N/A
C. More proactively and overtly share the cost impacts of providing parks and recreation services with the public to increase levels of understanding (e.g. cost recovery for major facilities).	✓				N/A
Focus Area: Resourcing					
A. Align user fees with a benefits-based model.	✓	✓			Staff time and resources.
B. Align programming with a benefits-based model.	✓	✓			Staff time and resources.
C. Continue to use partnerships and collaborations to maximize available resources.	✓				
Focus Area: Parks and Outdoor Amenity Classification					
A. Implement the recently updated Parks Classification Guidelines Policy and continue to review and refresh this important parks management and planning tool on a regular basis.	✓		✓		Staff time and resources to review and refresh.
B. Continue ensuring adequate investment in parks and outdoor spaces.	✓				N/A
C. Regular engagement with the community to learn about desired park and outdoor space experiences and perceived gaps.	✓				N/A

Service Delivery Strategies	Ongoing	Short Term (0 - 3 Years)	Medium Term (3 - 7 Years)	Long-Term (7+ Years)	Potential Incremental Resource Requirements & Impacts
Focus Area: Inclusion and Equity					
A. Work with local agencies and other community partners to create a Recreation Access (subsidy) program that can support recreation programming participation and facility access for residents of all ages facing financial barriers.	✓	✓			Ongoing allocation of training resources.
B. Provide all permanent staff with the appropriate training to ensure their interactions are positive and respectful with equity seeking residents, individuals facing homelessness, residents facing language barriers, and disabled individuals.	✓				Staff time and resources.
C. Ensure that allocations policies and practices prioritize facility space based on need and allow time for new and emerging activities.	✓				Staff time and resources.
D. Work closely with the Indigenous community and other underrepresented demographics in the community to promote recreation opportunities, implement mutually beneficial aspects of the Master Plan, and to deliver services on an ongoing basis.	✓				
Focus Area: Increasing Participation					
A. Ensure sufficient resources are invested in promotions and marketing.	✓				Increased annual allocation to promotions and marketing.
B. Conduct audits / reviews of communications methods every 3 years, including a public survey to test changes in how residents would like to learn about opportunities.		✓		✓	Resourcing for community engagement.
C. Work with local agencies and service providers to determine how to promote recreation and parks to hard to reach populations.	✓				

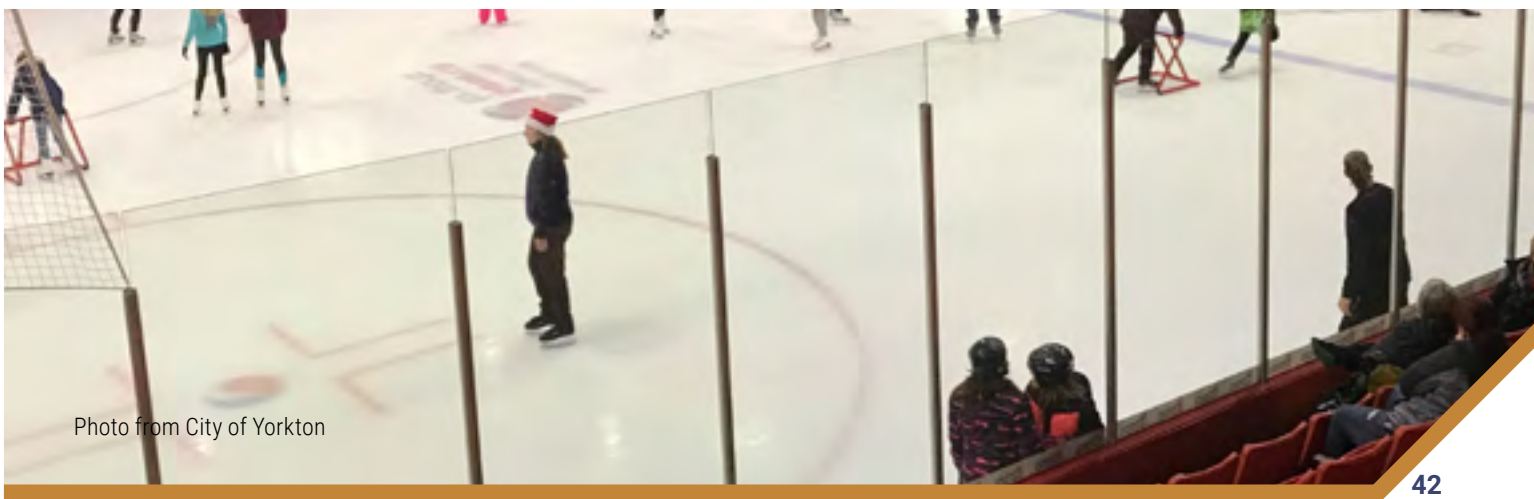


Photo from City of Yorkton

6.2. Amenity Strategies

The table below provided high level guidance for key capital and planning projects identified in the Amenity Strategies (Section 5.2).

Service Delivery Strategies	Short Term (0 - 3 Years)	Medium Term (3 - 7 Years)	Long-Term (7+ Years)	Potential Capital Resource Requirement	Potential Incremental Resource Requirements & Impacts
Park renewals and enhancements. <i>*Target 2 projects in each of the short, medium, and long terms. See Appendix B for potential park projects</i>	✓	✓	✓	TBD	Park planning and design.
Trail projects	✓	✓	✓	TBD	Trails planning and design.
Kinsmen Arena Replacement Planning and/or Arena Strategy			✓	TBD (typical arena cost in 2023 dollars: \$15 - 25M)	\$50,000 - \$75,000 for arena planning or strategy
Community Gymnasium Needs Assessment Study		✓		TBD	\$25,000 - \$50,000
Pickleball Court Development		✓		TBD (typical 8 court pickleball hub in 2023 dollars: \$250,000 - \$500,000)	Staff time or consultant resources to explore pickleball options.
New Outdoor Sports Field Business Case	✓			TBD (typical Class A natural surface sports field in 2023 dollars: \$250,000 - \$500,000; typical artificial turf field in 2023 dollars: \$3 - 5M)	\$25,000



Photo from City of Yorkton

7.0 Appendices



Photo from City of Yorkton

Appendix A: Service Level Needs Assessment and Prioritization Ranking Metrics and Results

Service Level Needs Assessment Metric

Service Level Consideration	Expand	Sustain	Reduce
Public Demand	Identified as priority for investment by >20% of Community Survey Respondents	Identified as a priority for investment by <20% of Community Survey Respondents.	N/A
User Group and Stakeholder Demand	Identified as priority for investment by more than 3 responding groups to the Community Organization Questionnaire and frequently identified during the stakeholder discussions.	Not identified as major priority for additional investment in the Community Organization Survey or stakeholder discussions (but also not frequently identified as being oversupplied).	Frequently identified as being oversupplied by stakeholders.
Utilization Indicators	Available utilization data suggests that the facility type is at or nearing capacity.	Available utilization data suggests that the facility type has sufficient capacity to accommodate future growth over the next 10 years. <i>*Also categorized as "Sustain" if not in existence of data is not available to support over or under use.</i>	Available utilization data suggests that the facility type may be oversupplied.
Benchmarking	Benchmarking suggests that the facility type is under-supplied in Yorkton relative to comparators.	Benchmarking suggests that the facility type is supplied in Yorkton at similar or a slightly high level relative to comparators.	Benchmarking suggests that the facility type is oversupplied in Yorkton (provided at significantly higher levels than comparators).
Trends	The activities that use the facility are emerging in popularity at a provincial and national levels.	The activities that use the facility are remaining stable provincially and nationally.	The activities that use the facility are declining provincially and nationally.

Service Level Needs Assessment – Indoor

*Overall assessment based on a score of 3 or more of “Expand”, “Sustain”, or “Reduce”

Facility Type	Public Demand	User Group Stakeholders Demand	Utilization Indicators	Benchmarking	Trends	Overall Service Level Assessment
Ice arena facilities	Expand	Expand	Expand	Sustain	Sustain	Expand
Indoor climbing wall	Expand	Sustain	Sustain	Sustain	Expand	Sustain
Indoor child playgrounds	Expand	Expand	Sustain	Sustain	Expand	Expand
Indoor multisport / fieldhouse type facilities	Expand	Expand	Sustain	Sustain	Expand	Expand
Seniors centre	Expand	Sustain	Sustain	Sustain / Enhance	Sustain	Sustain
Before and after school care facilities	Expand	Expand	Sustain	Sustain	Expand	Expand
Community kitchen	Sustain	Expand	Sustain	Sustain	Expand	Sustain
Leisure swimming pools	Sustain	Sustain	Sustain	Sustain	Expand	Sustain
Walking / running track	Sustain	Sustain	Sustain	Sustain	Expand	Sustain
Fitness / wellness facilities	Sustain	Sustain	Sustain	Expand	Expand	Sustain
Youth centre	Sustain	Sustain	Sustain	Sustain	Sustain / Expand	Sustain
Leisure ice surfaces (non hockey)	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Art creation spaces	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Gymnasium type spaces	Sustain	Expand	Sustain	Expand	Expand	Expand
Archery lanes / range	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Community hall / banquet facilities	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Event hosting facilities	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Multi-purpose program rooms	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Performing arts theatre	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Parkour room / gymnastics space	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Social banquet facilities	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Swimming tanks	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Libraries	Sustain	Sustain	Sustain	Sustain	Expand	Sustain
Art display spaces	Sustain	Sustain	Sustain	Sustain	Expand	Sustain
Court sports	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Classroom / training space	Sustain	Sustain	Sustain	Sustain	Sustain / Expand	Sustain
Dance / program / martial arts rooms	Sustain	Sustain	Sustain	Sustain	Expand	Sustain
Indoor agricultural facilities	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Curling rinks	Sustain	Sustain	Sustain	Sustain	Sustain/Reduce	Sustain
Community meeting rooms	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain

Service Level Needs Assessment – Outdoor

Facility Type	Public Demand	User Group Stakeholders Demand	Utilization Indicators	Benchmarking	Trends	Overall Service Level Assessment
Outdoor pool	Expand	Sustain	Sustain	Sustain	Sustain	Sustain
Nature trails	Expand	Expand	Sustain	Expand	Expand	Expand
Paved pathways	Expand	Expand	Sustain	Expand	Expand	Expand
Amphitheatres /event spaces / band shelters	Expand	Expand	Sustain	Sustain	Expand	Expand
Community gardens	Expand	Expand	Sustain	Sustain	Expand	Expand
Cross country ski & snowshoe trails	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Picnic areas	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Open spaces	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Mountain bike trails	Sustain	Sustain	Sustain	Sustain	Expand	Sustain
Archery range	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Sports fields – artificial turf	Sustain	Sustain / Expand	Sustain	Sustain	Expand	Sustain
Bike parks	Sustain	Sustain / Expand	Sustain	Sustain	Expand	Sustain
Off leash dog parks	Sustain	Expand	Sustain	Expand	Expand	Expand
Fishing pond	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Hardcourts	Sustain	Expand	Sustain	Sustain	Sustain	Sustain
Sledding / tobogganing hills	Sustain	Sustain / Expand	Sustain	Sustain	Expand	Sustain
Spray parks	Sustain	Sustain	Sustain	Sustain	Expand	Sustain
Playgrounds	Sustain	Enhance	Sustain	Sustain	Expand	Sustain
Sports fields - grass	Sustain	Expand	Sustain	Expand	Sustain	Sustain
Beach volleyball courts	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Pickleball courts	Sustain	Expand	Sustain	Expand	Expand	Expand
Outdoor fitness equipment	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Campgrounds	Sustain	Sustain	Sustain	Sustain	Expand	Sustain
Agricultural facilities	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Ball diamonds	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Golf courses	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Outdoor boarded skating rinks	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Tennis courts	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain
Disc golf course	Sustain	Expand	Sustain	Sustain	Expand	Sustain
Track and field spaces	Sustain	Sustain	Sustain	Sustain	Sustain	Sustain

Prioritization Metric

Criteria	2 PTS	1 PT	0 PTS	WEIGHTING
Service Level Needs Assessment	"Expand" in the Service Level Assessment	"Sustain" in the Service Level Assessment	"Reduce" in the Service Level Assessment	5
Resident Priority	Top 5 priority in the Community Survey	6 - 10 priority in the Community Survey	Not a top 10 priority in the Community Survey	4
Recreation Benefit	Capital investment in the facility type would provide a new type of recreation opportunity.	Capital investment in the facility type would significantly enhance the provision of an amenity that already exists.	Capital investment in the facility type would duplicate what already exists in sufficient supply.	3
Capital Cost Impacts	Low Impact	Moderate Impact	High Impact	3
Operating Cost Impacts	Facility type has a low subsidy requirement and may even generate positive revenues.	Facility type has an associated moderate subsidy level requirement.	Facility type has an associated high subsidy level requirement.	3
Future Adaptability	Facility type is easily adaptable for a variety of activities and future trends.	Facility type is purpose built but has some adaptability for a variety of activities and future trends.	Facility type is purpose built will minimal future adaptability (or a significant cost to do so).	2
Economic Benefit	Facility type generates significant non-local visitation and spending.	Facility type generates moderate non-local visitation and spending.	Facility type generates minimal non-local visitation and spending.	1

Prioritization Scoring Results - Indoor

*See page 51 for the list of facility types ordered by weighted score.

Facility Type	Service Level Needs Assessment	Resident Priority	Recreation Benefit	Capital Cost Impacts	Operating Cost Impacts	Future Adaptability	Economic Benefit	Total Weighted Scored
Ice arena facilities	2	2	1	0	1	1	2	28
Indoor climbing wall	1	2	1	1	2	0	1	26
Indoor child playgrounds	2	2	2	1	1	0	1	31
Indoor multisport / fieldhouse type facilities	2	2	1	0	1	2	2	30
Seniors centre	1	2	1.5	1	1	1	0	26
Before and after school care facilities	2	1	1	1	1	1	0	25
Community kitchen	1	1	1.5	2	1	0	0	23
Leisure swimming pools	1	1	1	0	0	0	1	13
Walking / running track	1	1	1	1	1	0	0	18
Fitness / wellness facilities	1	1	1	1	2	1	0	23
Youth centre	1	1	1	1	1	1	0	20
Leisure ice surfaces (non hockey)	1	0	1	0	1	1	0	13
Art creation spaces	1	0	1	1	1	0	1	15
Gymnasium type spaces	2	0	1	0	0	2	1	18
Archery lanes / range	1	0	1	1	1	1	1	17
Community hall / banquet facilities	1	0	1	0	1	1	2	15
Event hosting facilities	1	0	1	0	1	1	2	15
Multi-purpose program rooms	1	0	1	1	1	2	0	18
Performing arts theatre	1	0	1	0	1	1	2	15
Parkour room / gymnastics space	1	0	1	1	1	1	1	17
Social banquet facilities	1	0	1	0	1	1	1	14
Swimming tanks	1	0	1	0	0	0	2	10
Libraries	1	0	1	1	1	2	0	18
Art display spaces	1	0	1	2	1	1	1	20
Court sports	1	0	1	1	1	1	1	17
Classroom / training space	1	0	1	1	1	2	0	18
Dance / program / martial arts rooms	1	0	1	1	1	2	1	19
Indoor agricultural facilities	1	0	1	0	1	1	2	15
Curling rinks	1	0	1	0	1	1	2	15
Community meeting rooms	1	0	1	1	1	2	0	18

Prioritization Scoring Results – Outdoor

*See page 52 for the list of facility types ordered by weighted score.

Facility Type	Service Level Needs Assessment	Resident Priority	Recreation Benefit	Capital Cost Impacts	Operating Cost Impacts	Future Adaptability	Economic Benefit	Total Weighted Scored
Outdoor pool	1	2	1	0	0	0	1	17
Nature trails	2	2	1	2	2	2	1	38
Paved pathways	2	2	1	2	1	2	1	35
Amphitheaters /event spaces / band shelters	2	2	1	1	1	1	1	30
Community gardens	2	2	1	2	1	2	0	34
Cross country ski & snowshoe trails	1	1	1	2	2	2	1	29
Picnic areas	1	1	1	2	1	2	1	26
Open spaces	1	1	1	2	2	2	0	28
Mountain bike trails	1	1	1	2	2	2	1	29
Archery range	1	1	1	2	1	1	1	24
Sports fields – artificial turf	1	0	1	1	1	2	2	20
Bike parks	1	0	1	1	1	2	1	19
Off leash dog parks	2	0	1	1	0	2	0	20
Fishing pond	1	0	1	1	0	1	0	13
Hardcourts	1	0	1	2	1	2	0	21
Sledding / tobogganing hills	1	0	1	2	1	2	0	21
Spray parks	1	0	1	1	0	0	0	11
Playgrounds	1	0	1	1	1	1	0	16
Sports fields - grass	1	0	1	1	1	2	1	19
Beach volleyball courts	1	0	1	2	2	2	1	25
Pickleball courts	2	0	1.5	1	1	1	1	23.5
Outdoor fitness equipment	1	0	1	1	1	1	0	16
Campgrounds	1	0	1	0	0	1	2	12
Agricultural facilities	1	0	1	0	1	1	2	15
Ball diamonds	1	0	1	1	1	1	2	18
Golf courses	1	0	1	0	0	1	1.5	11.5
Outdoor boarded skating rinks	1	0	1	1	1	2	0	18
Tennis courts	1	0	1	1	1	1	1	17
Disc golf course	1	0	1	2	2	2	1	25
Track and field spaces	1	0	1	0	1	1	1	14

Prioritization Ranking Results – Indoor

Facility Type	Total Weighted Scored
Indoor child playgrounds	31
Indoor multisport / fieldhouse type facilities	30
Ice arena facilities	28
Indoor climbing wall	26
Seniors centre	26
Before and after school care facilities	25
Fitness / wellness facilities	23
Community kitchen	23
Youth centre	20
Art display spaces	20
Dance / program / martial arts rooms	19
Walking / running track	18
Gymnasium type spaces	18
Multi-purpose program rooms	18
Libraries	18
Classroom / training space	18
Community meeting rooms	18
Archery lanes / range	17
Parkour room / gymnastics space	17
Court sports	17
Art creation spaces	15
Community hall / banquet facilities	15
Event hosting facilities	15
Performing arts theatre	15
Indoor agricultural facilities	15
Curling rinks	15
Social banquet facilities	14
Leisure swimming pools	13
Leisure ice surfaces (non hockey)	13
Swimming tanks	10

Prioritization Ranking – Outdoor

Facility Type	Total Weighted Scored
Nature trails	38
Paved pathways	35
Community gardens	34
Amphitheatres /event spaces / band shelters	30
Cross country ski & snowshoe trails	29
Mountain bike trails	29
Open spaces	28
Picnic areas	26
Beach volleyball courts	25
Disc golf course	25
Archery range	24
Pickleball courts	24
Hardcourts	21
Sledding / tobogganing hills	21
Sports fields – artificial turf	20
Off leash dog parks	20
Bike parks	19
Sports fields - grass	19
Ball diamonds	18
Outdoor boarded skating rinks	18
Outdoor pool	17
Tennis courts	17
Playgrounds	16
Outdoor fitness equipment	16
Agricultural facilities	15
Track and field spaces	14
Fishing pond	13
Campgrounds	12
Golf courses	12
Spray parks	11

Appendix B: Potential Parks and Trails Capital Projects

Timing Description

- Short Term (0 - 3 Years)
- Medium Term (3 - 7 Years)
- Long Term (7+ Years)

Trails and Pathways

Potential Project	Suggested Timing
Weinmaster Park Pathway	Short Term
Heritage Heights Pathway	Short Term
Riverside Terrace Park Path Paving	Short Term
Drake Field Path Paving	Medium Term
Gallagher Centre to Ravine Pathway Paving	Medium Term
Kinsmen Arena to Sacred Heart Pathway Paving	Long Term
Fenson Park Pathway Paving	Long Term
Langrill Park Pathway	Long Term
Morrison Park Pathway	Long Term
Parkland College to York Road Pathway	Long Term

Community Parks and Playgrounds

Potential Project	Suggested Timing
Deer Park Golf Course Renewal	Short – Medium Term
Weinmaster Park Washroom and Shelters	Short Term
Heritage Heights Tennis & Pickleball Court Improvements	Short Term
Fit Park at Logan Green	Medium Term
Columbia Park Basketball Courts	Medium Term
Columbia Park Pump Track	Medium Term
Patrick Park Washroom and Shelter	Medium Term
Heritage Park Washroom and Shelter	Medium Term
Silver Heights Washroom/Shelter & Picnic Pads	Medium Term
Knights of Columbus Park Washroom / Shelter	Medium Term
UPP Park, Washroom/Shelter	Medium Term

Appendix C: Parkland Acquisition Guidance

Land acquisition for parks and related public uses occurs in lockstep with new subdivision growth as developers are required to contribute land for park development in the neighbourhoods they are designing. Parks development in new neighbourhoods is intended to meet the needs of the neighbourhood and attract potential new home buyers, further reflecting how park development contributes to community appeal.

Maximizing the recreation value of land acquired through the development process is critical to achieving a parks system that is functional, appealing, adaptable, and responsive to the community needs. Conversely, communities that make mistakes with parkland acquisition through the development process are often left with a legacy of low value parks that become a burden on the municipality with numerous challenges (e.g. low use and appeal, maintenance challenges, lack of connections / synergies with other outdoor infrastructure, etc.).

Provided below are some basic principles that, if applied, can help the City maximize parkland acquisition.

- Wherever possible, the City will avoid accepting utility corridors or features (e.g. storm retention ponds) unless those spaces have unique recreation value.
- Cash in lieu will only be accepted if it enables the City to achieve another parkland acquisition objective (e.g. amass land for a larger park space or recreation project) and the neighbourhood being developed already has sufficient access to parks and trails opportunities.
- The City will avoid accepting parcels less than 0.5 acres (“pocket parks”) and explore other alternatives to meeting park space needs in that area of the city (e.g. accepting cash in lieu to provide a larger park space, developing nearby reserve parkland if available, etc.).



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