

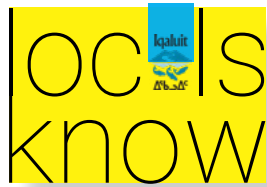


2020-2030

# Report for Master Plan

Iqaluit





# Acknowledgement

Thank you to the people of Iqaluit for your input and collaboration in the development this Plan. The team would like to formally acknowledge all groups and community leaders who so freely shared information and insights for the Recreation Master Plan.

- Iqaluit Elders
- City of Iqaluit
- Questionnaire Respondents
- Youth of the Makkuttukkuvik Youth Centre
- Staff of the Iqaluit Centennial Library
- Management and Staff of the Iqaluit International Airport
- Oikiqtani Inuit Association
- Students from Inuksuk High School
- User group and Advisory Stakeholders

A special thank you is due to Pitseolak Pfeifer for his role in ensuring that this Plan is well-aligned with the values of the Inuit community, and for his cultural insight into the relevance of recreation in traditional knowledge.





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"What our cities can become (sustainable, smart, sharing and resilient) and who is allowed to belong in them (recognition of difference, diversity, and a right to the city) are fundamentally and inextricably interlinked.

We must therefore act on both belonging and becoming, together, using a just sustainability as the anchor, or face deepening spatial and social inequities and inequalities."

Julian Agyeman  
Introducing Just Sustainabilities: Policy, Planning, and Practice





## Truth and Reconciliation Commission's Calls to Action 87 to 91.

### Sports and Reconciliation

88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.

89. We call upon the federal government to amend the Physical Activity and Sport Act to support reconciliation by ensuring that policies to promote physical activity as a fundamental element of health and well-being, reduce barriers to sports participation, increase the pursuit of excellence in sport, and build capacity in the Canadian sport system, are inclusive of Aboriginal peoples.

90. We call upon the federal government to ensure that national sports policies, programs, and initiatives are inclusive of Aboriginal peoples, including, but not limited to, establishing:

- i. In collaboration with provincial and territorial governments, stable funding for, and access to, community sports programs that reflect the diverse cultures and traditional sporting activities of Aboriginal peoples.
- ii. An elite athlete development program for Aboriginal athletes.
- iii. Programs for coaches, trainers, and sports officials that are culturally relevant for Aboriginal peoples.
- iv. Anti-racism awareness and training programs.





# A

## **PLAN INTRODUCTION.**

This Recreation Master Plan brings into the municipal recreation conversation important matters: how to embrace and support the Inuit way of being, gender inequalities, inclusivity, suicide and mental health, the use of local resources, and building and supporting local capacity to sustain a circular economy.

# Plan summary

This Recreation Master Plan is intended to guide the scope and priorities of the Recreation Department in Iqaluit for the next ten years from 2020-2030. The Plan reflects the unique challenges and opportunities found in Iqaluit, such as its location, geology and terrain, climate, population and demographics, and the land ownership system among other things.

Nowhere else in Canada is the deep-rooted connection between the natural environment and human recreation more evident than in the Arctic. Inuit have thrived in the challenging Arctic environment for thousands of years owing to a highly innovative and ecologically-grounded subsistence system based on harvesting. Given the dramatic contrast between short, warm summers and long, cold winters, Arctic communities have evolved a unique recreational environment distinct from the south.

In an environment where social connection is critical for survival, and urban structures scarce, recreation facilities take on the role of social infrastructure. Therefore, recognizing that facilities are not only physical but also spiritual places that serve purposes of healing, socialization, free play, and alleviating loneliness, widens our understanding and acceptance of what a facility should and could be.

By being open to including alternative roles for the facilities, we acknowledge and accept that the needs of residents goes beyond the pre-established notions of recreation, and that we must find our own ways to embrace local values, and to support Iqalumiut to sustain a lifestyle that fulfills them.

Traditional measures of success in Recreation are largely facility utilization rates and program participation. But in Iqaluit, the Recreation Department has a wider role. There is a need to create environments where all people can feel safe and find inspiration for their future. By celebrating Elders and children and creating a place to congregate, there is an opportunity to alleviate loneliness and nurture the communal life. By providing opportunities for the community to come together through facilities and programs there is an opportunity to bring the various cultures in Iqaluit together that will enrich each other. For all these reasons, Providing inclusive facilities and programs that support a healthy, social and active lifestyle is paramount.

The Vision for recreation in Iqaluit from 2020-2030 aligns with the Sustainable Community Plan 2017. The Sustainable Community Plan 2017 is grounded in the spirit of Inuit Qaujimagatuqangit, which signifies the commitment made by the City of Iqaluit to incorporate Inuit knowledge and practices into planning decisions.

**"We are a prosperous, healthy  
and connected community.  
We respect and care for our land,  
each other and ourselves"**

In adopting a Vision for recreation that puts people, community connections and sustainability in the center of the picture, the City of Iqaluit will shift away from a focus on facilities to a customer focus that puts the needs and preferences of Iqalummiut first.

This is a shift from measuring the success of the Recreation Department by how well facilities are utilized to how healthy and happy Iqalummiut are. It is a commitment to listening to the needs of customers and developing programs and finding facilities that can meet these needs. It is about being able to communicate effectively with all Iqalummiut about what the City has to offer.

The shift means that recreation must be as inclusive as possible to all, with an understanding that some priority customers have greater needs like we see in health care. For many of these priority customers recreation can be a life saver, and this must be acknowledged.

The City has limited resources and many of the needs of Iqalummiut can be met through community partners. The role of the Recreation Department is to identify these needs, and to meet these needs with the help of community partners. This can include sharing facilities and supporting or partnering on programs. To support this shift, additional staffing resources are required at the Recreation Department. Staff will have to spend more time managing communications with Iqalummiut and community partners. Effort will be required to develop new City programs and support community partners all while continuing to manage existing facilities.

There are five Key Strategies that are identified to shift to a customer focus.

#### IMPROVE COMMUNICATION

A critical aspect of a customer-focused delivery is relying on a Recreation-dedicated communication platform. Designed as a two-way communication channel, and covering traditional and modern communication techniques, the platform will be able to both inform the community and to record feedback from the community, in real time.

#### IDENTIFY PRIORITY CUSTOMERS

Identifying collectively the demographic segments that need more support to thrive, informs the decision-making process of Recreational services. Based on this information, programs may be adapted, and new ones created, and the department can prioritize community partners, to help with program delivery.

#### DELIVER PROGRAMS COLLABORATIVELY

Creating strategic partnerships with existing user groups and other community partners, will help overcome staff challenges and to broaden the programming range. By engaging into a collaboratively program delivery, the department capacity will widen, along with the diversity in content and delivery of the programs, therefore reaching a wider demographic.

DELIVER FACILITIES COLLABORATIVELY

To address the challenges of a small civic population, limited local facilities, no nearby communities, and the availability of limited resources an alternative approach to deliver facilities is necessary. By working with other private and public facility operators the City will be able to support these partners and address the needs of customers. By utilizing outdoor natural amenities (spontaneous sites) the City will be able to support the activities customers are already doing and offer additional services.

RE-ORGANIZE BUSINESS UNIT

To support a customer focused, collaborative service delivery, the department will need to re-organize. Key positions to manage the partnerships and collaborative delivery will be created, communication within the department and with other municipal business units will be improved.

Each of the five key strategies has been broken down into initiatives and more specific actions. To facilitate the implementation of the Recreation Master Plan a series of tools have been developed to guide Recreation personnel. The implementation Tools come as printable templates, containing a series of set-up guides, assessment charts and forms. Justifying the decision-making process, the Implementation Tools are valuable documents that can be used to seek funding, to discuss partnerships, and keep track of the overall performance in achieving the Master Plan goals.

The 2020-2030 Recreation Master Plan brings into the municipal recreation conversation important matters: how to learn from, embrace and support the Inuit way of being, gender inequalities, inclusivity and belonging, suicide and mental health, the use of local resources, and building and supporting local capacity to sustain a circular economy. It reflects the value of recreation to society.

re . cre . at . ion | recreation  
the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing



# Loneliness and the social network

Research by Cacioppo, Fowler, Christakis, 2009

"Loneliness feels the same as pain and hunger"

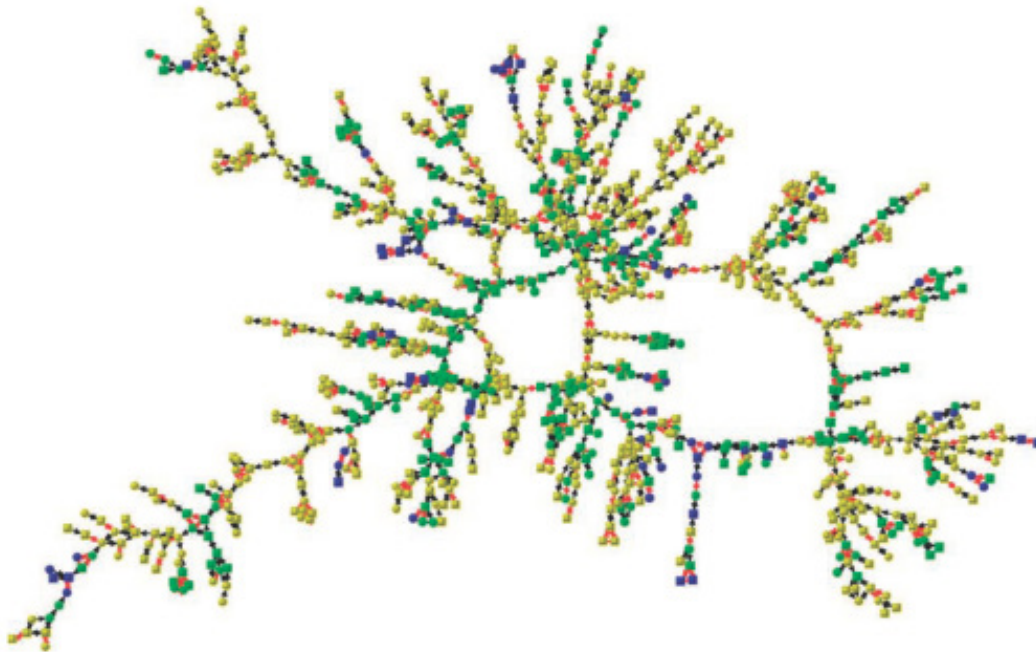


Fig.  
Researchers Cacioppo, Fowler and Christakis show in this research diagram that:

"() A portion of the social network, which demonstrates a clustering of moderately lonely (green nodes) and very lonely (blue nodes) people, especially at the periphery of the network".

## Loneliness is contagious

"An important implication of this finding is that interventions to reduce loneliness in our society may benefit by aggressively targeting the people in the periphery to help repair their social networks. By helping them, we might create a protective barrier against loneliness that can keep the whole network from unraveling."

2020-2030

Iqaluit

# Recreation Master Plan

The 2020-2030 Iqaluit Recreation Master Plan for the City of Iqaluit updates the Recreation Master Plan of 2011. The new plan sets out priorities for the Recreation Department for the 2020-2030 period to inform investments in facilities and programs for Iqalumiut (the people who make Iqaluit their home). The Master Plan is based on a proactive approach, meaning that it is focused not only on improving what the City already delivers, but also on opportunities that will represent the best investments for the future.

Significant challenges the City is facing includes a declining participation rate in the current programs, particularly with the Inuit population. In general facilities are under-utilized in summer and in winter the facilities, while well utilized, offer very limited recreation choices. The Master Plan was initiated to address these challenges and those identified through the process by the public and stakeholders.

The City of Iqaluit values recreation as both a key contributor to residents' quality of life and an important medium to foster cross-cultural learning in a diverse community. The City aims to improve the quality and quantity of recreational services for all residents, both in terms of the types of services offered and the levels of participation in recreational programs.

For the purposes of this Plan, recreation refers to "the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing." Recreation is a fundamental human need. The forms it takes are connected to culture, the environment, personal abilities and values. The diversity in types of recreation is astonishing, from surfing off the beaches of Australia to horseback riding on the Mongolian steppe, to learning how to use a sakuut in a community centre.

This Plan recognizes that recreation is essential for the mental and physical health of all people, and that what people choose to do in their leisure time reflects both their culture and the recreational opportunities available to them. Finding the optimum match between what Iqaluit already provides through formal and informal recreational opportunities and what a diverse community wants is the goal of the 2020-2030 Iqaluit Recreation Master Plan.



The 2020-2030 Iqaluit Recreation Master Plan proposes a path forward for the City to provide recreation facilities and programs to achieve the vision presented in the Sustainable Community Plan. The Plan is based not only on a review of what the City delivers and the information it collects, but also on a strategic examination of current trends in recreation from across Canadian and in relation to the unique context of Iqaluit. Special attention is given to recreation trends effecting youth and Inuit participation. Research for the plan also sought to understand why rates of participation in some of Iqaluit's recreation programs appear to be declining.

Consultation with the community provided critical information that helped direct the recommendations of this Plan. The project actively sought and obtained input from residents, recreation user groups, recreation participants, community organizations, City staff and Council, and other stakeholders. This consultation, called LocalsKnow by the consultant team, is a principle through which the 2020-2030 Iqaluit Recreation Master Plan has been developed. LocalsKnow is based on the belief that the planning teams can learn from direct communication, observation and participation with local people. Knowing more means better facilities and programs that are aligned with community needs, values and priorities.

This Plan not only makes key recommendations on priorities and actions for the near future; it also includes a planning tool kit that can be used to focus actions around the key recommendations of the Plan over a long period.

Pilimmaksarniq/ Pijariuqsarniq  
ᐱᓕᐱᓴᓂᓄᓐ/ ᐱᓴᓂᓄᓴᓂᓄᓐ  
[Development of skills through  
observation, mentoring,  
practice and effort]  
Inuit Qaujimaqatqangit

# Inuit knowledge and recreation

In every culture, including Inuit culture, recreation is about more than play and leisure. Children learn how to manage anger, feel pride and test their creative and physical limits. They practice skills that are essential for adulthood. Distinctive Inuit games, such as high kick or knuckle hop, represent only a fraction of the activities that cross into the category of recreation. Drumming and dancing, for example, can be enjoyed simply for the pleasure of listening and moving, but songs are also a medium for sharing knowledge and explaining protocols and laws important to a community. Almost all Inuit games, such as the harpoon throw and nugluktaq, help individuals develop dexterity and accuracy used for hunting and travel. In sum, every traditional Inuit leisure activity also carries a strong learning component.

The biennial Arctic Winter Games are an important event on the northern sports tourism calendar in a friendly spirit of competition and cross-cultural exchange. The event provides a structured opportunity for people to play Arctic, northern and Inuit sports, while also showcasing culture and community spirit.



## Recreation in Inuit culture

*Since the beginning of time, Inuit beliefs and values, philosophies and worldviews, and their natural and societal laws have guided their survival, adaptability, and technological ingenuity. Through their intimate connection to Sila (the universe, sky, air, land, ice and water) and the Uumajuit (those that are living - sentient beings and animals), their hunting & gathering culture gave them the tools and resources to thrive in challenging Arctic environments and ecosystems.*

*The Inuit life of hunting and gathering was based completely on living and traveling on the land. For Inuit to carry out this incredible life, it was necessary to embody healthy physical, spiritual, and mental and human qualities and practices. As each generation of Inuit came to be, their lives were nurtured to develop and possess strength, agility, endurance, and mental toughness as well as empathy, sharing, patience -and most of all love- to carry on the cycle of life. All of these human traits were developed while living on the land. Most importantly, it was through family and group interaction and activities during the hunt or during leisure time when the teaching and transfer of knowledge and skills took place. Storytelling, songs and drumming, as well as a variety of mental and physical challenges and games formed societal bonds that were critical activities that held Inuit societies together. From string games to strength and endurance games like the one and two-foot high kicks and other traditional games, Inuit built a foundation for a strong society.*

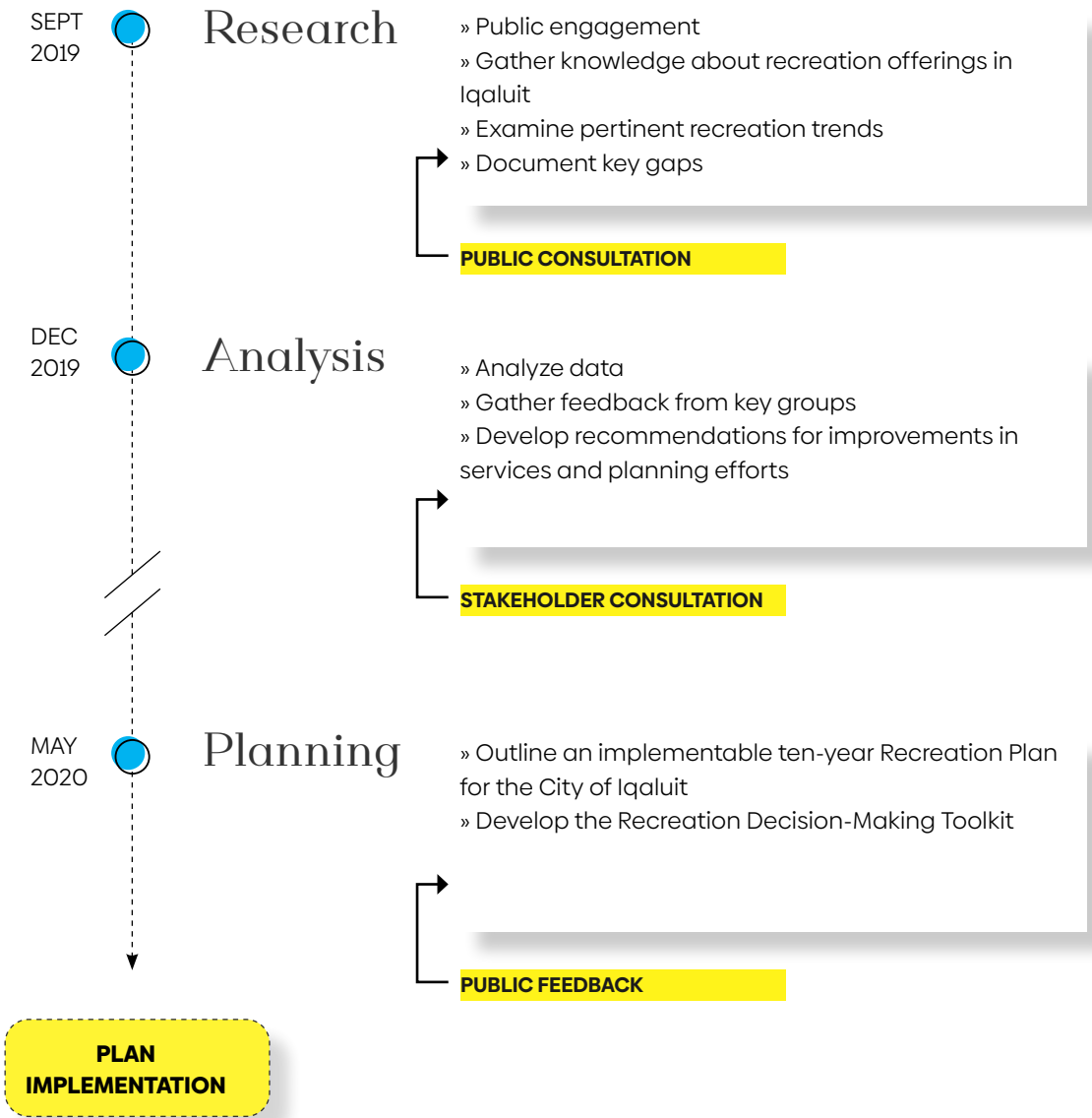
*Through these leisure past-times, hunting and gathering, and/or sport and recreation activities, Inuit learned all that was necessary to make a human being whole.*

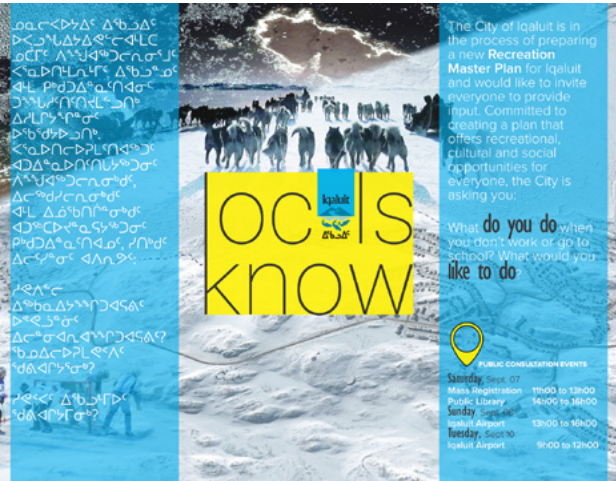
### **Pitseolak Pfeifer, Inuit Solutions**

Member of the Consulting Team



# Planning process





**LocalsKnow**

Rather than applying generic planning models to Iqaluit, we've turned instead to the locals to learn about their recreation traditions, inspired and adapted by local realities. With this approach, we developed a Recreation Plan that is rooted in local realities and reflects the social logic of Iqalumiut.

Pijitsirniq  
ᐱᐱᐅᐅᐅᐅᐅᐅ  
[Serving and providing  
for family and/ or  
community]  
**Inuit Qaujimajatuqangit**







# 01

## **MASTER PLAN CONTEXT.**

The new framework of the 2020-2030 Iqaluit Recreation Plan is inclusive of cultural programs, representing a shift from the previous recreation plans for the City.



Across the globe, every community engages in recreation as an essential aspect of human health and wellness. While the specific forms of recreation are innumerable and vastly diverse, all people enjoy the rewards of spending time relaxing, socializing, and exercising. Participation in recreation is a unifying common ground that people of all cultures easily understand and appreciate, and is one of the most fundamental human activities on earth.



# Recreation in context

## International

Globalization and internet communications allow ideas, information and products to be distributed far more quickly and cheaply than in the past. While some new recreation products seen in other parts of the world can be adopted or adapted by Iqalumiut, others require outdoor or indoor spaces that cannot be replicated easily in Iqaluit. The increasing use of online instructors for home-based exercises, such as yoga and stationary cycling, is a trend that can be readily applied in Iqaluit, but other trends, such as extreme sports connected to specific kinds of outdoor spaces, would need to be adapted to the area's environment and weather.

## Canada

While many sports, such as hockey and soccer, are played in all towns and cities in Canada, countless other organized and informal activities constitute the recreational fabric of the country. Canadians are particularly drawn to spontaneous recreational activities, such as pick-up games of basketball or drop-in fitness classes.

The Interprovincial Sport and Recreation Council and the Canadian Parks and Recreation Association have identified five key goals for improving access to sport and outdoor recreation opportunities over the coming decade.

- Encourage more people to have an active lifestyle
- Expand recreation to be more inclusive and universally accessible
- Emphasize connection to nature by improving trails, pathways and park services
- Create supportive environments that encourage people to come together to recreate
- Improve and expand existing infrastructure to ensure sustainable growth within the recreation sector

Most cities in Canada integrate opportunities for physical activities, sports, culture and arts services into a single plan. The City of Iqaluit's recreation buildings and programs are almost entirely weighted towards the delivery of sports and physical fitness programs.

The new framework of the 2020-2030 Iqaluit Recreation Plan is inclusive of cultural programs, representing a shift from the previous recreation plans for the City.

**E-SPORTS: ONE TO WATCH**

In reviewing various types of recreation and leisure activities that are popular globally, one of the most pertinent examples for Iqaluit is eSports, also known as electronic sports. The activity is similar to multiplayer, online video games but it is played by professionals who make money from winning games and attracting spectators who watch online or as part of a live audience. The popularity of eSports has surged in recent years. With plans to provide high-speed internet in Nunavut, to the popularity of eSports in Iqaluit is almost certain to increase, both with new players and more spectators.



# Iqaluit

From a general Canadian perspective, Iqaluit is distinct because over half of the city's population is Inuit. From the perspective of Arctic communities, however, Iqaluit seems different because so many of its residents come from other cultures and countries. The city is unique, no matter which lens is used. It blends aspects of Euro-Canadian urbanism with a strong commitment to living in harmony with the seasons, land and sea.

Throughout the dramatic transformations brought by the shifting seasons, the climate-adapted houses and businesses of Iqaluit bring colour, life, and art to the community year-round. Iqalummiut stay connected to neighbours, friends, and family by traversing the city and the surrounding landscape by foot, car, boat, bicycle, skis, or dogsled. People cherish this community connection, and Iqalummiut have a strong desire to pass knowledge to younger generations regarding the importance of subsisting off the land and finding spiritual solace in sacred places. The people of Iqaluit are resilient, creative, and adaptive, and these qualities form the foundation for the success and future growth of Iqaluit as a social and political leader in the Arctic.

## SEASONAL PREFERENCES

Iqalummiut participate in a variety of different activities in both summer and winter. During winter (approximately 9 months of the year), indoor facilities see the heaviest use. In warmer months, however, Iqalummiut tend to prefer to stay outdoors and go out on the land or on the water for recreation.



Swimming, fitness, skating and hockey scored the highest attended indoor activities, during the public engagement

Hiking and walking were the top ranking outdoor activities identified by the public engagement.

# Community Recreation Partners

In addition to the City of Iqaluit, approximately 40 groups and individuals, offer recreation programs in Iqaluit. The City promotes sport and group recreation services and supports selected programs through a fee assistance program. The City allocates space in its facilities annually accordingly to the departmental policy.

In addition to City-owned and spontaneous recreation sites, many other spaces are used for sport and cultural recreation purposes in the City in all seasons. The key spaces are school gymnasiums, the Iqaluit Centennial Library and Unikkaarvik Visitor's Centre, and the Nunatta Sunakkutaangit Museum. These third-party amenities complement municipal facilities and programs. They add variety to recreational activities in Iqaluit and attract different kinds of customers. The school basketball courts appeal to youth interested in spontaneous play, while the library, visitor centre and museum offer cultural programming and are more likely to be frequented by visitors to the city than City-owned facilities.

When implementing the City of Iqaluit's Recreation Plan, consideration will need to be given to broader types of activities that constitute 'recreation' and extend the types of places where these activities occur to include spontaneous and other types of sites.

### THERE'S MORE TO IT

Recognizing that facilities are not only physical places, but can also have cultural and spiritual dimensions for users, widens the conventional notions about recreational facilities. By being open to including alternative types of facilities in the City's recreational inventory, the Plan acknowledges that the needs of residents extend beyond the preestablished conceptions of recreation.



## Spontaneous Recreation in Iqaluit

In Iqaluit and other northern communities, ample open space, a strong culture of land-based activities, and limited dedicated recreational facilities results in spontaneous recreation assuming an important and valued role in communities. It requires little or no organization with no fees and everything controlled by the participants.

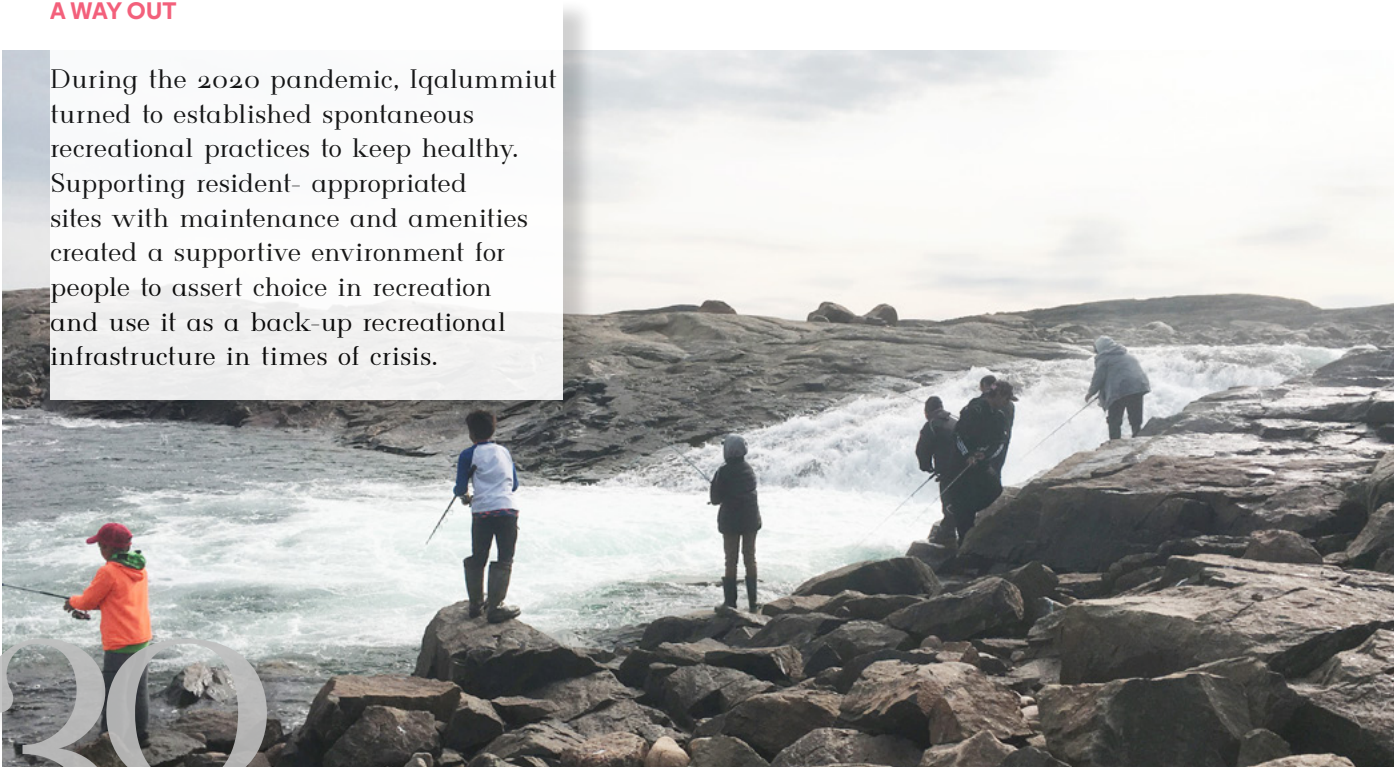
The 2020-2030 City of Iqaluit Recreation Master Plan acknowledges the deeper and broader social importance of recreation by considering spontaneous recreational infrastructure as well. Spontaneous activities can be integrated in various ways into the municipal programming through a direct or indirect services that encourage participation, improve safety or protect the environment. Sports equipment can be loaned to participants, locations can be improved and maintained, and activities, such as skills development classes, can be offered.

### BENEFITS OF SPONTANEOUS RECREATION

- » Is an inclusive and resilient recreational option
- » Is aligned with Inuit aspirations
- » Provides an understanding of the genuine leisure preferences of Iqalumiut
- » Teach us how non-curated traditional practices and modern recreational trends can coexist
- » Can be easily integrated into the City facility offering by providing Require minimal resources

### A WAY OUT

During the 2020 pandemic, Iqalumiut turned to established spontaneous recreational practices to keep healthy. Supporting resident- appropriated sites with maintenance and amenities created a supportive environment for people to assert choice in recreation and use it as a back-up recreational infrastructure in times of crisis.



# City of Iqaluit recreation

Iqaluit’s recreation landscape can be divided into three primary recreation platforms: municipal recreation, third-party recreation, and spontaneous recreation. While each platform has value on its own, they complement one another and add choice in recreation options for Iqalumiut.

### MUNICIPAL

- Delivered by the City directly to residents
- Generally indoors using municipally owned infrastructure.

### THIRD- PARTY

- Delivered by community organizations or businesses
- May be offered in spaces owned by the municipality or others
- Indoors and outdoors

### SPONTANEOUS

- Unstructured and led by individuals (example: playing cards at a restaurant or dirt-bike racing behind houses)
- Opportunistic locations in all types of spaces
- Indoors and outdoors

**In moving forward with recreation planning in Iqaluit, groups that operate or own third-party recreation programs and facilities will continue to be essential partners for the City to support more equitable, diverse, and appealing recreational opportunities.**

# Facility and Program inventory

By virtue of its size, the City of Iqaluit has more recreational facilities than other municipalities in Nunavut. Iqalumiut can participate in popular indoor sports, such as swimming, hockey and speed skating, and use community centres, such as the Abe Okpik Hall and Makkuttukkuvik Youth Centre. The City's programming is focused on activities available at the Aquatic Centre pools and fitness centre, as well as the arenas.

Although over half of the population of Iqaluit is Inuit, much of the present recreation opportunities offered by the City have little connection to Inuit culture. While the Makkuttukkuvik Youth Centre provides service to primarily Inuit youth, there are no ongoing recreation options provided by the City that are specifically designed around Inuit culture.

## INDOOR

- Abe Opik Hall
- Aquatic Centre
- Arnaitok Arena
- Curling Rink
- Arctic Winter Games Arena
- Youth Centre (part of AWG)
- Elders' Qammaq

## OUTDOOR

- 9 playgrounds
- 2 maintained basketball courts
- 4 parks and plazas
- 4 trails
- 2 outdoor ice rinks
- 1 baseball diamond
- 1 breakwater

**Sport** = Organized physical play or practice for groups (soccer, dodgeball, hockey, etc.)

**Arts, Culture & Heritage** = Non-sport activities with an emphasis on creativity (dance, art, kamik making, photography classes, choir, etc.)

**Special Events** = Includes annual and one-time events where the public is invited (Canada Day celebrations, Toonik Tyme, Alianait, etc.)

**Fitness** = Physical activities targeted to individuals (yoga, HITT programming, aquafit, etc.)

**Life Skill** = Programs for learning and practicing skills that are useful for work or healthy living (cooking, swimming, meditation, etc.)

**Social** = Less structured activities that are focused on meeting people, conversation and cooperative learning (card-playing, Elder stories, knitting, etc.)





Fig. Program participation (2018) by season and age group

WINTER RECREATION IN IQALUIT

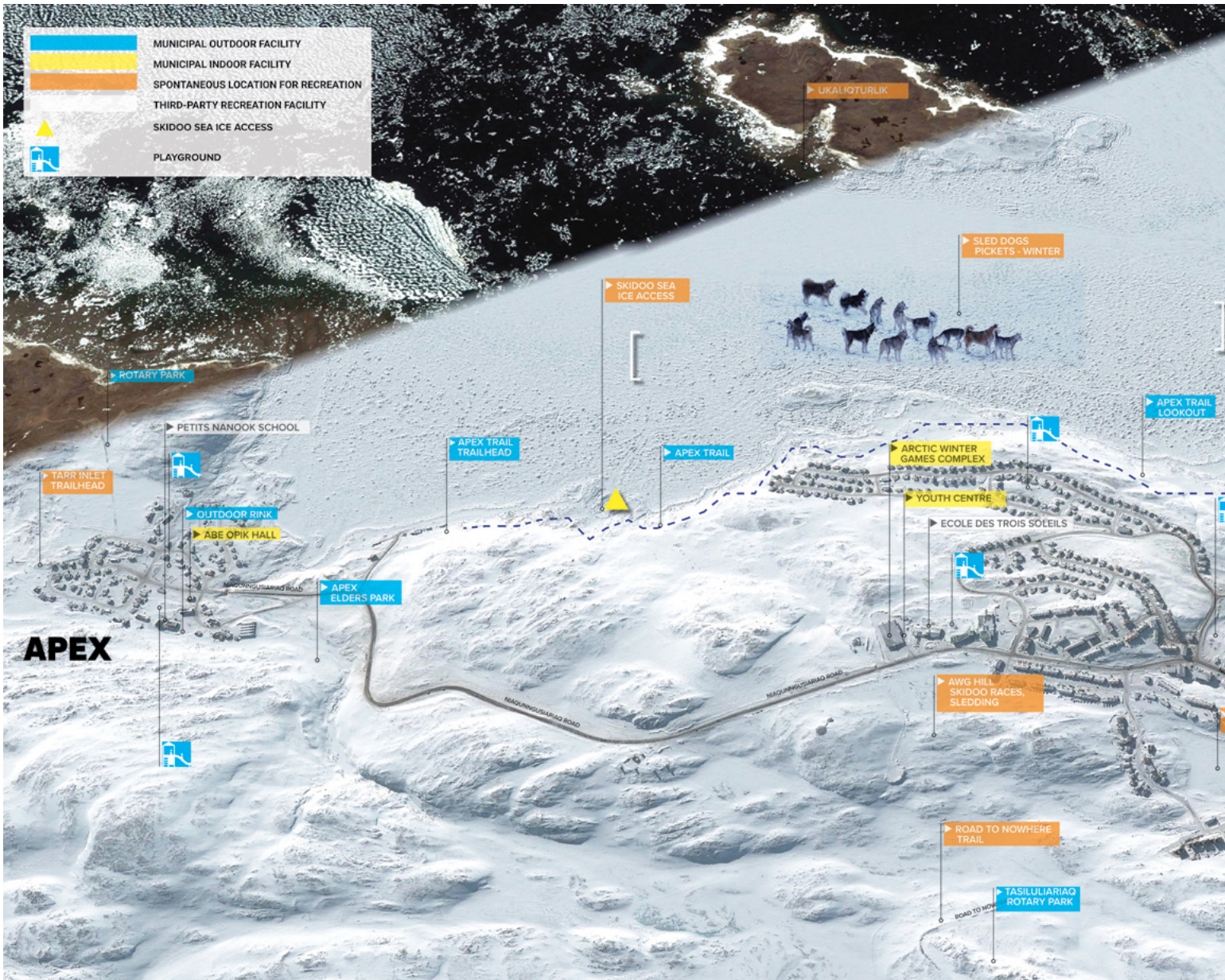
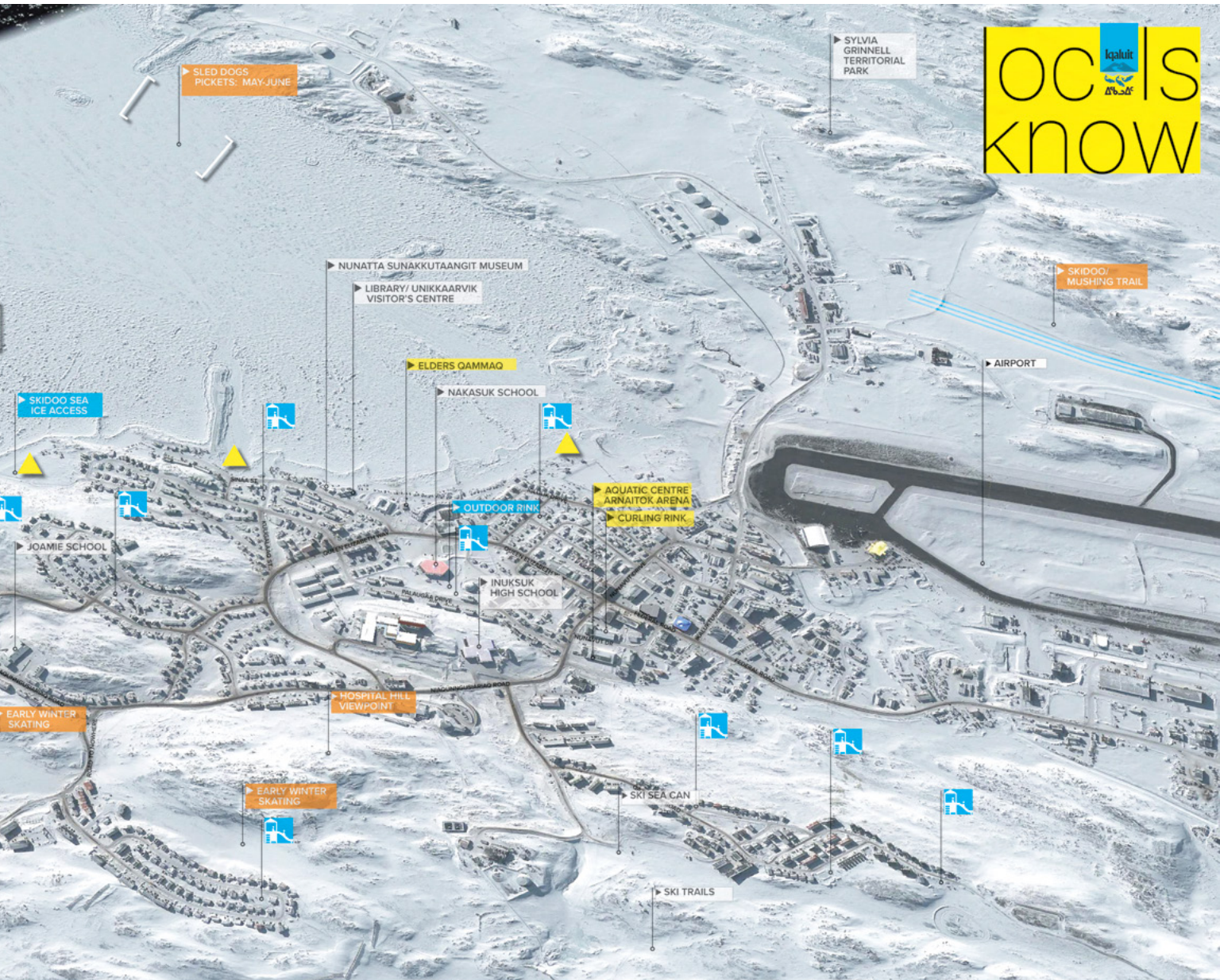


Fig. Municipal facilities, third-party facilities and established spontaneous sites - WINTER



For a full size, print-out map, please refer to the image database.

**INDOOR MUNICIPAL FACILITIES**

<b>AWG ICE</b>	<b>AWG TURF</b>	<b>YOUTH CENTRE</b>	<b>ARNAITOK ARENA</b>	<b>CURLING RINK</b>	<b>AQUATIC CENTRE</b>
<p><b>DIRECT</b> Public skate Family skate YC Skate</p> <p><b>INDIRECT</b> None</p> <p><b>RENTAL</b> Old Timers Hockey Figure Skating Speed Skating Men's Rec Hockey Women Hockey Peewee, Bantam, Midget Hockey Petits Nanooks Joamie School Aqsaniit Middle School Rental (various)</p>	<p><b>DIRECT</b> Family Drop-in Teen Drop-in YC Turf Programs YC Soccer Tournament Summer Day-Camp T-Ball</p> <p><b>INDIRECT</b> None</p> <p><b>RENTAL</b> Nakasuk School Petits Nanooks Joamie School Aqsaniit School Inuksuk Daycare Aakuluk Daycare Minor Soccer IGLU Frisbee Co-Ed Soccer Kids on the Beach Parent &amp; Tot Drop-In Rental (various)</p>	<p><b>DIRECT</b> Teen valentine dance Expression through art Easter Ham Dinner YC Soccer Tournament Back-to-School Supply Drive YC Skate Spook-O-Rama Christmas Day Dinner Junior Chef Program Saturday Socials for Kids Children's Winter Break Camp Children's Spring Break Camp Turf Programs (Soccer, Multisport, Dodgeball) Summer Day-Camp</p> <p><b>INDIRECT</b> None</p> <p><b>RENTAL</b> Toonik Tyme Family Sliding</p>	<p><b>DIRECT</b> Family Skate Public Skate</p> <p><b>INDIRECT</b> None</p> <p><b>RENTAL</b> Aakuluk Daycare Nakasuk School Arctic College Men's Rec Hockey Old Timers Hockey Women's Hockey Figure Skating Speed Skating Atoms, Mites, Novice Hockey Bantam, Midget, Peewee Hockey Isumaq Skate Rental (various)</p>	<p><b>DIRECT</b> Drop-in Mini Putt Drop-in Youth Ball Hockey Drop-in Teen Ball Hockey Drop-in Basketball Drop-in Mini Tennis Drop-in Teen Fit Skateboarding Kid Fit</p> <p><b>INDIRECT</b> None</p> <p><b>RENTAL</b> Broomball Curling Rental (various)</p>	<p><b>DIRECT</b> Drop-in Swimming Adult Swim Fit Swim for Success Aquatic Leadership programs Swim camps (school breaks) Fitness Classes Yoga Personal Training Boot Camp Strength Spin</p> <p><b>INDIRECT</b> None</p> <p><b>RENTAL</b> None</p>

Fig. Indoor municipal facilities and programming by service type (2018-2019)

<b>ABE OPIK HALL</b>	<b>ELDERS' QAMMAQ</b>
<p><b>DIRECT</b> None</p> <p><b>INDIRECT</b> None</p> <p><b>THIRD-PARTY</b> After school Rental(various)</p>	<p><b>DIRECT</b> Qammaq Drop-in Elders Saturday's Socials Elders Gathering</p> <p><b>INDIRECT</b> None</p> <p><b>THIRD-PARTY</b> Rentals (various)</p>

**OUTDOOR MUNICIPAL FACILITIES**

**AQUATIC PROGRAMS**

**DIRECT**  
 Canada Day  
 St. Jean Baptiste  
 National Indigenous  
 People's Day

**INDIRECT**  
 None

**THIRD-PARTY**  
 Alianait Arts Festival  
 Toonik Tyme

**ICE-BASED PROGRAMS**

**DIRECT**  
 YC Summer Kick-Off  
 Bonfire  
 Toonik Tyme Bonfire

**INDIRECT**  
 None

**THIRD-PARTY**  
 None

**AWG HILL**

**DIRECT**  
 None

**INDIRECT**  
 None

**THIRD-PARTY**  
 Toonik Tyme Family  
 Sliding

**SOFTBALL FIELDS**

**DIRECT**  
 None

**INDIRECT**  
 None

**THIRD-PARTY**  
 Softball games,  
 practices\*\*

**NAKASUK GROUNDS**

**DIRECT**  
 Canada Day, St Jean  
 Baptiste Day and  
 National Indigenous  
 People's Day

**INDIRECT**  
 None

**THIRD-PARTY**  
 Alianait Arts Festival  
 Toonik Tyme

**YOUTH CENTRE GROUNDS**

**DIRECT**  
 YC Summer Kick-Off  
 Bonfire  
 Toonik Tyme Bonfire

**INDIRECT**  
 None

**THIRD-PARTY**  
 None

**PLAY GROUNDS**

**DIRECT**  
 None

**INDIRECT**  
 None

**THIRD-PARTY**  
 None

Fig. **Outdoor municipal facilities and programming by service type (2018-2019)**

SUMMER RECREATION IN IQALUIT

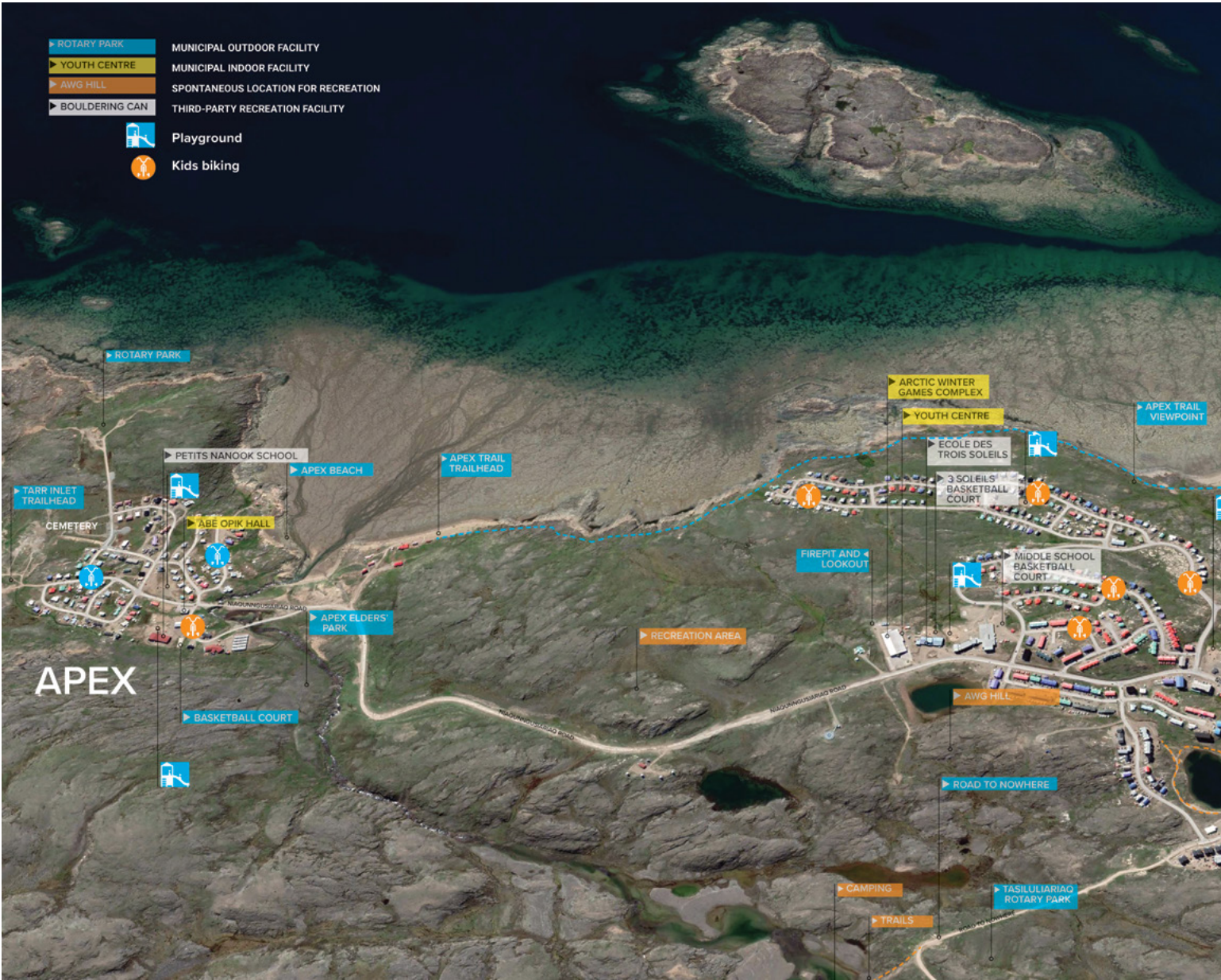


Fig. Municipal facilities, third-party facilities and established spontaneous sites - SUMMER



For a full size, print-out map, please refer to the image database.

**SPONTANEOUS SITES IN SUMMER**

**KIDS BIKING**

Streets  
Urban trails  
Geraldine creek

During summer months, kids-biking is one of the strongest trends and activities in Iqaluit. Swarming the dirt roads, touring the neighborhoods or biking along Geraldine Creek, young girls and boys ride their bikes until dusk.

**HIKING WALKING**

Tarr Inlet Trail/ Trailhead  
Geraldine creek  
Hospital hill trail  
Road to nowhere  
Urban trails

Over 5000 years of land-based living, love of outdoors and the absence of a public transportation system (2019) set up the premise for an active pedestrian mobility, causing an intense use of unorganized urban trails as well as hiking trails around Iqaluit.

**BOULDERING WALL**

Neat water station

Climbers set up a bouldering wall in Iqaluit for their own use.

**HEALING PLACES**

Apex Hills

Apex Hills include spiritual, healing and contemplative places, cherished by Iqaluit residents.

**CAMPING SITES**

Road to Nowhere  
Causeway area

Established, unorganized camping areas are located around Iqaluit, that residents enjoy using during summer months.

**SOCIALIZING VIEWPOINTS**

Hospital hill viewpoint  
Tarr inlet viewpoint  
Apex trail viewpoint

Everyone enjoys a good view over Iqaluit and the bay. There are some great viewpoints in Iqaluit itself and nearby.

Fig. **Established, summer spontaneous sites**

**TO CONSIDER**

Some trails, trailheads and spontaneous camp sites within the City are not services nor maintained, which is leading to deterioration of tundra and littering. Basic amenities and maintenance including trash cans and toilets can improve user experience and preserve tundra.

Children and youth enjoy biking in Iqaluit. The City of Iqaluit has the opportunity to support biking as life-long, healthy activity for individuals and family by designing and supporting programs such as bike repair and customizing clinics and bike safety courses.



Fig. **RCMP Officer teaching kids bike road safety**  
Source: Nunatsiaq (Aug 2016)



**SPONTANEOUS SITES IN WINTER**

**SNOWMOBILE TRAILS**

Streets  
Snowmobile trails  
Geraldine Creek

Snowmobiles have a long-established history of use in Iqaluit and a network of routes.

**HIKING WALKING**

Streets  
Urban trails  
Geraldine creek

Winter walking and hiking are as popular in winter as in summer. In the absence of formalized trails, winter hiking is mainly done on snowmobile trails.

**SLED DOGS STAGING**

Near Sylvia Grinell Park  
Sea side

Deeply rooted in Arctic and Inuit traditions, raising sled-dogs is an established activity in Iqaluit. The teams are moved seasonally, from the ice in winter to the shoreline in summer.

**SLIDING HILLS**

AWG hill  
Joamie hill  
Apex hill

Children, youth and families enjoy the sliding hills around Iqaluit.

**X-COUNTRY SKIING**

North of Iqaluit

The popular winter activity is practiced around Iqaluit.

**SKATING HOCKEY**

Apex  
Road to Nowhere  
Nakasuk  
City-wide

This highly popular sport mostly practiced indoors is, weather permitting, played outside.

The improvised rinks are used weather permitting, during winter months.

Fig. **Established, winter spontaneous sites**

**TO CONSIDER**

Wind corridors and low temperatures minimize the time spent outdoors and sometimes makes it difficult to return back home. Building warming shelters protecting from the elements each 500 m, can improve the winter outdoor experience. Being a major attraction of any arctic visitor, the open staging area puts at risk both the uneducated visitor and the dogs. Minimal interventions can reduce safety concerns and introduce a valuable educational factor.



Fig. **Warming structures need not be complicated. They can be as simple as a wind-braking wall**  
Photo credit: inhabitat.com

# Recreation communication

People in Iqaluit use a variety of methods to communicate with one another and learn about recreation opportunities in the city. They may use social media to communicate with family, but rely on the radio and posters in stores and at work to learn about events. In general, however, digital communications are becoming more important for everyone and offer benefits to the City in communicating directly with its residents to reach the widest audience possible and adjust services to the needs of customers.

## **OUTGOING CHANNELS**

As of late 2019, two channels were used to share information from the Recreation Department. The first channel is managed centrally by the City through posters, updates the City's website, and media releases to radio stations and newspapers. For changes to programs and events, this channel is often too slow to be of use to customers, and some of the methods used – websites, posters, radio and newspapers – are less likely to reach youth. The second channel is the Recreation Department's digital outreach platform accessed through social media that informs the public about programs, closures and other time-sensitive messaging. This digital outgoing platform is responsive and adaptive. It is efficient and reaches all audience, especially youth and visitors to the City.

## **INCOMING CHANNELS**

At present, information relevant to the City's recreation staff from the public, is received intermittently and informally, usually through individual phone calls, face-to-face inquiries at facilities, and emails. Occasionally, surveys have been distributed by the City during or after specific programs. While these channels have merits, the information arrives in multiple formats that make it cumbersome to find and use for planning program changes or designing new ones. Furthermore, almost all information comes from existing customers, rather than a broader segment of Iqalumiut who might be interested in recreation programs if they were adjusted to meet their needs.

## **OPPORTUNITIES FOR RECREATION DEPARTMENT**

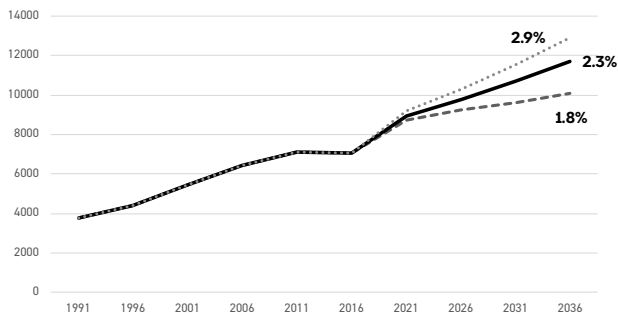
Receiving input from the community as a whole, not only from people registering for programs or paying for services, is essential for the Recreation Department to adjust its services, facilities and programs to meet customer needs and preferences.

Creating an efficient two-way communication platform dedicated to the Recreation Department that incorporates both traditional and social media channels has the potential to expand public awareness of available programming and activities. An improved communication system will also help to reach more customers, that are currently under-served.

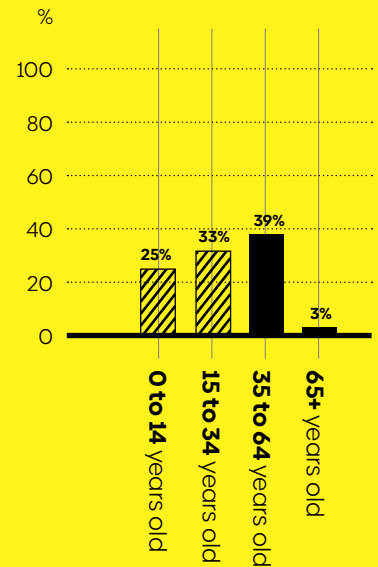
# Community profile

## Demographic profile

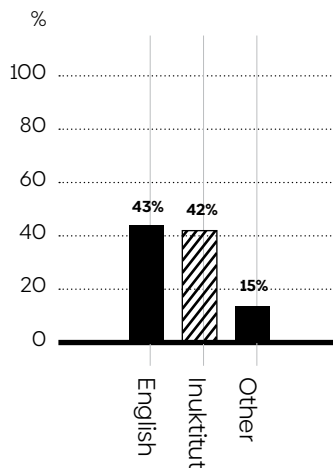
POPULATION GROWTH PROJECTIONS IN IQALUIT



POPULATION BY AGE GROUP IN IQALUIT (2016)



SPOKEN LANGUAGES IN IQALUIT (2016)

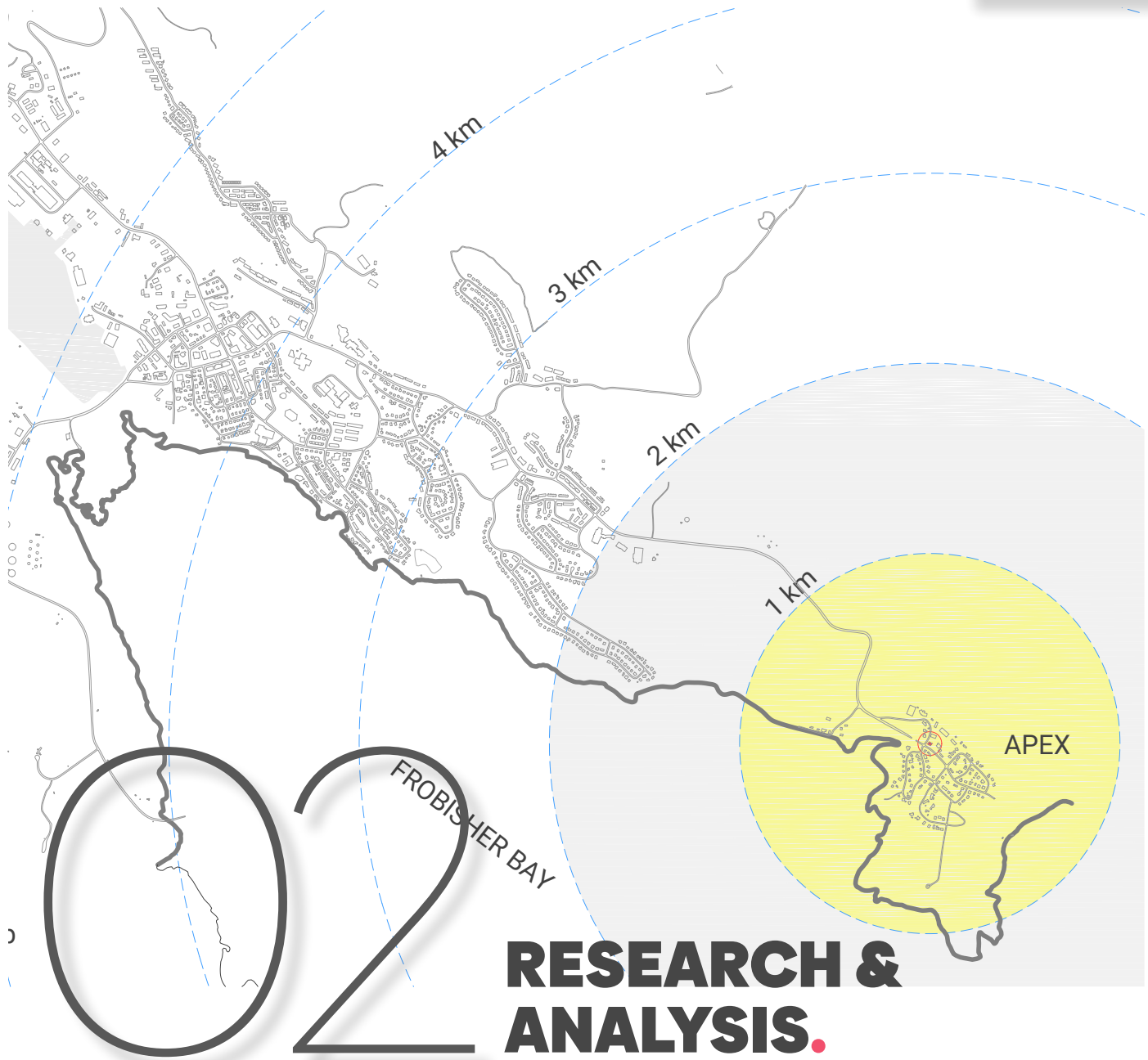


Aboriginal identity in Iqaluit  
**59%**

Income distribution in Iqaluit (2015)

Income	# of people
Under \$5,000	425
\$5,000 to \$9,999	275
\$10,000 to \$19,999	380
\$20,000 to \$29,999	315
\$30,000 to \$39,999	260
\$40,000 to \$49,999	240
\$50,000 to \$59,999	270
\$60,000 to \$69,999	220
\$70,000 to \$79,999	245
\$80,000 and over	2,325
<b>\$80,000 to \$89,999</b>	<b>270</b>
<b>\$90,000 to \$99,999</b>	<b>310</b>
<b>\$100,000 and over</b>	<b>1,750</b>

Ajjiqatigiinniq  
ᐱᑭᑭᑭᑭᑭᑭᑭᑭ  
[Decision-making  
through discussion and  
consensus]  
Inuit Qaujimajatuqangit



By analyzing the rich data collected, the Analysis phase reveals a strategic path for aligning what the Recreation Departments wants to achieve with the community wants and needs.

Research conducted for the Iqaluit 2020-2030 Recreation Master revealed how Iqaluit's unique demographic, climate and cultural conditions can influence recreational opportunities. Additionally, the roles of recreational infrastructures were carefully analyzed to develop a complete understanding of the determinants affecting the current recreational model in Iqaluit. These determinants were physical, social, and administrative, each of which was shown to impact the performance of recreational facilities and programming within the City. The analysis was supplemented further by an innovative engagement strategy, LocalsKnow, through public engagement sessions held with diverse stakeholders to identify differences between what recreational options are available to Iqalumiut and what specific groups need and prefer. At the same time, trends and best practices in similar cities/ regions around the world have been identified.

Compiling and interpreting the complex database gathered, the Analysis phase establishes a strategic path for aligning what the Recreation Department wants to achieve, who it wants to serve and what the community needs. This holistic approach to recording what is, allowed to build a comprehensive image of the current state of Recreation in Iqaluit and set up a solid base anchored in local realities for the Master Plan Phase.



Ajiiqatigiinniq  
ᐱᓃᓃᓃᓃᓃᓃ  
[Decision-making  
through discussion and  
consensus]  
Inuit Qaujimajatuqangit

# Public engagement

Asjiiqatigiinniq  
Inuit have been practicing for generations a consensus based decision-making process. In an environment where societal cohesion is crucial for survival, the principle of Asjiiqatigiinniq is instrumental in finding the common ground.

SEPTEMBER 2019

## Public consultation

### POP-UP EVENTS

Mass Registration Day  
The Iqaluit Airport  
Iqaluit Centennial  
Library

The consultation events consisted of the team on hand talking to people, encouraging participation in the survey and providing input on an interactive activity and facility map

PARTICIPATION  
**165**

### YOUTH CENTRE

Makkuttukkuvik  
Youth Centre

The consultation events consisted of the team on hand talking to people, encouraging participation in the survey and providing input on an interactive activity and facility map

PARTICIPATION  
**13 youth**

### ELDERS QAMMAQ

Elders' Qammaq

Round table  
discussion

PARTICIPATION  
**12 Elders  
3 Visitors**

### HIGH SCHOOL

Inukshuk  
High School

The consultation events consisted of the team on hand talking to people, encouraging participation in the survey and providing input on an interactive activity and facility map

PARTICIPATION  
**28**

46

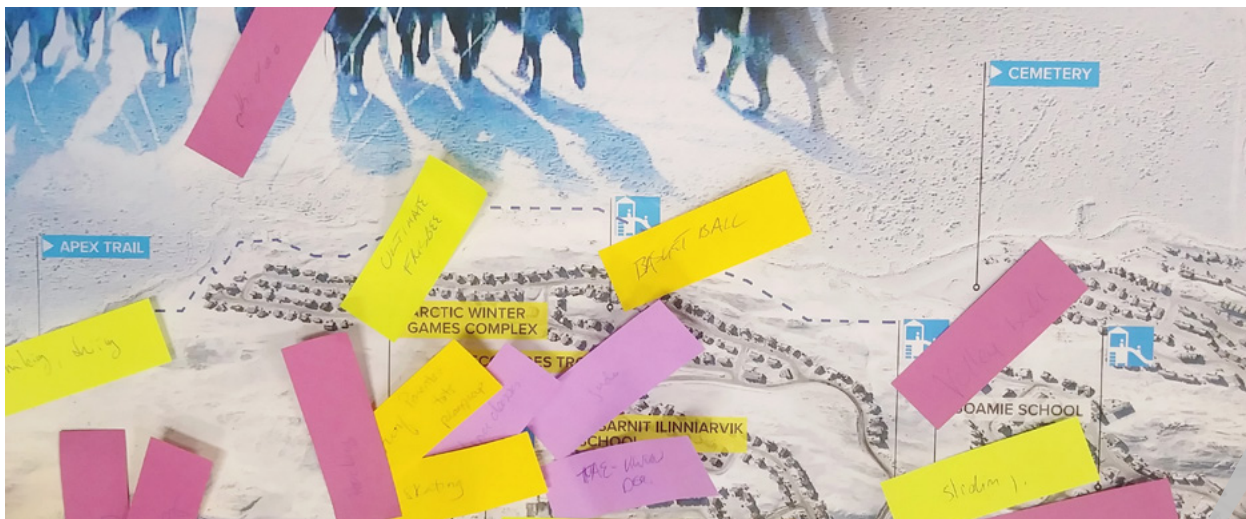
## Pop-up events

### KEY FINDINGS

- » Primary recreation facilities in Iqaluit (Iqaluit Aquatic Centre and arenas) are used, but people also enjoy land activities
- » People would like to be physically active in all seasons and are interested in outdoor activities, even when it is colder than -25 or -30 degrees Celsius
- » Prefer recreational activities to occur in the afternoons and evenings before 9 pm
- » Respondents want to combine exercise with socializing
- » Respondents participate in various community gatherings and event
- » Aspire to participate in more indoor cultural activities including art, dance, and music
- » Aspire to participate in more outdoor activities including cross country skiing, hiking and kayaking
- » Main barriers to accessing recreation identified as:
  - No available free time
  - Being unaware of recreation events
  - Lack of childcare
  - Inadequate facilities
- » Harvesting activities, such as hunting, fishing, and berry picking, are enjoyed for subsistence, spiritual, social and recreational purposes
- » More conventional winter and summer activities enjoyed in the south, such as cross-country skiing, bouldering, and hiking, are being adapted to Arctic conditions and practiced by many Iqalumiut of all backgrounds

### IMPLICATIONS FOR THE RECREATION MASTER PLAN

- » Opportunities for socialization should consider in all recreation programming
- » The Recreation Department should consider changes to its communications systems to broaden the reach and timeliness of information
- » Childcare is an important consideration when planning recreation opportunities that are likely to be of interest to young families and especially to women



## Youth Centre focus group

### KEY FINDINGS

- » Youth want to spend time socially in active pursuits
- » Youth enjoy the Youth Centre as a place to socialize with friends and staff
- » The Youth Centre is a fun venue that provides a safe space to study
- » Youth use basketball courts, playgrounds, Aquatic Centre and the land for recreation facilities
- » To attract new users of the Youth Centre, youth think that free food (especially country food) might be a worthwhile option
- » Some youth spoke about the adverse social effects resulting from the beer and wine store and from alcohol-related issues throughout the year
- » Youth using the centre feel that a diversity of social activities would be welcomed, including, as examples: overnight programs on the land or in the Youth Centre; opportunities to cook together; and hosting a talent show

### IMPLICATIONS FOR THE RECREATION PLAN

- » Providing opportunities for socialization would serve youth aspirations
- » Continue providing programming around food could attract more youth and create more opportunities for education and training

## High School focus group

The engagement session consisted of a mapping activity that engaged approximately 28 high-school students during a lunch break.

### KEY FINDINGS

- » The majority of students reported that they participate in social activities (75%), such as playing sports or hanging out with friends in social spaces.
- » About a quarter of the respondents reported that they work and participate in family activities.
- » Students were almost evenly split between those the preferred indoor activities (53%) vs those that prefer outdoor activities (47%).
- » Students would like to have access to spaces where they could use computers to complete homework.
- » Students were interested in developing skills that could help them get good jobs, such as jobs with the Government of Nunavut, rather than general retail jobs.

### IMPLICATIONS FOR THE RECREATION PLAN

- » Programs that have multiple benefits including being social, active, and help one achieve their educational and work objectives.
- » A volunteering program for youth should be considered.



# Elders focus group

The Elders engagement session was held at the Elder’s Qammaq with participation by 12 Inuit elders accompanied by some friends and family.

### KEY FINDINGS

- » Elders emphasized that Inuit are active and social beings who value family and culture.
- » Transportation is a major barrier to recreation, both in terms of cost and accessibility. Elders would like the City to provide better access either in the form of an Elders’ bus or taxi vouchers.
- » The Elder’s Qammaq is a safe space that has adequate hours of operation.
- » Elders would like more programming in the form of activities on the land.
- » While visiting the Elder’s Qammaq, Elders would like to see more TV shows that are Inuit-focused and would appreciate hearing live music.
- » Elders would like more opportunities to interact with youth, contribute to their lives, and act as role models or provide life instruction.
- » The Elders try to be as active as possible, but winter conditions and physical health limit their activities.

### IMPLICATIONS FOR THE RECREATION PLAN

- » People of all ages and abilities should be accommodated in recreation planning.
- » Cultural and artistic activities are relevant to many groups, including Elders
- » The Elder’s Qammaq represents an important component in the recreation infrastructure of Iqaluit
- » Intergenerational activities are of high value to Inuit Elders.

"We really enjoy the Qammaq space. It is a place where we can support each other. It is good to be with each other"

"We should be more part of these school kids lives. We need to stay connected. We do not get enough requests to go to places".



## Community consultation notes

### KEY FINDINGS

- » Best communication channels to engage the Inuit community are: service announcements on Facebook, Radio, posters at local stores and word of mouth
- » Inuit youth is inspired by local role models, heroes of popular culture, local celebrities, local comedy shows (Qanurli)
- » Events in Inuktitut-only attract massive Inuit participation
- » Inuit participation may increase with a right mix of service language: some in English, some in Inuktitut, some in both
- » Transportation is a barrier to participation; for families with three or more kids, participation can be costly; some community events were free, now they are not and a large family cannot afford
- » Youth Centre is a desirable program but the location requiring transportation is a major barrier; would be nice to have a bus picking up kids for the Youth Centre
- » Library is visited often

### IMPLICATIONS FOR THE RECREATION PLAN

- » The Youth Centre could benefit of sharing transportation with the Elders' Qammaq
- » Reaching out to the Inuit community needs to incorporate communication channels that are specific and proved effective
- » Having a comprehensive fee assistance schedule can accommodate a large variety of family units and needs
- » Incorporate more inspiring programming for Inuit youth, using local role models
- » There is a need to incorporate Inuktitut in programming delivery



FEBRUARY 2019

# Rights- and Stake-holder Engagement

## EMAIL ENGAGEMENT

User groups  
Advisory groups  
Recreation partners

The consultation events consisted of the team sending email questionnaires to the rights and stakeholders.

PARTICIPATION  
13

"The city needs a large multi-use facility for use other than sport and recreation"

## Rights- and Stake-holders engagement

Rights and Stake-holder groups included advisory groups, recreation partners and user groups. They were invited to respond by email to a questionnaire.

### KEY FINDINGS

- » Most user-groups identified finding trained volunteers and coaches as a challenge for their group.
- » Performers need more spaces for performances.
- » The cost of program development and delivery is high, as is the cost of renting space.
- » Some groups would like to access more time using existing recreational infrastructure.
- » Groups would like to be able to offer more cultural and learning activities.

### IMPLICATIONS FOR THE RECREATION PLAN

- » There is a need to have a multi-use facility open year-round (offering turf and floors appropriate for indoor recreation such as playground, frisbee, free play)
- » More facility time.
- » Structures supporting their activities

# Trends and best practices

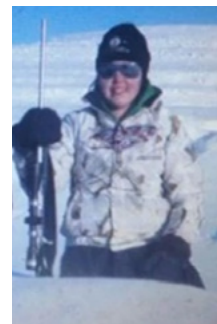
Norway  
Finland  
Sweden  
Russia  
Greenland  
Canada  
Canada's  
Territories  
Nunavut  
Alaska

Recreation trends from other northern jurisdictions were reviewed for the Recreation Plan to position what Iqaluit imagines for itself in the context of what other communities are seeing as viable futures for planning recreation programs and facilities.

## Gender

Across the Arctic, Canada included, there is a noticeable difference between male and female participation in sports and recreation, as women and girls tend to experience lower levels of engagement as both participants and program leaders. This trend is especially apparent amongst indigenous communities. In a similar state of under representation in Canadian recreational spaces are LGBTQ+ community members. Historically marginalized social groups may not feel a strong sense of belonging or social inclusion in traditional recreational spaces that fail to take into consideration their unique wants and needs.

The best way to address this recreational inequity begins at the local and municipal level with conscientious and intentional outreach to female and other under-represented community members of all ages. Steps to improve participation include increasing awareness of existing recreational opportunities as well as tailoring programming to better align with residents- specific interests and desired activities. The final step to ensuring greater recreational equity is to create a strong sense of physical and social belonging within all municipal recreational spaces.



**Pamela Nakashook is the first certified female hunting guide in Nunavut's Kitikmeot region.**  
Source: [cbc.ca](http://cbc.ca), 2017

# Activities

Most popular outdoor activities among participants in an US survey include:

- Running/Jogging/Trail Running (19.2%)
- Freshwater/Saltwater/Fly fishing (16.4%)
- Road Biking/Mountain Biking/BMX (15.9%)
- Hiking (15.9%)
- Car/Backyard/RV Camping (13.9%)

Life sports have become more popular. They include passive, spontaneous, non-competitive recreation such as biking, kayaking, tennis and swimming, jogging/walking

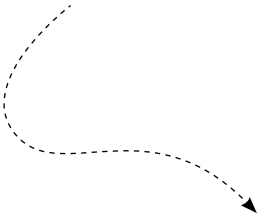
Growing popularity of E-Sports (electronic games) in younger people. There are events and tournaments have excellent potential for revenue generation and facility utilization, combining digital gaming with supplemental events and physical activity challenges. Preference for non-competitive sport activities.

Outdoor recreation activities projected (between 2008 to 2030) to have the highest percentage growth in total days of participation are:

- developed skiing
- visiting interpretive sites such as nature centers, zoos, historic and prehistoric sites
- day hiking
- viewing/photographing birds
- equestrian activities

Activities oriented toward viewing and photographing nature have been among the fastest growing activities, both in terms of number of participants and activity days of participation.

**Life sports:** Sports that can be done throughout one's entire life



How relevant are US trends for the Arctic, after all?

## TOP 5

ADULTS	YOUTH
Walking	Walking
Gardening	Bicycling
Home exercise	Swimming
Swimming	Running
Bicycling	Basketball

Activities oriented toward viewing and photographing nature have been among the fastest growing

E-Sports are on the rise, especially amongst the younger demographic

# Programs

Functional fitness programs that focus on strength training and core stability with movements and exercises that improve balance and coordination, agility and endurance.

Fitness for life programs, such as Aqua Fitness, dance for fitness classes & Qi Gong, that can be enjoyed by anyone even as they age and physical abilities change

Increase in programming for families, with children of all ages.

Programs that link fitness, health and socialization:

- Community gardens, trails, and outdoor running groups
- Group fitness
- Pre-natal and post-natal combined wellness and fitness programs
- An increased focus on fundamental movement skills development – illustrated in the Canadian Sport for Life (C4SL) and Long-Term Athlete Development (LTAD) models- equips individuals for lifelong participation.

Activities that connecting people with nature (9 in 10 Canadians would prefer to spend time outdoors hiking and nature programs for children and families)

Recognition of arts and cultural activities as activities that are part of recreation and wellness

Individualized, informal activities that can be done alone or in small groups, at flexible times, near people's home.

Programs to allow all family members to participate in the recreation of their choice at the same time, such as parents using a fitness centre while children take swimming lessons.

Providing free events to the public, which utilize existing public spaces and can also take place in non-traditional spaces. They act as economic drivers which attract residents and tourists such as movies in the park

Integrated and complementary programs that remove barriers to participation in recreation by specific groups, including youth programs and scheduling and programs that allow greater participation by women

Programs that give youth a chance to learn new skills while also participating in a sport, such a learn-to-coach programs



**In Tromsø, Norway, there is a city-wide ski trail network and ski rental is free of charge for residents.**

**9 in 10 Canadians would prefer to spend time outdoors**

**Free play is being reconsidered as valuable recreation option around the globe**

# Facilities

Providing close-to-home access to recreation hubs, social services, health and services.

Green energy, construction and maintenance solutions

Installing outdoor fitness equipment

Providing dedicated spaces for artistic and social activities and for community meetings

Recognizing trails and multi-use paths as recreation facilities that need to be planned and maintained

Adding warming huts, sanitary facilities and drinking water to trail systems

Opportunities for small private leisure and recreational businesses to establish themselves in communities as public facilities downsize.

Preference for multi-functional buildings and re-purposing of existing buildings.

Designing for the flexible use of space through various techniques, such as adjustable barriers, movable walls, temporary bleachers, etc.

General trend away from new physical infrastructure, and instead cities are moving towards events.

Emphasis on integrating the outdoor recreation environment with indoor facilities. Strategies include:

- Indoor/outdoor walking trails, indoor/outdoor child play areas, and indoor/outdoor aquatic facilities.
- Views from inside facilities to the outdoors
- Creating seasonal playgrounds outside recreational buildings using snow by building tunnels lined with tubes, snow slides, structures, etc.

Providing more facilities to support nature-based activities such as hiking, fishing, biking, viewing nature, camping, etc.

Municipalities are designing spaces to be inclusive by incorporating mobile technologies, resting spaces, and child-friendly spaces.



**In Tromso, Norway, all large municipal parks have a warming structure every 100m or so.**

# Administration

More collaboration among municipal silos, such as recreation and business development/ tourism, health and cultural programs, libraries and recreation centres, services, including social services & health services with recreation facilities, and libraries with community centers – these collaborations provide walkable/bikeable spaces, intergenerational programs, playgrounds, child care services – all of which can incorporate public parks, providing close-to-home access for residents.

Increase efforts to adopt inclusive policies and engage members of the LGBTQ+ community. Privatization of recreation opportunities.

Providing leased or short-term rental spaces in recreation facilities to generate revenues that can sustain existing operations and fund expansion and/or renovations.

Overall levels of volunteerism have remained relatively stable. There are trends towards fewer hours per volunteer concentrated primarily between youth and seniors. Many volunteers are looking for work-related experience.

Partnerships with other public sector agencies and the non-profit and private sectors continue to be a vital part of sustainable parks and recreation delivery for municipalities.

Participation in Canada's \$65 billion dollar sport tourism industry is utilized by some municipalities both as an economic generator and effective tactic to leverage capital funding for new facilities.

# Visitors

Sport tourism

Runners

Drop-in classes

Social events

Meeting spaces for business

Preparing for and returning from excursions

Cultural understanding and appreciation

Visitors like maintaining their active lifestyle while traveling

There is a rise in tourism for practicing sports

Visitors enjoy learning about local culture and dropping in open classes



# Analysis findings

**BEYOND THE OBVIOUS**

The Social/Community/Cultural determinants acknowledge a wider understanding and acceptance of what recreation and recreational facilities can be.

## Determinants

Cities are complex systems which have many factors influencing the performance of recreation programs. It is important to avoid oversimplifying these complexities and to consider all relevant factors that could inform the municipal decision-making process.

The analysis of the current state of recreation in Iqaluit identified key determinants, factors that have a decisive outcome on the performance of recreation programs and facilities in Iqaluit. These determinants need to be clearly considered when making decisions about recreation in the City. The determinants help us understand a particular facility or program's opportunities and constraints, and it informs on possibilities for unlocking the full potential of recreation in Iqaluit. Analyzing the importance of the determinants is essential to achieving the vision of the Recreation Master Plan.

There are three major categorizes of determinants:

**SOCIAL  
COMMUNITY  
CULTURAL**

- Diversity
- Perception
- Programming setup
- Inclusivity
- Sense of belonging

Social/Community/Cultural determinants acknowledge the importance of human connections, feelings, expressions and values and recognize recreation's role in supporting culture, positive mental and physical health outcomes, alleviating loneliness, socialization and free play.

**PHYSICAL  
SPATIAL  
CONTEXTUAL**

- Seasonality
- Spatial distribution
- Space utilization
- Functionality
- Physical condition

Physical/Spatial/Contextual determinants are attributes of importance to visible tangible characteristics of a program or facility, such as size, condition and appearance, as well as surroundings, location and environmental relationships.

**BUSINESS  
ADMINISTRATIVE  
ORGANIZATIONAL**

- Service delivery
- Income
- Staff

Business/Administrative/Organizational determinants recognize that the provision of recreational programs and facilities by a municipality relates to financial capacity, organizational agility, and levels of acceptable returns on investment and risk.



For a detailed description of the determinants, please refer to Chapter 6 Recreation Determinants

# SWOT analysis

## Strengths

- » The Aquatic Centre is a very successful facility, well used and provides both programmed and non programmed activities
- » Easy access to outdoor natural amenities
- » Iqaluit has a strong cultural identity
- » Iqalumiut have an established tradition of enjoying outdoor activities in all seasons
- » Iqalumiut aspire to socialize
- » An Inuit culture with strong ties to a lifestyle rich in art, active games and social gatherings
- » Limited competition
- » Strong community of third-party recreation providers
- » Access to provincial and federal funding around recreation and culture
- » The Apex trail is a very well used facility
- » Specific popular recreation activities are inextricably tied to Inuit culture such as skidoo-ing, dog sledding, hunting, fishing
- » Committed recreation staff
- » Qammaq is a well-respected facility in the community
- » Youth aspire to participate in more outdoor activities in both summer and winter
- » Youth Centre is used by many Inuit youth and has a positive perception
- » There is a desire by non-Inuit (including transient workers and tourists) to participate in Inuit cultural activities
- » The population of Iqaluit is growing
- » A very strong spontaneous cycling culture in young population

## Opportunities

- » Evaluate the feasibility of building a new indoor multi-use facility for winter use
- » Retrofit the Curling Rink to become a multi-use, indoor/ outdoor Recreation Hub
- » Evaluate merging the Aquatic Centre, Arnaitok Arena, Curling Rink and the parking lot (the entire block) into a central Recreation Hub with indoor / outdoor facilities and amenities for active and passive recreation, socialization and free play
- » Assert departmental role over Parks and Open Spaces by changing the Department name
- » Acknowledge, embrace cultural differences between Inuit and non-Inuit and support by incorporating cultural identifiers such as multilingual signage
- » Develop arts and culture programming around Inuit culture
- » Support outdoor activities currently done by residents in the community such as hunting and fishing
- » Develop facilities in collaboration with tourism
- » Increase utilization of facilities by providing outdoor amenities for passive recreation, socialization and free play
- » Bring Inuit and non-Inuit communities together through programs that convey a sense of belonging
- » Provide opportunities for elders to mentor youth
- » Support Iqalumiut need for socialization
- » Develop working skills of youth through recreation
- » Provide monthly excursions on the land for youth and seniors
- » Integrate the Elders Qammaq into cultural programming ie. music and art
- » Prioritize the development of a new centrally located YQ to support and celebrate the role of Inuit youth in the community
- » Provide more food related programming at the youth Centre to teach and address food security issues
- » Provide recreation opportunities that allow for participation at anytime (cater to people with limited time)
- » An opportunity for all facilities is to build a mutually beneficial relationship with school boards and the City. The partnership can develop an effective joint-use agreement
- » To find funding and partnerships to create an integrated trail/pedestrian system that links recreation facilities and parks
- » To find alternative use for Abe Opik hall that supports the Apex neighbourhood
- » To find funding and partnerships to create an integrated trail/pedestrian system that links recreation facilities and parks with neighbourhoods

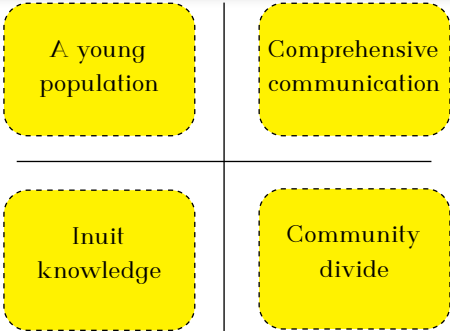
- » Increase programming opportunities through partnerships
- » Develop more intergenerational programming
- » Incorporate established spontaneous activities (i.e. camping) into the municipal inventory
- » Build programs and facilities to support the existing spontaneous cycling culture in the young population

## Weaknesses

- » Lack of gender equity in recreation
  - » Limited Inuit cultural programs and activities
  - » Limited outdoor facilities
  - » Limited arts and cultural programs and facilities
  - » Access to equipment and products related to recreation
  - » Lack of an indoor multi-use facility in winter
  - » Limited indoor gathering space in winter
  - » Limited formal trails in and around Iqaluit
  - » Access to computers and internet limits programming opportunities
  - » Limited activities for elders in winter
  - » Limited non-Inuit youth facilities
  - » Limited programs that are drop-in that could be used by tourists and transient workers
  - » Perception of limited recreation facilities
  - » Lack of a communication platform to inform customers of recreation activities
  - » Lack of centralized recreation platform for non-City providers
  - » Lack of partnership and coordination between third party recreation providers and City
  - » The Curling rink is a single use facility, the facility has been leased out for winter and the City does not control it, and it is not being optimize during the off season
- Lack of indoor activities other than swimming for winter months

## Threats

- » Ignoring the strong environmental, social and economic context of the City of Iqaluit
- » Recreation Department human resource continuity
- » Coaching and skill expertise shortage
- » Limited internet access
- » State of emergency or crisis
- » A divided community Inuit/non-Inuit
- » A greater divide between Inuit and non-Inuit community
- » Social inequalities
- » Limited access to transportation by customers ie. elders
- » Lack of childcare in the community
- » Crime including vandalism, theft
- » Social issues including mental health, drug abuse
- » The ice plant at the Arnaitook Ice Arena is past its anticipated life expectancy
- » The City does not have a reserve fund for Recreation and Parks
- » The Aquatic Centre does not have a reserve fund. The pool requires a reserve fund as major repairs may start happening within the next 8-10 years
- » A shutdown of any one of the major recreation facilities operated by the City will put considerable stress on the recreation system in Iqaluit



### 2020-2030 STRATEGIC PLAN

The Strategic Plan for the 2020-2030 Recreation Master Plan is a decisional blueprint for recreation within the City of Iqaluit. It envisions changes over the next ten years to achieve measurable improvement in the recreation services of Iqaluit.

The Strategic Plan aims for the City of Iqaluit to augment and adjust current programs and facilities towards opportunities that not only reflect Inuit cultural traditions and recreational activities, but also celebrate and incorporate the uniqueness of the Arctic landscape and the diversity of Iqalumiut. The Strategic Plan also focuses on achieving broader participation in recreation programs and facilities, especially by underrepresented groups.

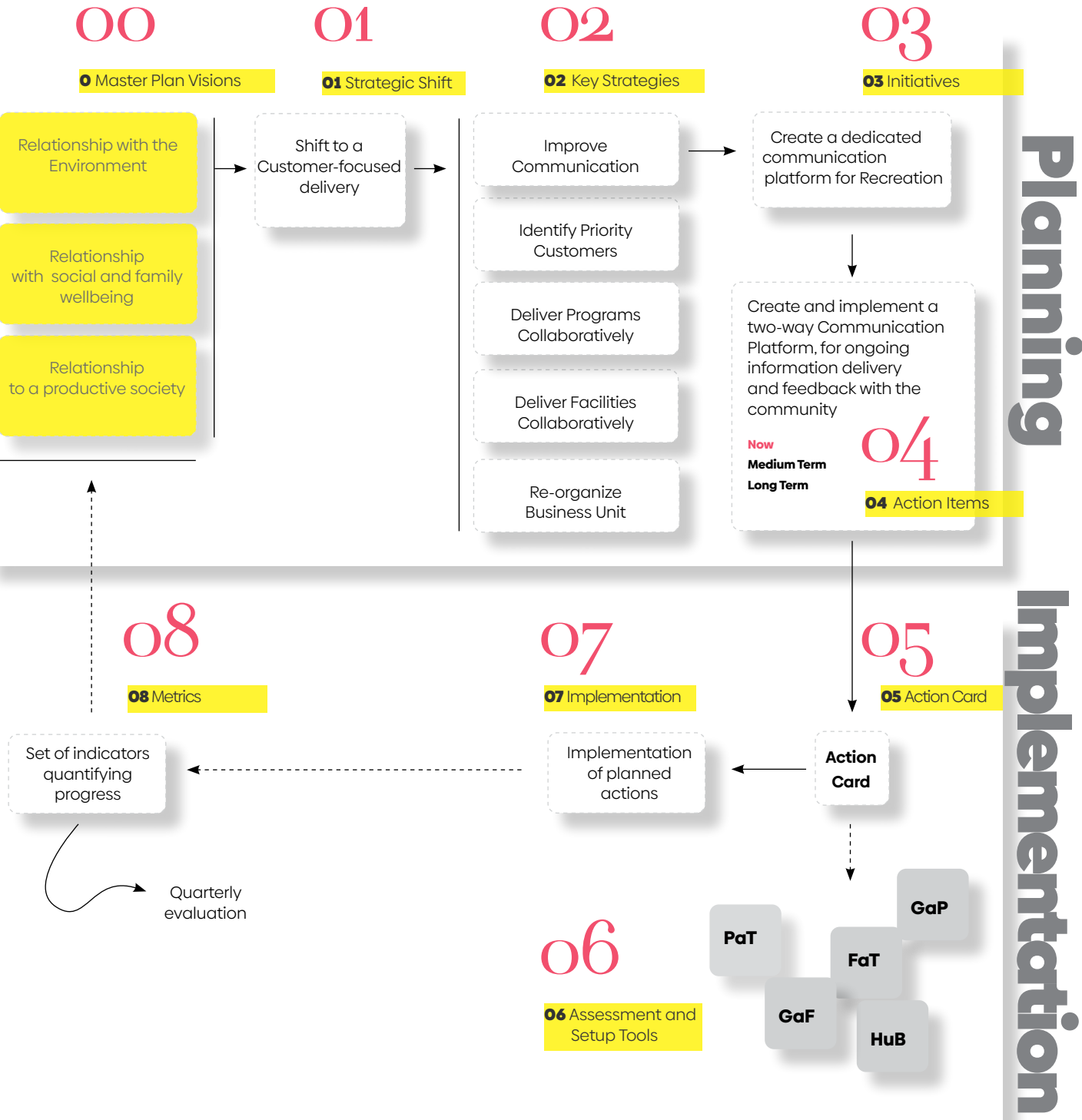
# 03

## STRATEGIC PLANNING.

It's a great time to be young in Iqaluit.

# 60

# How to use the Plan



100

# Master Plan **vision**

We are a prosperous, healthy and connected community.

We respect and care for our land, each other and ourselves.

The long-term vision for Iqaluit in the Recreation Master Plan, based on the Sustainable Community Plan.

The Recreation Master Plan is tightly aligned with the Iqaluit Sustainable Community Plan (2017), a long-term, holistic plan to guide the city's future. The Sustainable Community Plan is grounded in the spirit of Inuit Qaujimajatuqangit, which signifies the commitment made by the City of Iqaluit to incorporate Inuit knowledge and practices into planning decisions. It also aims for good decisions that take impacts on future generations into full consideration.

The Recreation Master Plan also embraces strategic framework of the Sustainable Community Plan in describing the key relationships, thematic priorities, and actions specifically relevant to recreation that will help achieve the Vision.

**RELATIONSHIP WITH THE ENVIRONMENT**

- 1. Beautify our community
- 2. Active outdoors
- 3. Environmental sustainability
- 4. Responsibly manage energy, water, waste

**RELATIONSHIP WITH SOCIAL AND FAMILY WELLBEING**

- 1. Promote personal wellbeing
- 2. Support strong Inuit identity
- 3. Healthy families
- 4. Food for everyone
- 5. Nurture creativity, play and sports
- 6. Connect our community

**RELATIONSHIP TO A PRODUCTIVE SOCIETY**

- 1. Everybody contributing
- 2. Lifelong learning
- 3. Designing for our future community
- 4. Mobility for people and goods
- 5. Better communication
- 6. Manage community emergency

Fig. Relationships and thematic priorities of the Sustainable Community Plan

# 101 Strategic **shift**

In adopting a Vision for recreation that puts people, community connections and sustainability in the centre of the picture, the City of Iqaluit will shift away from a focus on facilities to a customer focus that puts the needs and preferences of Iqalumiut first.



# Key strategies

**SHIFTING TO A CUSTOMER-FOCUSED DELIVERY**

**ST1**

**IMPROVE COMMUNICATION**

A critical aspect of a customer-focused delivery is relying on a Recreation-dedicated communication platform. Designed as a two-way channel, and covering traditional and modern communication techniques (analog and digital), the platform will be able to both inform the community and to record feedback from the community, in real time.

**ST2**

**IDENTIFY PRIORITY CUSTOMERS**

Identifying collectively the demographic segments that need more support to thrive, informs the decision-making process of Recreational services. Based on this information, programs may be adapted and new ones created, and the department can prioritize community partners, to help with program delivery.

**ST3**

**DELIVER PROGRAMS COLLABORATIVELY**

Creating strategic partnerships with existing user groups and other community partners, will allow to overcome staff challenges and to broaden the programming range. By engaging into a collaboratively program delivery, the department capacity will widen, along with the diversity in content and delivery of the programs, therefore reaching a wider demographic.

**ST4**

**DELIVER FACILITIES COLLABORATIVELY**

To address the challenges of a small civic population, limited local facilities, no nearby communities, and the availability of limited resources an alternative approach to deliver facilities is necessary. By working with other private and public facility operators the City will be able to support these partners and address the needs of customers. By utilizing outdoor natural amenities (spontaneous sites) the City will be able to support the activities customers are already doing and offer additional services.

**ST5**

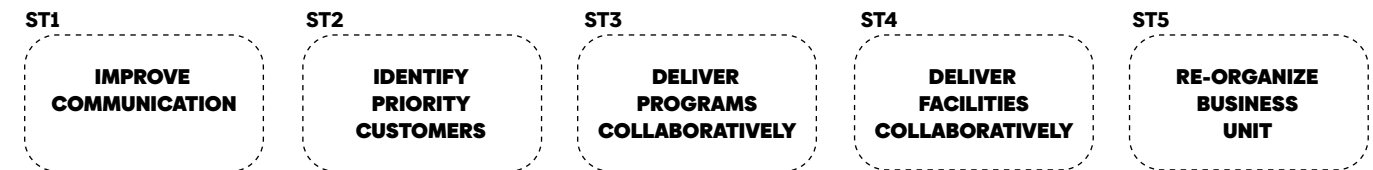
**RE-ORGANIZE BUSINESS UNIT**

To support a customer-focused, collaborative service delivery, the department will need to re-organize. Key positions to manage the partnerships and collaborative delivery will be created, Communication within the department and with other municipal business units will be improved.

Fig. List of key Master Plan strategies

# Plan initiatives

**SHIFTING TO A CUSTOMER-FOCUSED DELIVERY**



**ST1/IN1**  
Create a dedicated communication platform for Recreation

**ST2/IN1**  
Identify priority customers

see diagram

**ST3/IN1**  
Identify program partnerships

**ST3/IN2**  
Identify barriers to participation

**ST3/IN3**  
Evaluate existing programs using the Tools

**ST3/IN4**  
Evaluate spontaneous activities using the Tools

**ST3/IN5**  
Create and evaluate new programs using the Tools

**ST3/IN6**  
Create innovation platform for recreation

**ST3/IN7**  
Implement new programs

**ST4/IN1**  
Identify facility partnerships

**ST4/IN2**  
Identify barriers to facility use

**ST4/IN3**  
Evaluate to expand and retrofit existing facilities using the Tools

**ST4/IN4**  
Evaluate spontaneous/unorganized sites and third-party facilities using the Tools

**ST4/IN5**  
Evaluate/ design new facilities using the Tools

**ST4/IN6**  
Implement new facilities

**1.** Develop policies, guidelines, implementation tools and plans that support the MP visions

**2.** Align Human Resources with new direction, the customer-focused delivery

**3.** Improve internal communication

The Recreation Master Plan links each sub-strategy with recommended initiatives and more specific actions. Initiatives are projects that include a scope, budget and start/end date. When other initiatives are proposed, they will need to be evaluated using the Recreation Master Plan's Vision and Strategies.

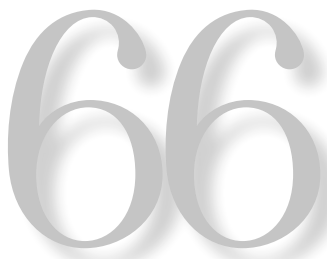
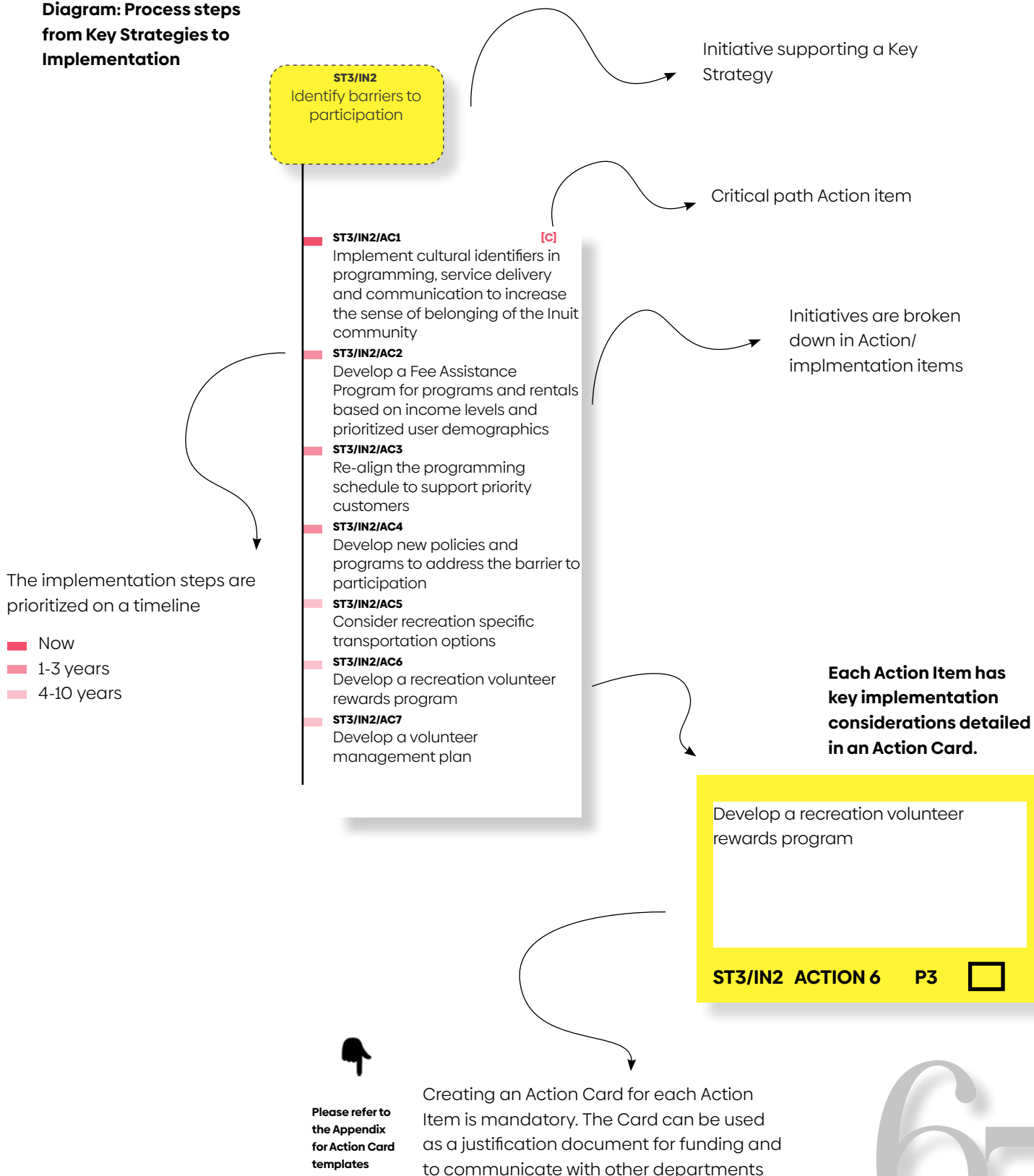
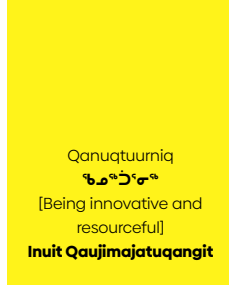


Fig. List of initiatives for each key strategy

Fig. **Diagram: Process steps from Key Strategies to Implementation**





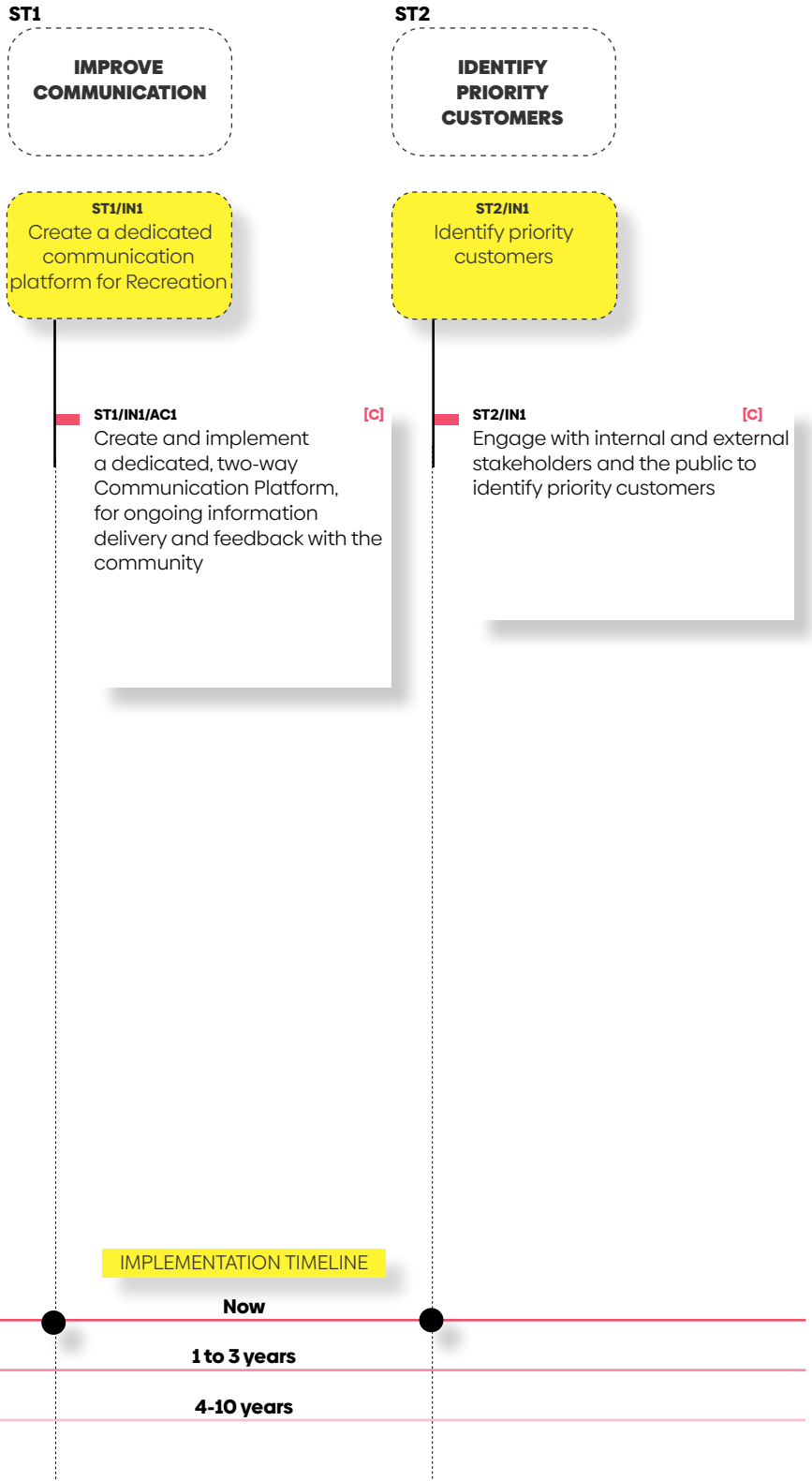
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# Action items

Actions describe what, when and how work related to initiatives will get done, who needs to be involved, and who is responsible for completing the work. The Recreation Plan identifies actions that are most likely to provide measurable improvements for the City's aim of shifting towards a customer focus.

A sub-set of 10 priority actions are considered in more detail in the Implementation section, together with Action Cards that illustrate [key consideration guiding the implementation process] why these actions are important and what they can accomplish.

- Now
- 1-3 years
- 4-10 years



**ST3**

**DELIVER PROGRAMS COLLABORATIVELY**

**ST3/IN1**  
Identify program partnerships

- **ST3/IN1/AC1**  
Establish a Partner Framework for community groups involved in recreation delivery
- **ST3/IN1/AC2**  
Hire a Recreation Partner and Community Liaison person to support partners
- **ST3/IN1/AC3** [C]  
Identify interested Community partners to deliver programs
- **ST3/IN1/AC4** [C]  
Prioritize partners who service targeted user demographics
- **ST3/IN1/AC5**  
Create an Advisory Group of external advisors
- **ST3/IN1/AC6**  
Develop a recreation volunteer program including incentives
- **ST3/IN1/AC7**  
Develop a funding support program for spontaneous recreation (unorganized recreation)
- **ST3/IN1/AC8**  
Develop a program to have the community help with the beautification & maintenance of parks & open spaces

**ST3/IN2**  
Identify barriers to participation

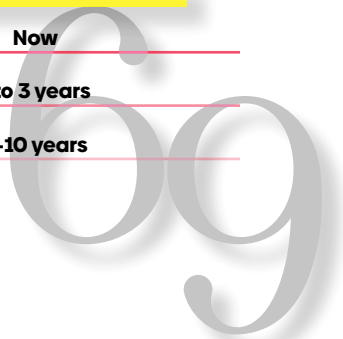
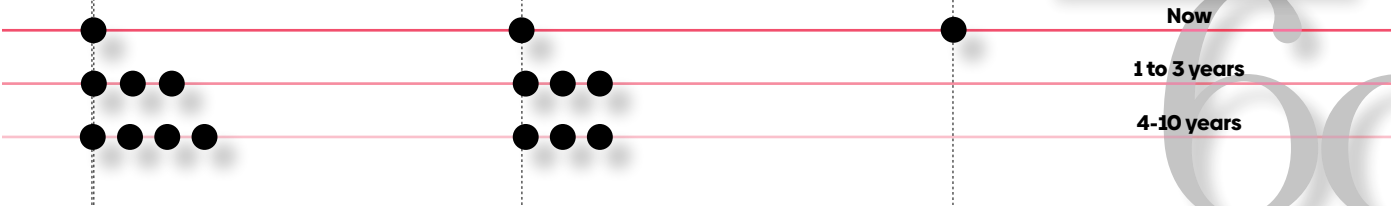
- **ST3/IN2/AC1** [C]  
Implement cultural identifiers in programming, service delivery and communication to increase the sense of belonging of the Inuit community
- **ST3/IN2/AC2**  
Develop a Fee Assistance Program for programs and rentals based on income levels and prioritized user demographics
- **ST3/IN2/AC3** [C]  
Re-align the programming schedule to support priority customers
- **ST3/IN2/AC4**  
Develop new policies and programs to address the barrier to participation
- **ST3/IN2/AC5**  
Consider recreation specific transportation options
- **ST3/IN2/AC6**  
Develop a recreation volunteer rewards program -
- **ST3/IN2/AC7**  
Develop a volunteer management plan

**ST3/IN3**  
Evaluate existing programs using the Tools

- **ST3/IN3/AC1**  
Use PAT program assessment tools to evaluate all existing programs

- Now
- 1-3 years
- 4-10 years

**IMPLEMENTATION TIMELINE**



**ST3**

**DELIVER PROGRAMS COLLABORATIVELY**

**ST3/IN4**  
Evaluate spontaneous activities using the Tools

**ST3/IN4/AC1**  
Use PAT program assessment tools to evaluate all spontaneous activities

**ST3/IN5**  
Create and evaluate new programs using the Tools

**ST3/IN5/AC1** [C]  
Use PAT program assessment tools to evaluate all proposed programs

**ST3/IN6**  
Create innovation platform for recreation

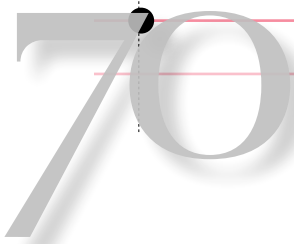
**ST3/IN6/AC1** [C]  
Create and fund community-imagined programs and activities that are innovative

**ST3/IN7**  
Implement new programs

**ST3/IN7/AC1**  
Implement new programs as created with the Program Tool kit

- Now
- 1-3 years
- 4-10 years

**IMPLEMENTATION TIMELINE**



**ST4**

**DELIVER FACILITIES COLLABORATIVELY**

**ST4/IN1**  
Identify facility partnerships

- **ST4/IN1/AC1**  
Establish a Partner Framework for community partners involved in recreation facility delivery
- **ST4/IN1/AC2**  
Hire a Recreation Partner Community Liaison person to support partners
- **ST4/IN1/AC3**  
Identify interested Community partners to provide facilities
- **ST4/IN1/AC4**  
Identify potential community leaders, volunteers and partnerships to lead the participation of the Community in Snow/ Bloom initiative
- **ST4/IN1/AC5**  
Collaborate with Public Works to find solutions that address cleanliness and beautification of parks
- **ST4/IN1/AC6**  
Create an "Adopt a Patch", urban tundra renewal program

**ST4/IN2**  
Identify barriers to facility use

- **ST4/IN2/AC1**  
Implement cultural identifiers in facilities to increase the sense of belonging of the Inuit community
- **ST4/IN2/AC2**  
Evaluate operating times of facilities

**ST4/IN3**  
Evaluate to expand and retrofit existing facilities using Tools

- **ST4/IN3/AC1** [c]  
Use FAT + Hub + GaP facility assessment tools to evaluate for expansion and retrofit all existing facilities

**ST4/IN4**  
Evaluate spontaneous, unorganized sites and third-party facilities using Tools

- **ST4/IN4/AC1**  
Use FAT + Hub + GaP facility assessment tools to evaluate all spontaneous and third-party facilities

- Now
- 1-3 years
- 4-10 years

IMPLEMENTATION TIMELINE



**ST4**

**DELIVER FACILITIES COLLABORATIVELY**

**ST4/IN5**

Evaluate/ design new facilities using the Tools

**ST4/IN5/AC1**

Use FAT + Hub + GAP facility assessment tools to evaluate/ design all proposed facilities

[C]

**ST5**

**REORGANIZE THE BUSINESS UNIT**

**ST5/IN1**

Develop policies, guidelines, implementation tools and plans that support the MP visions

**ST5/IN1/AC1**

Develop and implement a Parks, Trails and Open Space Master Plan to include a comprehensive walking, biking, cross country ski trail network

[C]

**ST5/IN1/AC2**

Prepare a feasibility study for a new or retrofitted Recreation Hub facility.

[C]

**ST5/IN1/AC3**

Prepare a feasibility study for a Youth Qammaq

[C]

**ST5/IN1/AC4**

Develop and Implement a Facilities Management Plan

[C]

**ST5/IN1/AC5**

Develop Key Performance Indicators for recreation facilities and programming.

**ST5/IN1/AC6**

Prepare a Municipal Parks Development Standards and Design Guidelines Plan

**ST5/IN1/AC7**

Develop a coalition to promote, support and implement health, wellness, and physical activity initiatives

**ST5/IN1/AC8**

Develop and implement a Sustainable Procurement Model - Design, Create & BuyLocal

**ST5/IN1/AC9**

Prepare a Heritage Plan to protect cultural landscapes that can be used for recreation

**ST5/IN1/AC10**

Work with partners and stakeholders to develop a City strategy for arts, culture, and heritage

- Now
- 1-3 years
- 4-10 years

**IMPLEMENTATION TIMELINE**





**ST5/IN2**  
Align Human Resources with new direction, the customer-focused delivery

**ST5/IN2/AC1** [C]  
Evaluate and adapt the department org chart to support the new Customer-focused service model

**ST5/IN3**  
Improve internal communication

**ST5/IN3/AC1**  
Develop a strategy to share feedback collected from customers with other internal business groups

**ST5/IN3/AC2**  
Collaborate with Public Works to find solutions that address cleanliness and beautification of parks

**ST5/IN4**  
Fee schedule and financial

**ST5/IN4/AC1**  
Develop and Implement a Facilities Management Plan

**ST5/IN4/AC2** [C]  
Develop a Fee Assistance Program for programs and rentals based on income levels and prioritized user demographics

**ST5/IN4/AC3**  
Purchase and utilize a recreation and culture program software such as ActiveNet to manage and track participation and revenue

IMPLEMENTATION TIMELINE

- Now
- 1-3 years
- 4-10 years





# 04 IMPLEMENTATION PLAN.

The Master Plan is intended to be a decisional blueprint as well as a living document that responds to the current municipal conditions.

# Implementation plan

The Master Plan is intended to be a living document that responds to the current municipal conditions. As a baseline the Visions, proposed strategies and actions have been prioritized. As part of this prioritization the Actions have also been assigned an expected timeframe for implementation. The intended timeframe for implementation is dependent on many factors including funding and availability of resources. The following information is part of the baseline data.

### IMPLEMENTATION BASELINE

- Priority
- Timeline to initiate
- Critical path milestone
- Current condition
- Timeframe to implement
- Financial commitment
- HR commitment
- Spatial (facility) requirements
- Potential community partners
- Implementation Tools
- Dependant actions
- Key considerations
- Relevant Visions
- Relevant Strategies

Fig.  
**Key information  
describing the Action/  
implementation items**

The following is a breakdown of the action Items according to their anticipated timeline to initiate. They have been listed according to their priority in each category.



- ST1/IN1/AC1 [C]**  
 Create and implement a two-way Communication Platform, for ongoing information delivery and feedback with the community
- ST2/IN1 [C]**  
 Engage with internal and external rights- and stakeholders and the public to identify priority customers
- ST3/IN1/AC1**  
 Establish a Partner Framework for community groups involved in recreation delivery
- ST3/IN2/AC1 [C]**  
 Implement cultural identifiers in programming, service delivery and communication to increase the sense of belonging of the Inuit community
- ST3/IN3/AC1**  
 Use PAT program assessment tools to evaluate all existing programs
- ST4/IN1/AC1**  
 Establish a Partner Framework for community partners involved in recreation facility delivery
- ST4/IN2/AC1**  
 Implement cultural identifiers in facilities to increase the sense of belonging of the Inuit community
- ST4/IN2/AC2**  
 Evaluate operating times of facilities
- ST4/IN3/AC1 [C]**  
 Use FAT + Hub + GaP facility assessment tools to evaluate for expansion and retrofit all existing facilities
- ST4/IN5/AC1 [C]**  
 Use FAT + Hub + GAP facility assessment tools to evaluate/ design all proposed facilities
- ST5/IN1/AC1 [C]**  
 Develop and implement a Parks, Trails and Open Space Master Plan to include a comprehensive walking, biking, cross country ski trail network
- ST5/IN1/AC5 [C]**  
 Develop and Implement a Facilities Management Plan
- ST5/IN1/AC3 [C]**  
 Prepare a feasibility study for a new or retrofitted Recreation Hub facility.
- ST5/IN1/AC3 [C]**  
 Prepare a feasibility study for a Youth Qammaq
- ST5/IN1/AC4**  
 Develop Key Performance Indicators for recreation facilities and programming.
- ST5/IN2/AC1 [C]**  
 Evaluate and adapt the department org chart to support the new Customer-focused service model
- ST5/IN4/AC1**  
 Develop and Implement a Facilities Management Plan

Fig. **NOW**  
 Actions are intended to be initiated in the near future.

Fig.  
**1-3 YEARS**  
 Actions are intended to be initiated in the 1 to 3 years horizon

<b>ST3/IN1/AC2</b>	Hire a Recreation Partner and Community Liaison person to support partners
<b>ST3/IN1/AC3 [C]</b>	Identify interested Community partners to deliver programs
<b>ST3/IN1/AC4 [C]</b>	Prioritize partners who service targeted user demographics
<b>ST3/IN2/AC2 [C]</b>	Develop a Fee Assistance Program for programs and rentals based on income levels and prioritized user demographics
<b>ST3/IN2/AC3 [C]</b>	Re-align the programming schedule to support priority customers
<b>ST3/IN2/AC4</b>	Develop new policies and programs to address the barrier to participation
<b>ST3/IN4/AC1</b>	Use PAT program assessment tools to evaluate all spontaneous activities
<b>ST3/IN5/AC1</b>	Use PAT program assessment tools to evaluate all proposed programs
<b>ST3/IN6/AC1 [C]</b>	Create and fund community-imagined programs and activities that are innovative
<b>ST3/IN7/AC1 [C]</b>	Implement new programs as created with the Program Tool kit
<b>ST4/IN1/AC2</b>	Hire a Recreation Partner Community Liaison person to support partners
<b>ST4/IN1/AC3</b>	Identify interested Community partners to provide facilities
<b>ST4/IN1/AC4</b>	Identify potential community leaders, volunteers and partnerships to lead the participation of the Community in Snow/ Bloom initiative
<b>ST4/IN4/AC1</b>	Use FAT + Hub + GaP facility assessment tools to evaluate all spontaneous and third-party facilities
<b>ST4/IN6/AC1</b>	Develop new facilities to meet the needs of customers
<b>ST5/IN1/AC4</b>	Prepare a Municipal Parks Development Standards and Design Guidelines Plan
<b>ST5/IN3/AC1</b>	Develop a strategy to share feedback collected from customers with other municipal business groups
<b>ST5/IN4/AC2</b>	Develop a Fee Assistance Program for programs and rentals based on income levels and prioritized user demographics
<b>ST5/IN4/AC3</b>	Purchase and utilize a recreation and culture program software such as ActiveNet to manage and track participation and revenue



- ST3/IN1/AC5**  
Create an Advisory Group of external advisors
- ST3/IN1/AC6**  
Develop a recreation volunteer program including incentives
- ST3/IN1/AC7**  
Develop a funding support program for spontaneous recreation (unorganized recreation)
- ST3/IN1/AC8**  
Develop a program to have the community help with the beautification & maintenance of parks & open spaces
- ST3/IN2/AC5**  
Consider recreation specific transportation options
- ST3/IN2/AC6**  
Develop a recreation volunteer rewards program -
- ST3/IN2/AC7**  
Develop a volunteer management plan
- ST4/IN1/AC5**  
Collaborate with Public Works to find solutions that address cleanliness and beautification of parks
- ST4/IN1/AC6**  
Create an "Adopt a Patch", urban tundra renewal program
- ST5/IN1/AC5**  
Develop a coalition to promote, support and implement health, wellness, and physical activity initiatives
- ST5/IN1/AC6**  
Develop and implement a Sustainable Procurement Model - Design, Create & BuyLocal
- ST5/IN1/AC7**  
Prepare a Heritage Plan to protect cultural landscapes that can be used for recreation
- ST5/IN1/AC8**  
Work with partners and stakeholders to develop a City strategy for arts, culture, and heritage
- ST5/IN3/AC2**  
Collaborate with Public Works to find solutions that address cleanliness and beautification of parks

Fig.

## 4-10 YEARS

Actions are intended to be initiated in the 4 to 10 years horizon



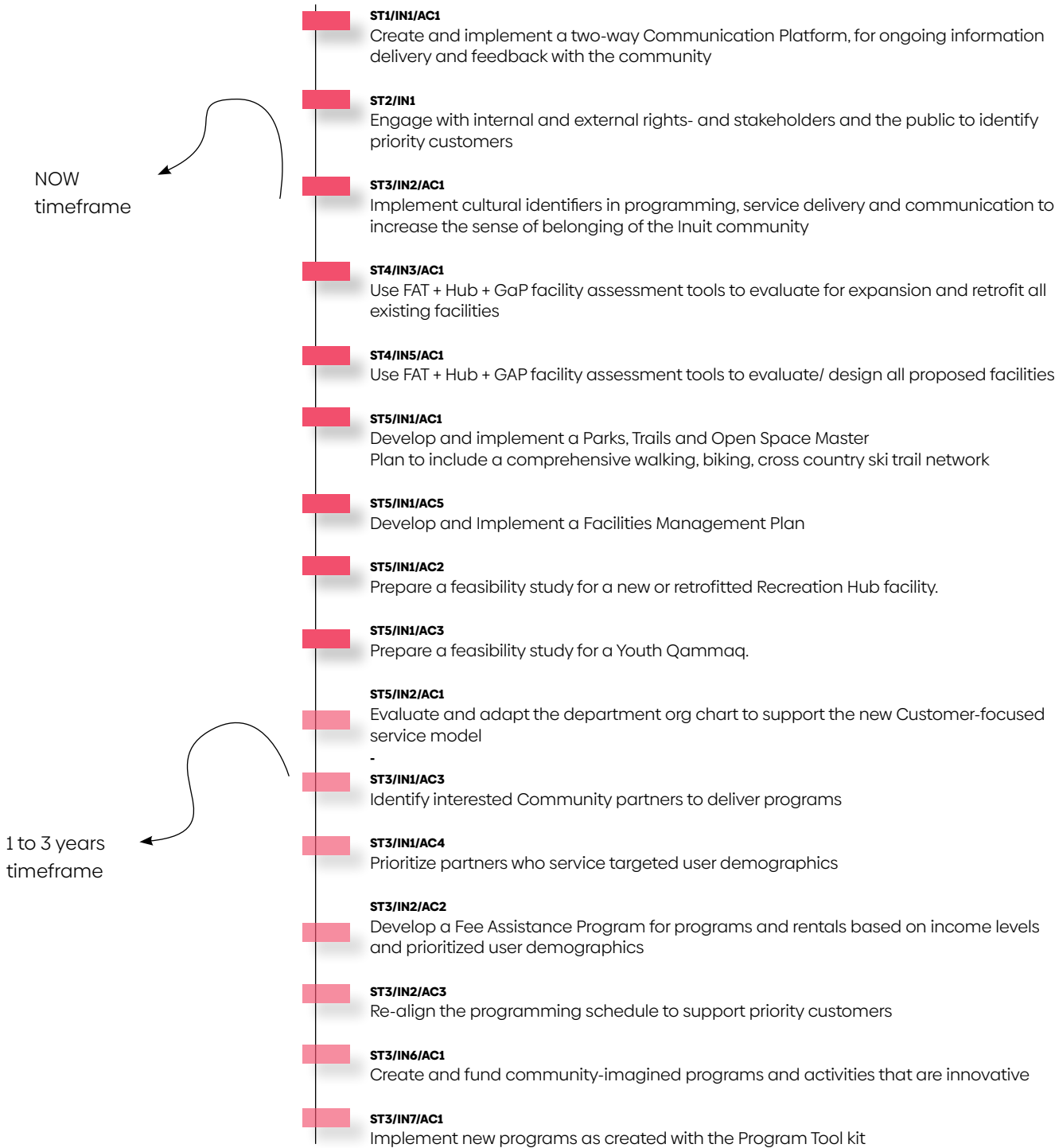


Fig.  
**CRITICAL PATH**  
 The success of the Plan depends on the implementation of these Actions

# Recommended programs & facilities

## Programs

Identify new or promote existing cultural events, programs or practices that promote outdoor activities.

- Create an On-the-Land weekly walking program and incorporate traditional Inuit knowledge
- Create a Community Living Room program to support free play, socialization and intergenerational connections.
- Develop Pop-Up programs that supports spontaneous activities around Iqaluit eg. bike repair clinic, basketball skills
- Create programs and opportunities for self-expression and cultural identity.
- Create traditional outdoor activity programs that involve skill-building opportunities (for all ages).
- Provide Inuit cultural programs.
- Develop programming around traditional Inuit games and activities.
- Create safe and secure spaces for learning at all hours of the day, in every community.
- Develop programs around food and preparation using traditional and non-traditional methods.
- Create modern, exciting programs for youth such as:
  - Light sculpting (Escher Foundation, Calgary)
  - Poster making (Escher Foundation, Calgary)
- Invite motivational speakers
- Create intense learning programs in a Block Week format eg. Learn to Bannock, Learn to Mush.
- Create programming specifically around bicycles.
- Offer various programs in a Block Week format
- Offer programs concurrently so childcare can be mitigated.
- Create year round basketball programs for youth.
- Utilize online resources to deliver programs eg. Yoga With Adrienne, Peloton cycling.

Listed in no particular order



**Fig.**  
**New Columbia's Bike Repair**  
**Hub in action (Photo by Lale**  
**Santelices)**

### **Ride to Own**

San Antonio offers "Ride to Own," a 10-week training program on bike safety, maintenance and navigation in an urban environment, which is open to the public ages 15 and older. Everyone who completes the course is given a free bike.



# Facilities

- Build an all season dedicated indoor multi-purpose space for sport and cultural activities.
- Build a Community Hub with recreation and social spaces.
- Fully develop Apex Trail as an iconic multi-use trail with rest areas.
- Development of better signage and trailhead infrastructure at Tarr Inlet, Road to Nowhere and Apex Trailheads
- Development of Pavilion at Youth Centre and Road to Nowhere
- Development of Causeway Tenting Platforms
- Increase size and number of waste receptacles at key outdoor recreation sites
- Install washroom facilities at high use, outdoor recreation facilities
- Update signage at all recreation facilities
- Install accessible playground
- Designate and develop new Dog Yard with opportunities for education and enhance signage
- Install bike fix-it stations at select locations throughout the community
- Develop wind shelter infrastructure along Road to Nowhere and Tarr Inlet trails
- Relocate Ball Diamond and develop multi-use, family oriented space
- Develop Tarr Inlet Trailhead; remediate Dump Site
- Develop and enhance Municipal Campground at Road to Nowhere
- Build an all season trail system with supporting infrastructure to connect significant places in the community which will create a walking, biking, and cross country ski trail network.
- Support spontaneous activities by providing supporting amenities and equipment eg. signage, benches, waste receptacles, seasonal toilets.
- Invest in furniture and wayfinding signage at existing outdoor and indoor facilities.
- Create a network of indoor and outdoor quality public realms - Community Living Rooms - to support social and mental wellbeing through socialization, leisure and passive recreation
- Retrofit the Curling rink to a multi-use facility.
- Create an Equipment Library (municipal rental place).
- Construct warming huts, wind-walls, and fire pits on well used trails and trailheads.
- Incorporate wayfinding and educational panels into the trail network.
- Build a Pump Track for bicycles.
- Build an outdoor or indoor climbing wall.
- Formalize a municipal campground at the Road to Nowhere.
- Protect and develop Geraldine Creek into a central green corridor with a asphalt pathway, sitting areas and separation from the road.
- Develop the Beach in collaboration with QIA.
- Redevelop Iqaluit Square as a civic square that can be used during all seasons.
- Upgrade existing play equipment in community parks to all season natural playgrounds.
- Refurbish golf course

**Listed in no particular order**

Use the provided Implementation Tools to evaluate and prioritize the above programs and facilities.

# ACTION CARD

The Implementation Plan has identified several execution steps as having a critical importance for the fulfillment of Master Plan goals. To support the employment of each steps, key considerations guiding their execution are laid out in an Action Card.

Presented in the form of a template, the Action Card is detailing decisive elements of the Action implementation process, guiding the operation development, articulating expected outcomes, identifying financial implications and operational planning points as well as setup factors. The Card is asking as well for a precedent research that will help communicate and visualize the desired outcome.

Used internally as a work document, the Action Card is a simplified action plan preceding a major planning step. Through its detailed content, the Action Card is a valuable document that can be used to communicate implementation specifics to other departments, and to seek and justify funding request as well as track progress.

The Master Plan Report contains by 11 Action Cards prepared by the Consulting Team that detail the identified key implementation steps, as presented in the previous chapter.

## ACTION IMPLEMENTATION DETAILS

Action Item Name			
ST1/IN1	ACTION 1	P1 x	<input type="checkbox"/>
↓	↓	↓	↓
STRATEGY ID	ACTION ID	ACTION PRIORITY IN THE IMPLEMENTATION PLAN	IS THE ACTION A CRITICAL PATH MILESTONE



Please refer to the Appendix for the provided Action Cards and template

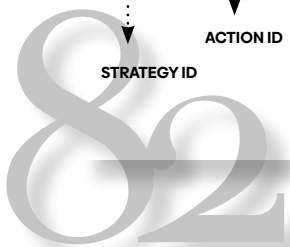
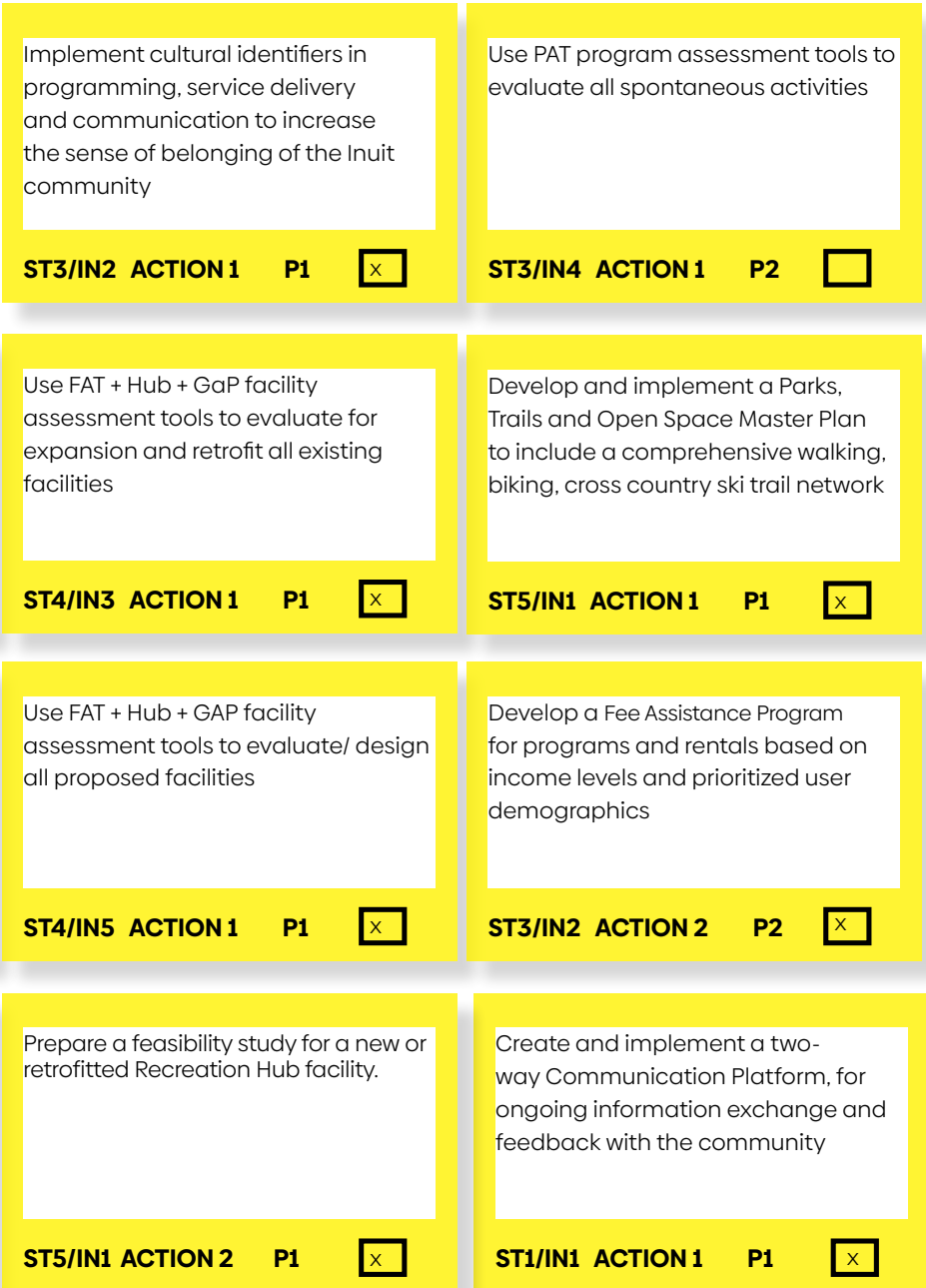


Fig.  
**List of provided Action  
 Implementation Cards.**





# 05

## RECREATION DETERMINANTS.

The determinants recognize recreation's role in supporting culture, positive mental and physical health outcomes, alleviating loneliness, socialization and free play. These determinants acknowledge a wider understanding and acceptance of what recreation and recreational facilities can be.

# Recreation **determinants**

## What matters

Cities are complex systems in which many factors influence the performance of recreation programs and facilities. Without oversimplifying these complexities, key determining factors relevant to recreation should be considered when making decisions about new initiatives and changes to infrastructure and programs.

While determinants identify causes why programs and facilities are not reaching the people they are intending to serve, they also reveal how to make programs and facilities more relevant and beneficial to some segments of the population that are presently being excluded.

Determinants for facilities and programs can be grouped into three categories: Social/Community/Stakeholders, Physical/Spatial/Contextual and Business/Administrative. Within each category, specific characteristics will be most pertinent to an assessment of the suitability of a proposed initiative or change.

Social/Community/Cultural determinants acknowledge the importance of human connections, feelings, expressions and values that are critical for the well-being of the city, its residents and everyone involved in recreation programs. These determinants recognize recreation's role in supporting culture, positive mental and physical health outcomes, alleviating loneliness, socialization and free play. These determinants acknowledge a wider understanding and acceptance of what recreation and recreational facilities can be.

Physical/Spatial/Contextual determinants are attributes of importance to visible tangible characteristics of a program or facility, such as size, condition and appearance, as well as surroundings, location and environmental relationships.

Business/Administrative/Organizational determinants recognize that the provision of recreational programs and facilities by a municipality relates to financial capacity, organizational agility, and levels of acceptable returns on investment and risk.

# Social, community and cultural **determinants**

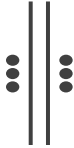
Loneliness is a unique condition in which an individual perceives himself or herself to be socially isolated even when among other people. (...)

There is nothing trivial, or comical, or poignantly romantic about loneliness. What has emerged is the notion that loneliness is an aversive signal whose purpose is to motivate us to reconnect. But over time if it is not addressed, loneliness can contribute to generalized morbidity and mortality. (...)

In the end, loneliness isn't about being alone, it's about not feeling connected.

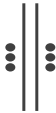
**Epidemic of Loneliness: Loneliness is far more than a social misfortune.**  
John T. Cacioppo, PhD, *Psychology Today*, 2009

Inuuqatigiitsiamiaq  
ᐱᓄᓐᓂᓐᓂᓐᓂᓐ  
[Respecting others,  
relationships and caring  
for people]  
Inuit Qaujimajatuqangit



# Gender equality

## Considerations



Across Canada, there is a noticeable difference between male and female participation in sports and recreation, as women and girls tend to experience lower levels of engagement as both participants and program leaders. This trend is especially apparent amongst indigenous communities. In a similar state of under-representation in Canadian recreational spaces are LGBTQ+ community members. Historically marginalized social groups may not feel a strong sense of belonging or social inclusion in traditional recreational spaces that fail to take into consideration their unique wants and needs.

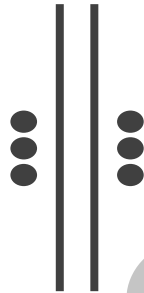
Given that lower physical activity and socialization rates are associated with greater health risks, especially amongst youth, it is important to seriously consider how best to encourage higher recreation attendance by female and other under-represented Iqalumiut. Furthermore, increasing recreational participation by diverse demographic groups within the City encourages the development of key social relationships and leadership skills that transfer into lifelong benefits for both the individual participant and the community at large.



## Opportunities

The best way to address this recreational inequity begins at the local and municipal level with conscientious and intentional outreach to female and other under-represented community members of all ages. Steps to improve participation include increasing awareness of existing recreational opportunities as well as tailoring programming to better align with residents' specific interests and desired activities. The final step to ensuring greater recreational equity is to create a strong sense of physical and social belonging within all municipal recreational spaces.

- » Supporting the development of female coaches and trainers
- » Offering programs geared to woman during prime times
- » Offering female only programming to build confidence and a sense of empowerment
- » Offering discounted/ free equipment to women and LGBTQ demographic



# Program and activity diversity cater to diverse customers

## Considerations

Recreation programs and facilities benefit by catering to a diversity of users. Having recreation hubs where there is a mixture of active and passive recreation programs, socialization and free play opportunities available at the same time will attract different types of people. It encourages socialization, cross cultural connections and builds a sense of community. Facilities should also cater to people participating in groups or alone.

If a facility is limited in the variety of activities it can offer, then programming can be used as a tool to make the facility more inclusive. For example, an ice rink can become more inclusive by providing access to prime timeslots to a variety of customers. Specialized programming such as ice dance parties can bring together youth regardless of the ability to skate.

## Opportunities

- » Developing programs at the same time and location to connect different types of customers.
- » Increasing open play and unstructured programming for all ages.
- » Assigning program locations based on the type of program it is and who it caters to.
- » Increase the number of arts and culture related programs and programs.
- » Develop programs around Inuit cultural activities as they are often intergenerational and appeal to a broad range of customers.

**Fig.**  
**Elder lighting a qulliq.**  
**Passing on and sharing**  
**Inuit traditions can be both**  
**recreational and have a**  
**learning component.**





# Sense of belonging

"Inclusiveness means to be invited to the party. Belonging is to hear your music play at the party."

Hank Washington  
African- American Graphic Designer, AIGA 2019

## Considerations

An essential aspect of achieving the vision of an inclusive and equitable recreational experience for Iqalummiut includes fostering a strong sense of belonging for all people. Solely focusing on the function and form of recreational facilities leads to a failure to recognize that functionality in the built form does not necessarily translate to a strong sense of inclusion. Having program enrollment and facilities open to the community at-large is not sufficient by itself to encourage participation from diverse social groups. People need to feel that the recreational amenities are in tune with their own sense of self and their leisure interests.

Currently, there is under-participation by immigrant and indigenous communities in Canada, which may reflect a lack of cultural and linguistic identifiers that could, if present, foster a sense of kinship within recreational environments. While unintentional, this exclusivity has serious consequences for individual and communal health and wellbeing.

Actively working to increase under-served groups' sense of belonging in recreational spaces will help improve participation rates and increase communities' social connectedness to these groups.

Within Iqaluit, there is a notable discrepancy between the prevalence of Inuit culture and values in the community and the City's largely sports-focused facilities and programming offerings modeled after southern recreational systems. The lack of Inuit cultural identifiers in the recreational spaces of the city hinders potential participants from feeling motivated to engage in exercise and other leisure activities. The current state of municipal recreation is tailored to predominantly western modes with the result that large segments of the population within the City lack a strong feeling of belonging or ownership over recreational spaces.

Widening the recreational focus to foster a sense of belonging among Inuit community members ultimately benefits all Iqalummiut, as greater recreational participation increases social interaction and heightens understanding and learning between diverse demographic groups within the City.

Research studies suggest that language is among the strongest cultural identifier for Inuit.

Other points of reference were drawn by the consulting team from the Iqaluit Community Sustainability Plan and are used to inform the Plan's recommendations.



Fig. Elder room at the Aquatic Centre. Traditional sitting patterns of Inuit are lower to, or at ground level. Having this seat lower could increase the sense of belonging.



"Loneliness isn't about being alone, it's about not feeling connected."

Epidemic of Loneliness, John T. Cacioppo, PhD  
Psychology Today, 2009

## Opportunities

- » Incorporating cultural identifiers in programming.
- » Use Inuktitut in informational brochures, signage, registration and participation documents, and other texts would overtly signal to Inuit Iqalumiut that their linguistic preferences are acknowledged.
- » Increasing the use of Inuktitut in programming, even at a small scale (e.g. words during activities).
- » Developing programming that encourages traditional Inuit recreation activities.
- » Broaden programs to address Inuit recreational interests, such as shifting seasonal activities and subsistence skills.
- » Creating programs that are tailored to align with Inuit outdoor recreation pursuits. Rich Inuit traditions of land navigation, plant identification and wilderness survival are a great opportunity for outdoor programming. Offering these activities could build reference points for the Inuit community and increase the feeling of belonging.
- » Facilities should be retrofitted to include art, imagery, and other visual and graphic cues that honor the unique position of Iqaluit in Inuit society and its role as a leader in the Canadian Arctic.



**Fig.**  
Incorporating land-based programming inspired by traditions and Inuit knowledge, can increase the sense of belonging of the Inuit community. Alternatively, these activities can be held inside during cold weather.

# Perception of facility

## Considerations

How a building is perceived in the community can have a significant effect on the performance of the facility. Perceived value is a qualitative parameter that indicates the value a customer sees in a facility, through the lens of personal and collective values.

The way a person perceives a facility is influenced by several factors such as:

- » Historic events
- » Sense of belonging determined by cultural relevance (ie. cultural identifiers, name of facility, language)
- » Site integration
- » Physical attributes
- » Facility type
- » Location

Perceived value is tied to a sense of belonging and is important when trying to enforce and strengthen culture ties. In Iqaluit there is a need to strengthen Inuit sense of belonging in the City. Creating an affiliation between Inuit and public facilities is part of developing this sense of belonging. Aspects of a facility including its name, whether or not it hosts culturally important events, and the provision of services in Inuktitut all factor into how likely Inuit residents are to feel a sense of belonging at the facility.

Making a conscious effort to expand Inuit kinship with facilities will enhance the overall perceived value of the facilities within the community.

**Fig.**  
**Located at the periphery of the community, with wide, empty parking lot and no amenities interfacing with the adjacent neighbourhood, the AWG facility is perceived as a corporate building. More so, the large spaces inside require a group setting to attend, discouraging an individual community member to participate or just "hang out".**



## Opportunities

- » Build a sense of belonging in facilities for all Iqalumiut by offering programs that generate cultural connections
- » Aligning programming to existing positive perceived value within facilities
- » Increasing the perceived value of buildings to Inuit by reassigning them culturally relevant names
- » Providing more Inuit language programming in all facilities
- » Locating programs that are relevant to target customers such as Inuit in prime locations in the City
- » Creating an Inuit Youth Centre similar to the Elders Qammaq.

**Creating an Inuit Youth Centre will nurture and support Inuit youth development while fostering a sense of pride. This facility should be located in a prime location, in alignment with the importance the community puts on youth.**



ANTI-ELITIST, POP CULTURE,  
OPEN 24/7

*"We achieved this by making a transparent building with a clear, well-defined organisation intuitive to everyone. An anti-elitist, pop-culture take on a hybrid between a sports facility and a culture house, that is robust enough to stay open to the public 24 hours day without supervision and where the users are in charge and take initiative."*

Effekt Architects

MUNICIPAL FACILITIES

**AWG \*  
ARENA**

**LARGE EVENTS FACILITY**  
The large parking lot, combined with the absence of outdoor amenities catering to the adjacent community and the three nearby schools, its remote location and large activity spaces that cater mostly to large groups, project the AWG Arena a corporate image.

While the turf is a beloved feature, it overlaps with summer months when recreation interests are focused on outdoors.

**ABE  
OPIK**

**NEIGHBOURHOOD FACILITY**  
The Hall holds a high value for the Apex community. Already established traditions are celebrated there by community members. However, for Iqaluit residents, the hall is perceived as far in the absence of public transportation.

**ARNAITOK \*  
ARENA**

**CONVENIENT LOCATION. ACTIVE.**  
As a specialized facility for ice-based activities, the Arena holds very high value for certain user groups, and no value for other segments of the population. Its central location makes it even more desirable.

**CURLING  
RINK**

**CONTROVERSIAL**  
Due to its central location and flexible nature of the space allowing for large multi-purpose gatherings, the Rink is perceived as a valuable resource. However, this perceived value is placing it at the centre of competing interests.

**AQUATIC \*  
CENTRE**

**FRIENDLY. SAFE. ATTRACTIVE.**  
With its modern, accessible building, long opening hours, diverse amenities, various programming and a snack bar, the Aquatic Centre is a friendly, welcoming facility to work out, have fun and socialize.

The supervised facility, with card-enabled access, makes the facility safe to use by unsupervised youth of all ages.

The Aquatic Centre has built an Elders' Room, located right next to the Center's entry. However, in the absence of opportunities for game playing, the area is perceived as a respite location and used sporadically as needed.

\* Specialized facility

**YOUTH  
CENTRE**

**CONFLICTING PERCEPTION**  
Prioritized by the City and perceived by parents as a valuable program, the importance of the Youth Centre for the community is undermined by its location at the periphery of the community. Hosted in a space on the side of the AWG arena, the YC inherits the corporate perception of the AWG, enhanced by the lack of outdoor amenities.

**ELDERS'  
QAMMAQ**

**HIGH VALUE FOR INUIT COMMUNITY**  
Built using vernacular Inuit symbolics and offering programs in Inuktitut, the Elders' Qammaq holds a very high value for the Inuit community.  
  
"This is home for me now"  
Elder during Public Consultation

Fig. Perception notes of municipal indoor facilities

# Programming offering

## Considerations

How and what programming and activities are offered can influence the performance of a facility. Utilization can be increased by offering attractive programs, but it can also be increased by offering activities that are available outside programs. The return on investment in facilities is improved when the facility is able to generate income without providing costly programming. Providing space and equipment that result in spontaneous use and free play of facilities is important.

A sense of belonging is improved when the facility offers recreation opportunities to priority customers that suits their needs around time and location. Offering programs for priority customers outside prime-time hours sends the wrong message.

If a facility is limited in the variety of activities it can offer, then programming can be used as a tool to make the facility more inclusive. For example, an ice rink can become more inclusive by providing access to prime time slots to a variety of customers. Specialized programming such as ice dance parties can bring together youth regardless of the ability to skate.

## Opportunities

- » Support facilities with programs and/or space and equipment that will encourage spontaneous use
- » Give priority to programs for targeted customers by offering them at desirable times and locations. For example, public skate should be offered during prime time between 6pm and 8pm on weekdays and held at a central location.

### ALIGNMENT EXAMPLE

If public interests proceed group interests, public skate should be offered during prime time, between 6pm and 8pm on weekdays and held at a central location.

# Barriers to participation

## Considerations

Striving to reduce the barriers to participation is important to improving the performance of programs and facilities. There are four primary barriers to participation in Iqaluit; no time, awareness of recreation opportunities, lack of child care, and inadequate facilities.

## Opportunities

- » Providing childcare for women's and adult programming,
- » Offering alternative delivery methods such as blocks (short intense programs) outside of normal working hours or in conjunction with other programs that eliminate time commitments such as minding children.
- » Improving communication of the recreation opportunities in the City through traditional and digital methods.

# Program type

## Considerations

An analysis of the indoor programs currently offered by the City reveals that 91% of the programs cater to customers seeking active recreation activities, while only 9% of activities offered are passive recreation programs. Many of the under serviced people in the community do not have access to these programs for numerous reasons. The top four aspirational activities identified by public consultation participants were cultural activities, traditional art, dance, and music. Youth indicated a desire to see more social activities.

Currently the programs offered support the facilities owned by the City. Many of these facilities are specialized and focused on a single activity such as the curling or hockey.

Iqaluit's facility-focused delivery model currently structures programing based on the possible activities offered by existing facilities. In an (ideal), customer-focused delivery model, programing would be developed based around customers' wants and needs, and facilities would then be developed to support desired activities.

The best way to approach this delivery model discrepancy would be to retrofit or build new facilities that are responsive to the customers' desired programing. Additionally, the City needs to develop new ways to offer passive recreation programs, opportunities for socialization and free play with an emphasis on social interaction, learning, and Inuit knowledge and tradition.

## Opportunities

- » Providing a wide range of programing from passive to active to increase inclusivity.
- » Developing programs to serve targeted customers.
- » Building a communication system for promoting recreation in Iqaluit.

**TOP**  
 Cultural activities  
 Traditional art  
 Dance  
 Music

**ish**

Youth indicated a desire to see more social activities.

# Physical, spatial and contextual **determinants**

## Seasonality

### Considerations

As a result of the days of extreme cold in winter and warm days in summer, facility usage is highly variable throughout the seasons. Whether in summer or winter, when the weather is warm, people prefer to be outdoors. This results in a drop in the number of people using indoor facilities and over-use of many outdoor spaces used for spontaneous recreation. These spaces lack basic public amenities, such as toilets, drinking water, waste receptacles and rest areas.

Key recreation buildings are activity-specific – swimming pools, ice arenas, and a curling rink. These recreation facilities are activity specific and cater to skating/hockey, curling, and swimming during the winter months. Inqalumiut have indicated an interest in having access to an indoor field house or other type of multi-use facility, especially during cold months.

### Opportunities

- » Adapt grounds of existing indoor facilities to support outdoor active and passive recreation, socialization, and free play activities and programming.
- » Adapt indoor facilities to support the popular outdoor activities. This could include coaching clinics, equipment rentals and training, such as boat maintenance or climbing.
- » Identify and support established spontaneous activities by providing basic amenities such as benches, waste receptacles and signage at unorganized sites.
- » Create recreation hubs by adding amenities to existing recreation buildings.
- » Develop more outdoor facilities to support seasonal recreational interests.
- » Build or repurpose one of the existing facilities as a multi-use, indoor/outdoor facility or field house.
- » Adapt the curling rink or one of the ice arenas to serve as a multi-use field house in winter.
- » Align summer programs to outdoor summer interests such as fly fishing or skill development related to boating, how to camp programs, etc.
- » When possible incorporate outdoor experiences in summer programs.
- » Provide more “land-based” programs throughout the year.





**Fig.**  
Designing for youth needs, such as hanging out places, is one of the most overlooked feature in urban and facility design. Let's change that!



**Fig.**  
Bring outdoor activities, indoors. No, wait!! Bring indoor activities, outdoors... Err...All of the above!!



Watching others play is as valid activity as playing.

**Fig.**  
A permeable canopy, "mud-room" play spaces and amenities and site furnishing surrounding the building, create a playful, seamless, indoor/ outdoor recreation environment.

# Location

## Considerations

Walksheds (defined as any central destination that can be accessed by foot) are important considerations when proposing new facilities or analyzing the spatial distribution of existing ones. While a standard walkshed is defined as 10 minutes / 800 m, a more appropriate length for Iqaluit would be 30 minutes / 2km.

During the LocalsKnow process, people identified access to and the cost of transportation as a major barrier to utilizing recreation facilities on a regular basis. By locating recreation infrastructure closer to where people live, work or learn, more people will be able to access regular programs and facilities.

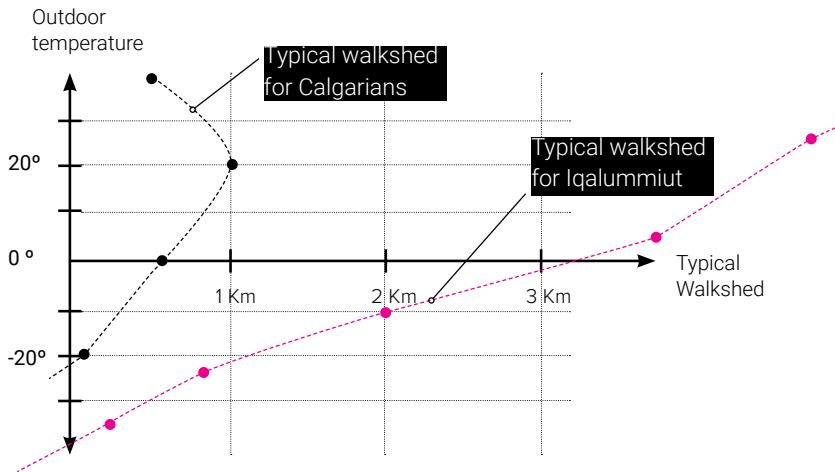


Fig. Conceptual, comparative temperature-dependent walk-shed analysis



Fig. Warming pocket



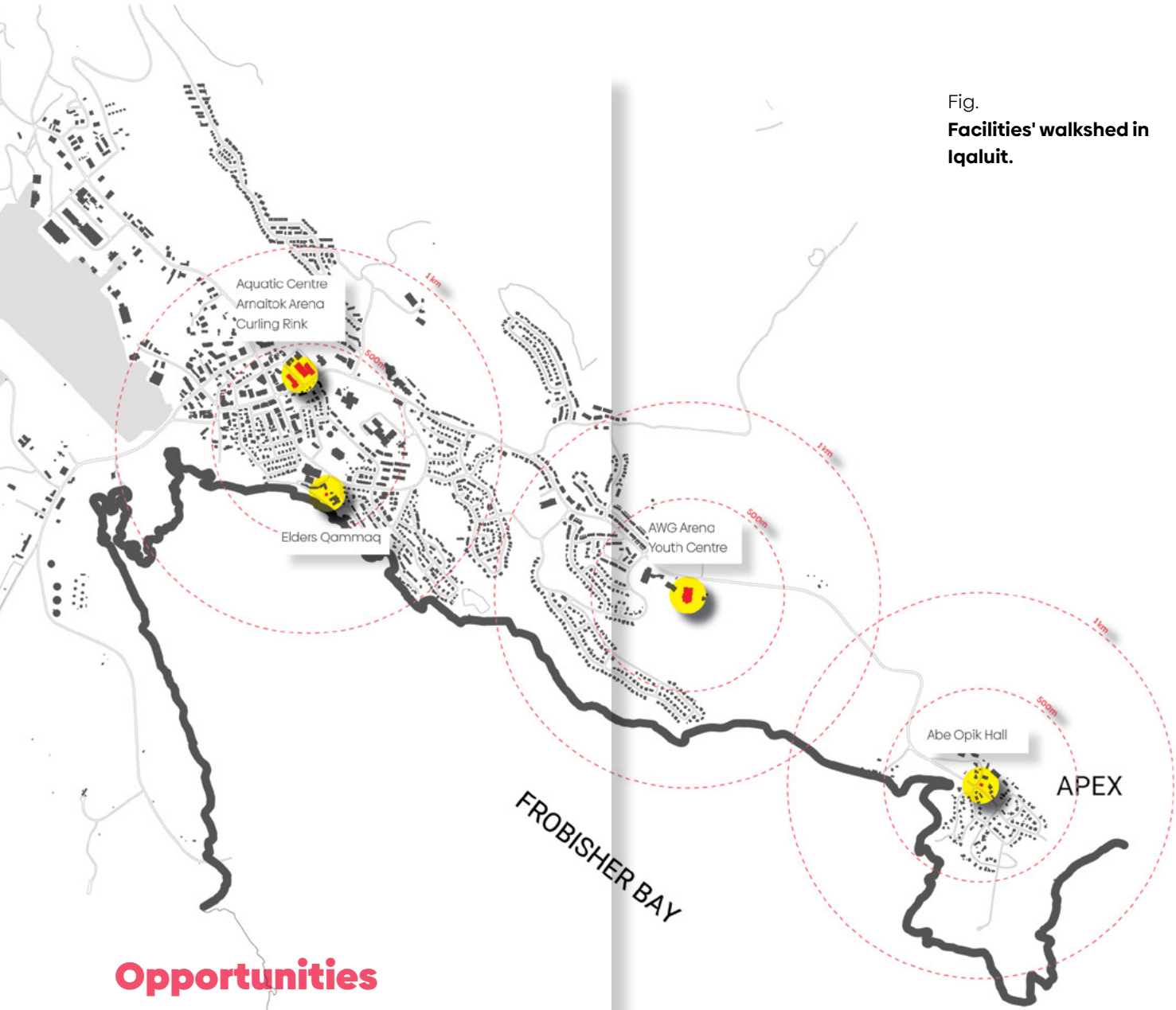


Fig. Facilities' walkshed in Iqaluit.

### Opportunities

- » Develop new neighbourhood facilities based on walkshed analyses
- » Locate new facilities in the core of the City within close proximity to a majority of residents
- » Locate new facilities or adapt existing ones close to target population households
- » Create city-wide movement corridors, such as a pedestrian trail networks with supporting shelters (wind breakers, warming huts) to link facilities to all neighbourhoods

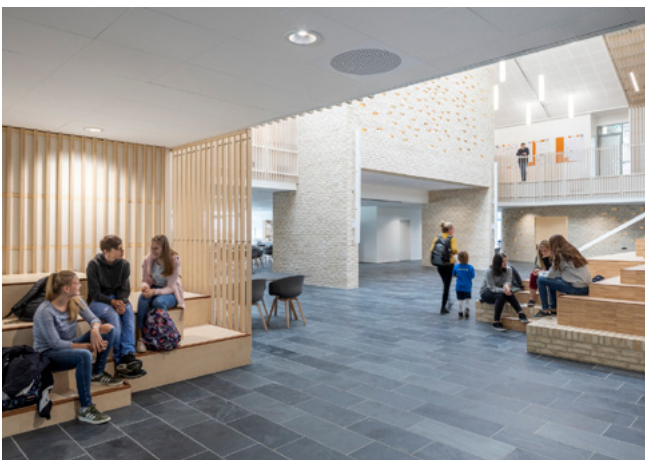
# Multi-functional use

## Considerations

Recreation facilities and programs that offer a variety of programs for different customer groups are more likely to be dynamic spaces where people can socialize and feel part of the community. Achieving the right mix of uses in a single space requires planning of programs and facilities, with careful attention paid to the needs of customers.

Use is a key factor in determining whether a facility will operate at its full potential. Facilities that accommodate multiple uses either through shared spaces or specialized areas allow for a broader range of programming that has potential to appeal to more customers. This applies to both outdoor and indoor facilities.

Recreational buildings are designed more often than ever as multi-use facilities that seamlessly connect indoor and outdoor uses. These buildings also bring together many different programs ranging from sports and cultural services to coffee shops and health services.



## Opportunities

» Recreation facilities and programs can be clustered into hubs of various spatial scales – Building, Neighbourhood and City – to appeal to more customers by providing a wider variety of programs in one place. Hubs can be more efficient to operate than stand-alone facilities. They are also more likely to include a mix of programs, which can encourage more social interactions within the community, support family recreation, and create a more dynamic environment. Hubs should have a mixture of indoor and outdoor facilities and programs.

» Prioritize building a multi-use, indoor/outdoor facility as part of a city-scale hub.

» Equipping unused indoor and outdoor spaces in City buildings with passive recreation equipment to allow for reading, playing games, and socializing.

» Adding outdoor amenities to existing City buildings and supporting them with programming when possible.

» Connect facilities together with a trail network.

» Locating new facilities in hubs in the centre of the City to encourage densification of the core and provide accessibility for most people.

» Recognizing established spontaneous outdoor sites as City facilities and treating them as assets worthy of funding, maintenance and development (i.e. the Rd to Nowhere campsite).

**Fig.**  
**Ample, possibly informal seating**  
**plays a critical part in facilitating**  
**socialization.**  
**Case study: The Hearth**  
**Work by C.F.Moller**

# Case study

## THE HEARTH BY C.F.MOLLER

With the multi-purpose building at its centre, the site is a recreation hub offering opportunities for active and passive recreation, socialization and free play in all seasons. Generous site lighting and proximity to other municipal buildings, makes the hub safe at all hours of the day.

Ample seating encourages socialization

Experiencing aquatic habitat

Sports courts for the active



Playgrounds everywhere

Everyone likes a view from the top. Stairs play triple role: exercising feature, seating and movement corridor.

Beach sports provide a change in texture

Dirt biking is fun for all ages



The versatile, ample windows of the building make maximum use of natural light and create a friendly environment, inviting the outdoor in. Literally!

**Fig.**  
A successful hub has something for everyone, becoming the hearth of the community.  
Case study: The Hearth  
Work by C.F.Moller

# Physical condition and qualities

## Considerations

The performance of a facility (level of use, public safety, cost, etc.) is connected to the quality and suitability of its design, furnishings and equipment, and to its condition and maintenance. The use of locally sourced products and materials helps create a sense of place and belonging in facilities.

Universal accessibility is also an important factor to consider when assessing the physical condition of recreation facilities since every person is likely to be affected by one or more physical or intellectual changes that may limit their ability to use a facility.

## Opportunities

- » Retaining up to date condition and functional assessments of recreation facilities is essential for planning replacement and upgrading investments. A lifecycle and condition assessment should be done for the entire recreational portfolio and key infrastructure units, such as ice-making equipment, to plan for replacement, recapitalization and renewal.
- » All facilities should be upgraded to be brought up to current accessibility standards, at a minimum, which will also make facilities more appealing to families and Elders.
- » Procurement strategies should be developed to encouraging the use of locally sourced materials and products.
- » BuyLocal: prioritize during procurement, locally designed furnishings and fixtures, such as benches, outdoor tables, railings, etc.



**Fig.**  
**The friendly design makes the Aquatic Centre welcoming**

# Sustainability in recreation

## culture vs sport



Achieving sustainable recreation practices depends directly on the existing urban context and must be grounded in local realities.

A good example is the past skateboarding program offered at the Curling Rink. Emerged from the world-wide wave of skateboarding and scooting trend, the program swiftly responded to a growing interest.

However, same as biking, skateboarding is more of a culture than a sport. Skateboarders use their boards to go to school, shop and commute in their neighborhood and a skater usually uses his or her board everywhere. In the context of Iqaluit, the existing road and sidewalk infrastructure are not skateboard-friendly (unpaved roads and absence of sidewalks), therefore not supporting this trendy urban culture. After a brief peak in participation, consequently, the program saw the number of participants decreasing and as of 2019, the program was canceled.

In conclusion, while a program might seem a great idea, concerns about its sustainability in the local context must be evaluated. As an alternative, a program might be tested as a Feature, and be run over a short period of time.



Fig. **While the Iqaluit realities do not support yet a skateboard culture, dog-sledding is an ongoing trend that the Arctic context makes sustainable.**

# Business, administrative, and organizational determinants

## Staffing turnover

### Considerations

A high turnover rate of staff in Iqaluit adversely affects facility operations, maintenance, and program delivery. While selecting equipment for facilities, consideration must be given to the level of expertise required to operate and maintain them. Strategies need to be in place when programs are being offered that require specialized skills to coach or teach. This can include having back-up resources, offering the program in blocks, or using online resources from outside the community. Emphasis should be put on developing facilities that require less specialized operations and maintenance.

Whenever possible, the City should partner with individuals and organizations to maintain outdoor recreation facilities, for example maintaining cross-country ski trails in winter. This partnership could be achieved through grants or a rewards program.

### Opportunities

- » Developing a granting and rewards program to support volunteering.
- » Considering staffing needs before selecting equipment or developing new facilities.
- » Developing alternative methods of program delivery such as online courses or block courses.
- » Utilize local expertise or transient workforce to offer specialized programs.
- » Developing programs that do not require highly skilled teachers and coaches but instead use supportive facilitators.
- » Reaching out to the community through a communication system for skilled people that can support recreation.





# Recreation income

## Considerations

Recreation and Culture is a very significant expense for the City of Iqaluit as it accounts for 15% of the budget (\$6.3 million in 2019 budget). Revenue in the form of taxation and user charges for 2019 is anticipated to be \$1.5 million. Revenue from government transfers is anticipated to be \$65,000.

Increasing revenues from user charges such as rental fees, program fees and admission fees must be weighed against the values of the City. Increasing the rental cost and user fees on individuals and user groups will negatively impact usage. Increasing revenue from government transfers is the least impactful on individual customers and user groups in the City.

Other forms of revenue generation include advertising and retail sales which often do not result in as much positive revenues as anticipated.

Other means of increasing revenues from programs include:

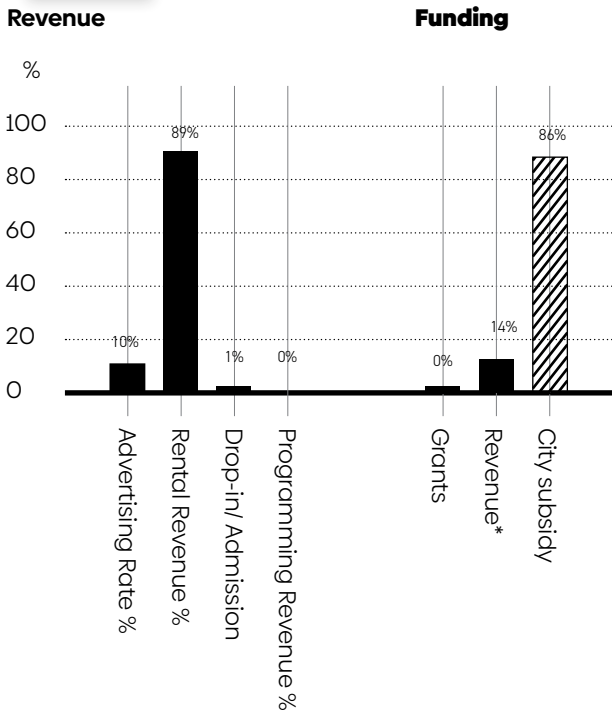
- » Changing the format of the program (quicker, longer, simpler, involves more people)
- » Changing the venue to encourage greater participation or lower venue costs
- » Changing the date and time slot to allow for more participation

## RENTALS

Presently the City subsidizes all facility rentals. Consideration should be given to differentiating between activities that should be self-funded and those that should not. Priority should be given to priority customers or user groups that serve priority customers or supporting the objectives of the Recreation Master Plan.

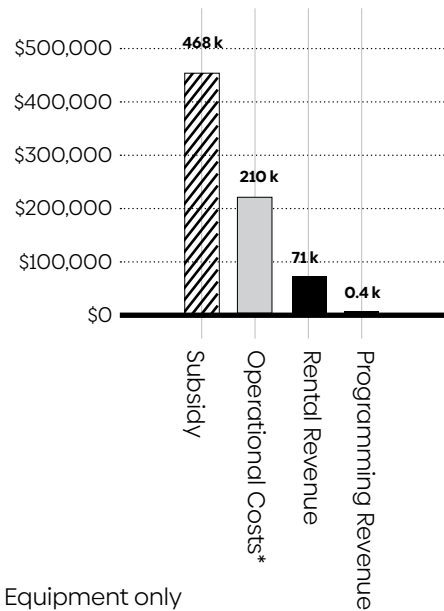
# Case study ARNAITOK ARENA

Utilization Rate  
**86%**



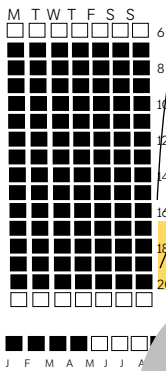
Utilization Rate  
**86%**

## Financial profile excerpt



## ARNAITOK ARENA

En Iku



Public skate is scheduled between 4pm and 5h30pm, leaving little chance for people who work, to attend.

Historic scheduling at prime time was reserved for rentals, mostly male user groups. There is a need of updating the status quo to reflect community priorities and values (i.e. public programs before user group programs)

Fig. Opening hours at the Arnaikok Arena

The Arnaikok Arena has a rental revenue of 12% and a utilization rate estimated at 86%. Given the high utilization rate of the facility, rental revenues should account for a higher percentage of the income. However, the arena is currently municipally funded at a rate of 86%.

## Take away

The conclusion from this example is that for highly utilized facilities that are almost exclusively rented a sliding rental fee schedule should be implemented that will allow the facility to generate more revenue and avoid rental subsidies.

## Opportunities

- » Increasing revenue from government transfers is the least impactful on individual customers and user groups in the City.
- » Investigate alternative methods of supporting facility rentals including grants based on meeting the goals of the Master Plan in lieu of rental subsidies.
- » Increasing revenue in all City facilities through rental income, advertising, merchandising and food sales
- » Establishing clear criteria for when programs and events need to be cost neutral or profitable is necessary
- » Procuring and implementing a recreation engagement software that can increase the data that can be used to support funding applications. Having more available feedback will also help these applications.
- » Establishing an outdoor facility sponsorship program to support spontaneous sites and City facilities;. Developing a Facility Lifecycle Plan that includes both outdoor and indoor but prioritizes outdoor facilities during lifecycle and operational decision making.
- » Develop a fee structure that addresses target customers or unique programs.
- » Develop systems and information that supports a business case for recreation in Iqaluit based on the evaluation criteria.
- » Develop an evaluation criterion for programming and rentals that occur during prime times.
- » Consider a bid system for long term rentals that do not support the priorities of the Recreation Department.
- » Request funding to support spontaneous recreation activities.



# 06 IMPLEMENTATION TOOLS

The Implementation Tools are working documents guiding the Recreation professional during the Plan strategies implementation process.

# Seeking Alignment

The overarching approach to the Master Plan implementation process is to actively observe alignment between the different elements of Strategic Plan, creating a comprehensive framework that funnels operational efforts towards achieving the Master Plan goals.

Facility time allocation should be aligned with priority customers, programs and facilities should be setup to support the MP goals and take into consideration the role of recreation determinants on program participation and facility utilization.

The implementation Tools come as ledger-format printable templates, containing a series of set-up guides, assessment charts and forms, guiding the Recreation professional through the details of key tasks, such as setting up a new program or activity, planning a new or retrofitting an existing facility, or completing an implementation step.

Justifying the decision-making process, the implementation Tools are valuable documents that can be used to seek funding, to discuss partnerships, and keep track of the overall performance in achieving the Master Plan goals.

# TOOLS

- 1. Action Card
- 2. Program Typology
- 3. PaT: Program Assessment Tool
- 4. FaT: Facility Assessment Tool
- 5. HUB: How to create Recreation Hubs
- 6. GaP: Gap analysis for programs and facilities

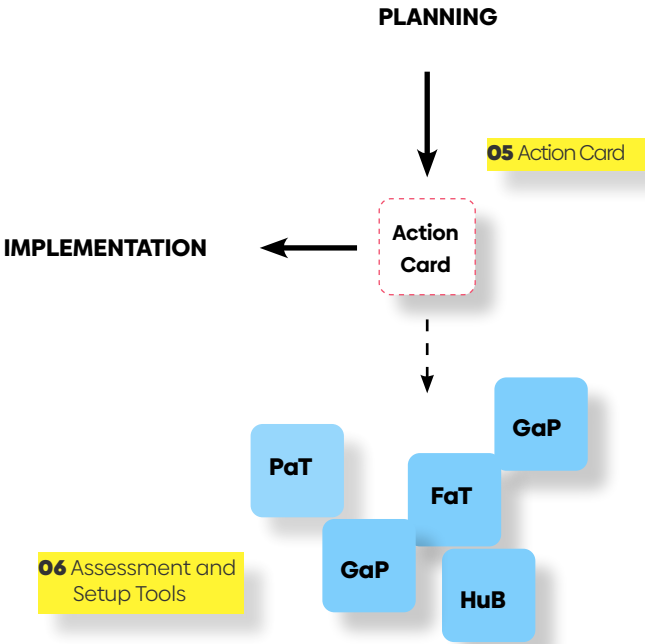


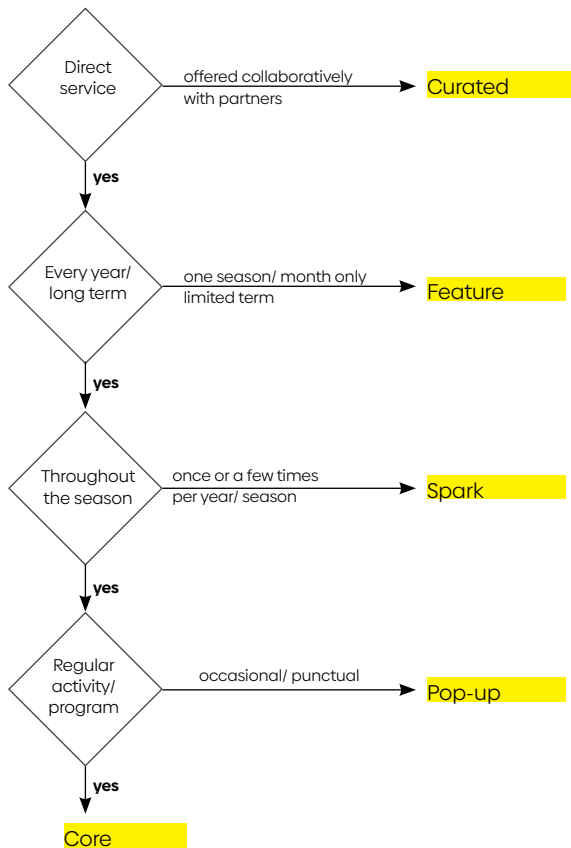
Fig. Role of Implementation Tools Diagram in the Plan implementation

# Program type

## ASSIGNMENT TOOL

Each municipal recreational program belongs to one of five program types. Historically, the City's recreation programs have been weighted towards Core programs. A better balance among all types will help ensure that recreation services are reaching a broader customer base and add flexibility in responding to customer preferences.

## DETERMINING A PROGRAM TYPE



## CORE

The Core group contains programs regularly offered by the Recreation Department. These programs are normally offered directly by the City and can rely on a group of experienced and trained program coordinators, instructors or leaders. Convenience and cost are factors influencing the demand for Core programs. Due to various factors, these programs may not be reaching some customer groups.

### CONTEXT

Seasonal fluctuations in demand  
Convenience is an important factor of Core programs

### SOCIAL

Potential to serve a variety of interests  
Includes passive to active programs  
Language options  
Potential to address all ages and abilities

### SERVICE DELIVERY

Usually delivered through a municipal service

### ALIGNMENT

Each program to be fully aligned with the RMP goals and visions

Swimming | Games | Hiking | Basketball | Ice skating

## CURATED

Curators programs are normally delivered through a partnership by the Recreation Department with a group that will have primary responsibility for designing and delivering the program. By planning for Curated programs to be included in the City's mix of recreation programs, a wider range of programs, including seasonal ones, is likely to be developed. Curated programs will be evaluated with the Implementation Tool PaT, which considers, among other things, how a proposed program might contribute to the goals of the RMP.

### CONTEXT

Are offered at partner locations or city-owned facilities.  
Are seasonally aligned.

### SOCIAL

Curated programming compliment the Core offering, filling in the gaps in programming range.

### SERVICE DELIVERY

It is offered collaboratively through community partners.

### ALIGNMENT

Priority shall be given to programs that support and are aligned with the RMP goals.

Cross-country skiing | Hiking | Water-based traditional Inuit activities | Land-based traditional Inuit activities

# FEATURE

A feature program would typically be attractive to a smaller target customer base than a Core program, either because of the nature of the activity or to the number of times the program is available.

**CONTEXT**

Offered irregularly, perhaps one season  
Aligned with seasons

The location of a Feature program, unless tied to a specialized facility, is less important than for Core programs.

**SOCIAL**

Responsive to new opportunities and ideas  
Useful for testing pilot programs

**SERVICE DELIVERY**

Are (usually) offered collaboratively with third-party service providers.

**ALIGNMENT**

Less emphasis on alignment with the RMP goals and visions

Cooking lessons | Innovate!R'North | Bike clinics | Land -navigation | Girls skateboarding

# POP-UP

Pop-Up programs are intended to support spontaneous recreation. Pop-Up programs can use any kind of facility or infrastructure, including a mobile cart or truck, anywhere in the city where spontaneous recreation occurs, including in neighbourhoods, at outdoor ice rinks, trail-heads, etc.

**CONTEXT**

Are offered anywhere.  
Are season aligned.

**SOCIAL**

The program is supporting community-initiated programs.

**SERVICE DELIVERY**

It is offered through municipal service or collaboratively with community partners.  
Consistency is a key factor for this program.

**ALIGNMENT**

Priority shall be given to programs that support and are aligned with the RMP goals.

Kids biking Repair-Shop | Outdoor Ice-Skating Warming Hut | Tea stand at trail-heads

# SPARK

Spark programs offer activities that are inspiring and memorable, leaving the participant with the desire to try more. They can be for the entire community, as in the case of festivals, or be targeted to a specific audience, such as motivational talks for Youth. Most often offered in collaboration with community partners and user groups.

**CONTEXT**

Offered in central locations, easily accessible by all community members or at targeted locations.

**SOCIAL**

Has the purpose to act as activator; event to remember, inspirational, motivational, for the entire community or targeted audience, e.g. youth, kids, women/ girls.

**SERVICE DELIVERY**

Offered through a curated indirect service delivery in collaboration with community partners

**ALIGNMENT**

Designed to support certain aspects of the RMP goals.

Music festival | Toonik Tyme | Motivational speakers | Youth Festival

**FORMAT: BLOCK WEEK**

A Block Week program is an intensive program running for four or more hours every day, for the course of a week.

Often offered as an intensive skill-building or learning activity, this format makes it possible to bring in specialists to support the program. Through a concentrated curriculum, the Block Week allows the participant to start and gain momentum on practicing a dream activity.



**Core, Curated and Feature programs can be offered in a Block Week format**

Introduction to Graphic design | Drum building | Light sculpting | Video game design



Please refer to the provided DATASET for a full-size, ledger-format, printable sheet



The Pat is an assessment tool that shall be used when new programs and activities are created. The Pat guides the Recreation professional in tailoring the program's parameters, ensuring compatibility with and support of the 2020-2030 Recreation Master Plan visions.

To be used on existing programs, the Pat is proofing the alignment of program's parameters with the 2020-2030 Recreation Master Plan visions, prompting for possible ameliorations to improve its performance.

The purpose of the Program Assessment Tool is to bring awareness to the breadth of factors that play a determinant role in the program's social and economic outcome. The sum of these factors create an informed decisional framework for tailoring a new, or adapting an existing program or activity.

# PAT

## Program Assessment Tool -Template

FOR NEW AND EXISTING PROGRAMS AND ACTIVITIES

## Program Specifications

<b>PROGRAM NAME</b>		<b>DATE</b> / /		<b>BY</b>	
<b>PROGRAM TYPE</b>		<b>CAPACITY</b>		<b>SPONTANEOUS</b>	
Core <input type="checkbox"/> Executive <input type="checkbox"/> Spark <input type="checkbox"/> Curated <input type="checkbox"/> Pop Up <input type="checkbox"/>					
<b>LANGUAGE</b>		<b>DELIVERY</b>		<b>SCHEDULE</b>	
English <input type="checkbox"/> Other <input type="checkbox"/>		Direct <input type="checkbox"/> Indirect <input type="checkbox"/> Passive <input type="checkbox"/>		M T W T F S S 6 8 10 12 14 16 18 20 Prime time	
more OUTDOOR programs <input type="checkbox"/> less demand <input type="checkbox"/> more INDOOR programs <input type="checkbox"/>		seasonal change in the outdoor recreation demand <input type="checkbox"/> seasonal change in the indoor recreation demand <input type="checkbox"/>		SEASONS J F M A M J J A S O N D Program scheduling shall support priority demographic as well as reflect local/societal values.	
<b>PROGRAM LOCATION</b>		<b>AUDIENCE</b>		<b>LEVEL OF INTENSITY</b>	
Opik Arena <input type="checkbox"/> Equatic Centre <input type="checkbox"/> Curling Rink <input type="checkbox"/> Youth Centre <input type="checkbox"/> Elders Community Centre <input type="checkbox"/> Other <input type="checkbox"/>		Children <input type="checkbox"/> Youth <input type="checkbox"/> Families <input type="checkbox"/> Everyone <input type="checkbox"/> Other <input type="checkbox"/>		[Intensity Scale]	
<b>INCLUSIVITY</b>		<b>INCLUSIVITY</b>			
Group/ Team <input type="checkbox"/> Age group <input type="checkbox"/> Individual <input type="checkbox"/> Inter-generational <input type="checkbox"/> Other <input type="checkbox"/>					



# Master Plan goals - alignment tool

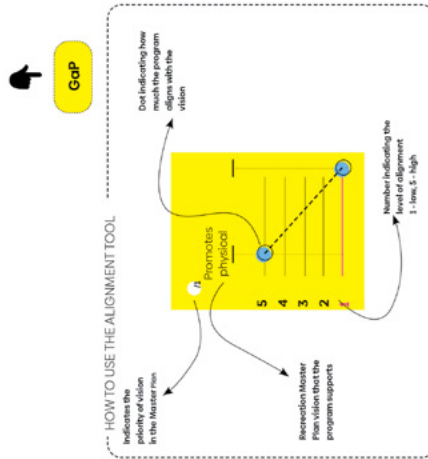
This chart shall be used to assess how every new or existing program (or activity) is aligned with and supports the Recreation Master Plan goals.

5	4	3	2	1
<ul style="list-style-type: none"> <li>1 Promotes physical activity</li> <li>2 Facilitates outdoor leisure</li> <li>3 Relevant to priority demographic</li> <li>4 Alternative activity to sport</li> <li>5 Promotes opportunity for learning</li> </ul>	<ul style="list-style-type: none"> <li>6 Facilitates heritage, art, culture and knowledge</li> <li>7 Supports inter-generational connections</li> <li>8 Promotes (relevance to) food security</li> <li>9 Facilitates cross-cultural connections</li> </ul>			

SCORE \_\_\_\_\_

Upon assessment, reflect on alternatives for the program/ activity setup that can improve the alignment score.

Simple interventions such as adding a learning component to an outdoor activity (learning about the land and plants while hiking) can add value to the participant and support the community's vision for Recreation.



"Someone like me" is clearly a very important category in our neural wiring.

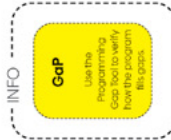
### CREATING A SENSE OF BELONGING

To create a sense of belonging and inclusiveness, the programs must reflect also the values and aspirations of the Inuit community. By using cultural identifiers, Inuit can relate to the programs, stirring the desire to participate and enjoy the municipal offering.

### WHAT CULTURAL IDENTIFIERS DOES THE PROGRAM/ACTIVITY INCORPORATE?

- Language
- Has learning components
- Food preparation and/ or sharing
- Inter-generational gathering
- Is land or water based
- Inuit games and/ or traditional activities
- If any others, please specify below

Note, please explain



### ADVANCING GENDER EQUALITY

Addressing gender imbalance in Recreation has been identified by the Government of Canada as a pressing matter. Due to old social dynamics, girls and women often feel discouraged to participate in public activities and more so in activities that traditionally were exclusive to men.

To empower girls and women to participate more, creating a recreation setup to gain confidence and stir a sense of safety and dignity is essential. Please evaluate if the program or activity offers opportunities to minimize gender inequality.

### IN WHAT WAY IS THE PROGRAM/ACTIVITY PROMOTING GENDER EQUITY?

- Is developed especially for under-served groups (Indigenous women and girls, people with disabilities, newcomers, visible minorities, and members of the LGBTQ2+ community)
- Is an initiative to increase the number of women coaches
- Offers equipment free of charge to girls/ women
- Offers free transportation after dark
- Offers same time allocation as men at reduced fees
- Priority scheduling for program, activities and rentals
- Other





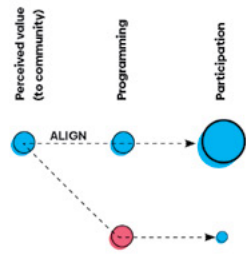


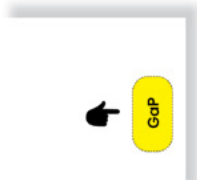
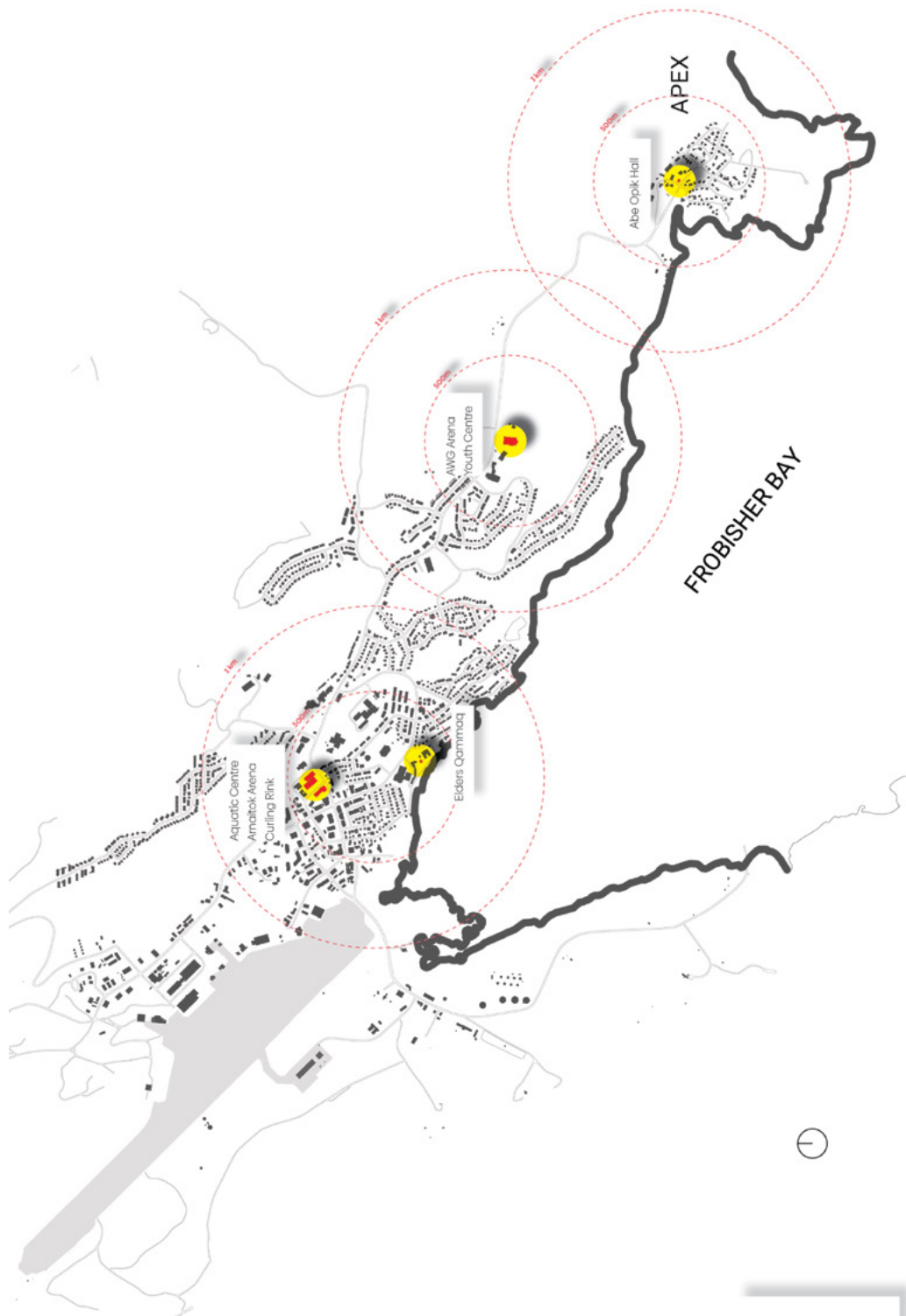
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## Program setup tactics

## Financial considerations

EQUIPMENT	SPECIALIZED	PARTNER	MUNICIPAL PROGRAM/ACTIVITY/EVENT	SPONTANEOUS/THIRD PARTY
<p><b>STAFF</b> How much staff is needed to run the program</p>  	<p><b>LEADER</b> Can the program be run by a volunteer/ group leader</p>	<p><b>PARTNER</b> Is the program offered through a community partner</p> <p><b>FUNDING</b> Are you supporting the partner financially or otherwise?</p>	<p><b>FUNDING</b> How will the program be funded?</p> <ul style="list-style-type: none"> <li>Municipal funds</li> <li>Participation fee</li> <li>Grants</li> <li>Other</li> </ul>	<p><b>FUNDING</b> Are you supporting this program/ activity financially? If yes, how?</p> <ul style="list-style-type: none"> <li>Funding</li> <li>Rental fee</li> <li>In kind</li> <li>Other</li> </ul>
<p><b>LOCATION</b> CORE and CURATED programs should be offered at facilities that are within walking distance from the community the program is targeted to.</p>  <p>Is the program offered at a conveniently located facility?</p>	<p><b>CREATING RECREATION HUBS</b> Whenever possible, a program should be offered in proximity to other programs, activities and free play to create a vibrant Recreation Hub. This approach will create hang out, passive recreation and socialization opportunities for those who accompany program participants and for families where only one child is enrolled while the others can enjoy other activities at the Hub.</p>  <p>Is the program offered proximity to other activities?</p>		<p><b>PARTICIPATION FEES</b> Is the program/ activity free of charge?</p>	<p><b>PARTICIPATION FEES</b> Is the program/ activity free of charge?</p> <p>Are you collecting participation fees?</p>
<p><b>CONVENIENCE AND RELEVANCE TO COMMUNITY</b></p> <p>To maximize participation, CORE, CURATED and POP-UP program contents should be highly relevant to the community adjacent to the facility.</p> <p>For example a CORE program offered at The Opik will need to be something that the Apex community can use.</p> <p><b>Example</b> An after-class <b>Reading Room</b> for all school ages to hang out, do homework, play games or read. Combine with outdoor opportunities for free play.</p> <p>Is the program relevant to the communities adjacent to the facility?</p>	<p><b>TRANSPORTATION</b> Is transportation provided/ offered for this activity?</p>	<p><b>FACILITY PERCEPTION AND PROGRAM ALIGNMENT</b> What is the existing perception of this facility?</p>  <p>Align programming with the perceived value of the facility to yield high level of participation.</p>	<p><b>REVENUE STREAMS</b> What type of revenue will the program have?</p> <ul style="list-style-type: none"> <li>Registration fees</li> <li>Entry fees</li> <li>Tickets</li> <li>Advertising</li> <li>Merchandise</li> <li>Concession</li> <li>Other, please specify</li> </ul>	<p><b>REVENUE STREAMS</b> Will the program/ activity generate any revenue? Please specify</p>

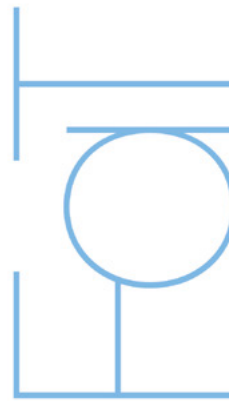


Please refer to the provided DATASET for a full-size, ledger-format, printable sheet



The Fat is a work tool to be used when new facilities or extensions are created. The Fat guides the Recreation professional in tailoring the facility's parameters, ensuring compatibility with and support of the 2020-2030 Recreation Master Plan visions.

Used on existing facilities, the Fat is proofing the alignment of the facility's specs with the 2020-2030 Recreation Master Plan visions, prompting for possible ameliorations to improve its performance.



## Facility Assessment Tool - Template

For new and existing facilities

## Facility Specifications

FACILITY NAME		DATE / /		ASSESSMENT BY	
FACILITY TYPE		CAPACITY		SPONTANEOUS	
SPECIALIZED BUILDING MULTI-USE MULTI-USE SHARED MULTI-USE MULTI-USE ANNEX MULTI-USE OUTDOOR MULTI-USE INDOOR-OUTDOOR OUTDOOR FACILITY WINTER OUTDOOR FACILITY UNORGANIZED SPONTANEOUS SITE WINTER UNORGANIZED SITE	DELIVERY Direct Indirect Passive (Residual)		SCHEDULE M T W T F S S 6 8 10 12 14 16 18 20 Prime time		
LANGUAGE E n I k t E r Other	TARGET DEMOGRAPHIC Group/ Team Age group Individual Inter-generational Everyone Other		SEASONS J F M A M J J A S O N D		
INCLUSIVITY Group/ Team Age group Individual Inter-generational Everyone Other	ACCESSIBILITY Low High		The research process and engagement in recreation preferences. Equitable use in recreation on the land and water, which results in decreased usage of indoor facilities. A facility can adapt to support the seasonal interests both through creative programming and by creating a large amount of space for programming to be held outdoors in warm months. Some examples are: outdoor classrooms, basketball courts, table tennis tables, board games tables, greenhouses, fire pits and others. How will this facility adapt to support seasonal recreation interests?		

# Master Plan goals - alignment tool

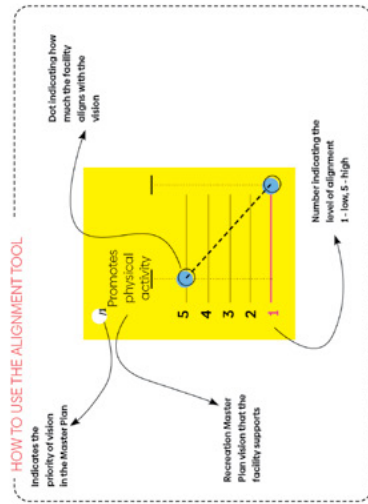
This chart shall be used to assess how every new or existing facility is aligned with and supports the Recreation Master Plan goals.

1	2	3	4	5
Promotes physical activity	Facilitates learning	Accessible to all	Promotes outdoor gathering	Promotes relevance to essential services for emergencies
7	Facilitates learning	Facilitates learning	Facilitates learning	Facilitates learning
6	Facilitates learning	Facilitates learning	Facilitates learning	Facilitates learning
5	Facilitates learning	Facilitates learning	Facilitates learning	Facilitates learning
4	Facilitates learning	Facilitates learning	Facilitates learning	Facilitates learning
3	Facilitates learning	Facilitates learning	Facilitates learning	Facilitates learning
2	Facilitates learning	Facilitates learning	Facilitates learning	Facilitates learning
1	Facilitates learning	Facilitates learning	Facilitates learning	Facilitates learning

SCORE \_\_\_\_\_

Upon assessment, reflect on alternatives for the facility setup that can improve the alignment score.

Simple interventions such as adding outdoor amenities or maximizing use of common areas for free play and socialization can add value and support the community's vision for Recreation. Please refer to the Hub Tool for more ideas on how to improve inclusiveness, participation and create a sense of belonging.



*\*Someone like me\* is a very important category in our annual writing.*

### CREATING A SENSE OF BELONGING

To create a sense of belonging and inclusiveness, the facility must also reflect the values and aspirations of the Inuit community. By using cultural identifiers, Inuit can relate to the facility, striving a desire to participate and enjoy the municipal offering.

### WHAT CULTURAL IDENTIFIERS DOES THE FACILITY SETUP INCORPORATE?

Language

Has areas for food preparation and/ or sharing

Has areas for inter-generational gathering

Its location is on the land or by the water

Has areas where Inuit games and/ or traditional activities can be practiced

Using informal furniture or seating patterns that reflect historic customs (i.e. in a circle, low to the ground/ on the ground)

If any others, please specify below

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

None, please explain your decision

\_\_\_\_\_

\_\_\_\_\_

EXPECTED USER GROUPS

# 118

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## Programming strategies

### PLANNING FOR INCLUSIVENESS AND JUST ACCESS

- Remote (Passive)
- Direct service
- Indirect service

### Inclusivity: Intensity range



A fair use of a facility shall consider a programming that offers activities with various intensities, from active to less active recreation. Acknowledging that people's interests are spanning across the range, is an effective tool to increase inclusiveness and cater to more residents.

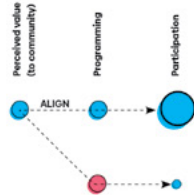
### Inclusivity: Individuality range



Large and particularly specialized facilities are offering ample spaces that are often used for team-based activities. Joining a team can be difficult and is not everyone's choice. Therefore, to ensure just access to these municipal resources, the programming range of such facilities shall take into consideration the individual customers by widening the programming range to include activities that are not team-based.

### FACILITY PERCEPTION

What is the existing/ desired perception of this facility?



Align programming with the perceived value of the facility to yield high level of participation.  
  
Case study:  
Due to its remote location, the absence of public transit and hiking trails, Zhe Oplik hall is perceived as a neighborhood facility and regular programming consistently failed to attract participants. But creating a daily after class Reading Room for all school-age children and youth to hang out, do homeworks, play games or read under designated parent supervision, could be a successful program for the Apex community.

### TRANSPORTATION

Is transportation provided/ offered for this facility?

### CREATING RECREATION HUBS

Whenever possible, a facility should be located in proximity to other facilities or landmarks to create a vibrant Recreation Hub. The Hub will become a desirable destination for participating in various programs for all family members, offering opportunities to hang out, engage in passive recreation and socialization for those who accompany program participants.

Is the facility in the proximity to other facilities?

Yes No

If the facility is a building, would the property support outdoor amenities?

Yes No

What amenities can the property accommodate?

### Passive recreation/ Socialization

- Benches
- Chess/ Games tables/ Bistro sets
- Informal seating (boulders, qumullik, low platforms)
- Greenhouse
- Warming huts, quiliq pit



File: Warming hut by Snehetta

### Active recreation/ Free play

- Playground
- Sliding/ jumping hill
- Skating rink
- Quiliq pit
- Skating rink

If the facility is a building, are there under-used indoor spaces such as lobbies that can be furnished and used for socialization and free play?

Yes No

Please refer to the Hub tool for more tips on how to create a Recreation hub.



## Spatial considerations

### LOCATION: Proximity

Map key landmarks in close proximity to the facility.

Reflect on how can this be useful?  
For example proximity to RCMP and a Fire Station can ensure safety for a 24-hour indoor/ outdoor Recreation Hub.  
Proximity to the trail network can support a hiking program.

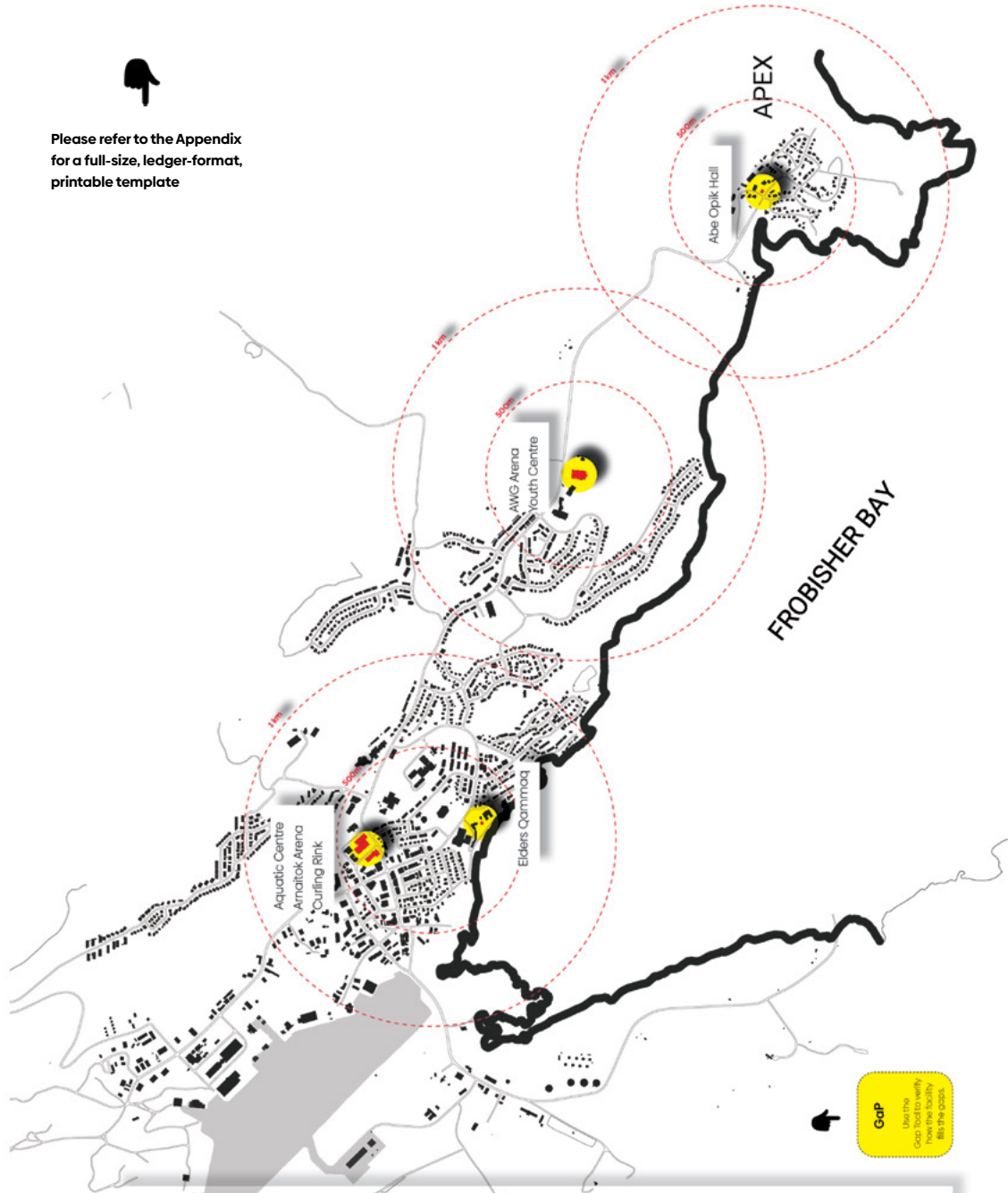


### CONVENIENCE AND RELEVANCE TO COMMUNITY

Map walkshed around the facility as well as transit lines and trail networks. Is the facility a central hub or rather a neighborhood hub? Identify correctly and align future programming with the spatial relevance.

Case study:  
Located at the periphery of Iqaluit, the AWG hall is hard to access in the absence of public transit, creating a barrier to participation for those who cannot afford a car or taxi fare. Programming public skate or regular activities at this facility can prevent a segment of the population to participate.

Please refer to the Appendix for a full-size, ledger-format, printable template



# Financial

**FUNDING**

How will the facility be funded?

- Municipal funds
- Participation fee
- Grants
- Other

**REVENUE STREAMS**

- Registration fees
- Entry fees
- Tickets
- Advertising
- Merchandise
- Concession
- Other, please specify

**FACILITY UTILIZATION RATE**

Current(%)    Desired(%)

**FACILITY LIFECYCLE**

- Built year
- Expected lifecycle
- Last capital maintenance
- Notes




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**Gap**  
Use the gap tool to verify how the facility fits the plan.

The Hub booklet has been created to walk the recreation professional through the design process when planning a new facility or evaluating the hidden potential of an existing facility. Intended as a self-help document, a series of diagrams reveal the design thinking that leads to finding underused spaces in a building, and repurposing them for socialization, passive recreation and free play.

Grounded in ample research on successful public spaces, and advocating for simple, low-cost interventions, the guidebook highlights the importance of locating as many and diverse activities in proximity, in order to maximize participation. Using informal furniture and loose layouts can increase the sense of belonging for many people, encouraging the use of place.

# Hub

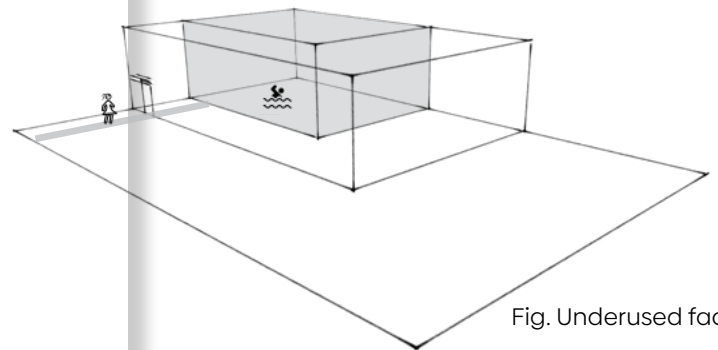
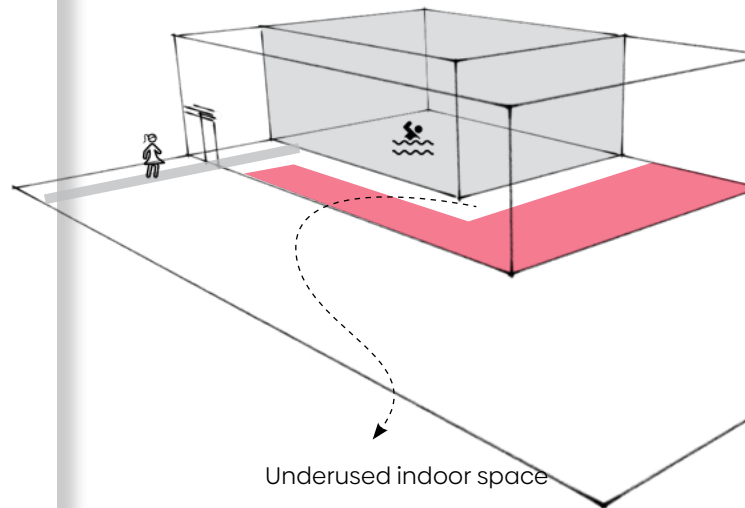
## Recreation Hubs Placemaking

FOR NEW AND EXISTING PROGRAMS AND ACTIVITIES

# 120

1

Identify underused indoor spaces, such as lobbies, hallways, cafeterias and waiting rooms.

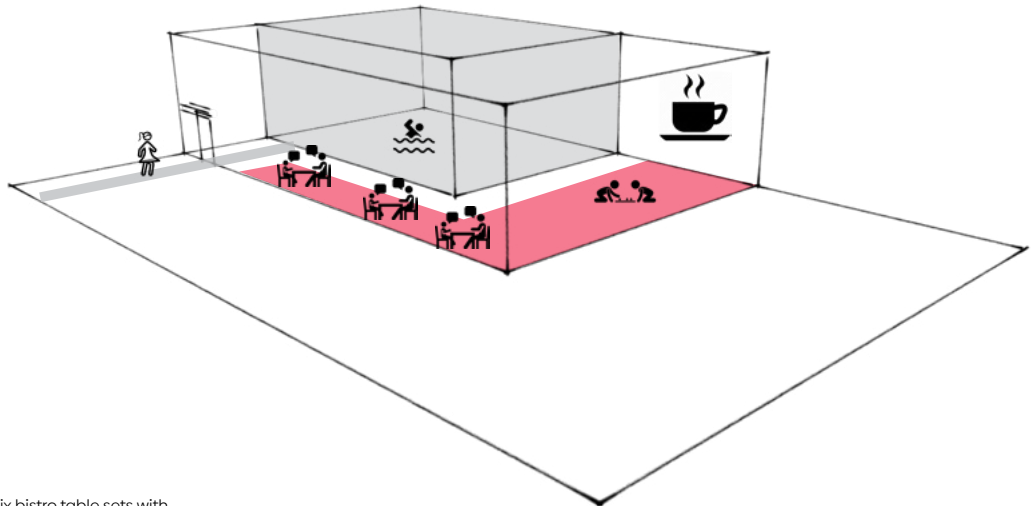




12

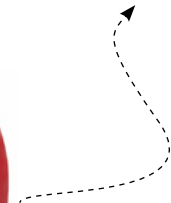
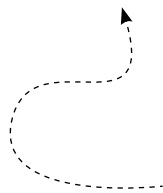
Reserve a 1.5m\* corridor for walking and use the remainder available space to create places for socialization, free play and passive recreation. Adding a beverage dispenser or a coffee cart, helps bringing people together.

\* Please refer to local construction bylaws for required dimensions



Mix bistro table sets with furnishing elements reflecting the Inuit culture, such as low tables and informal seating such as bean bags. Hang up shelves and stock with free books and board games.

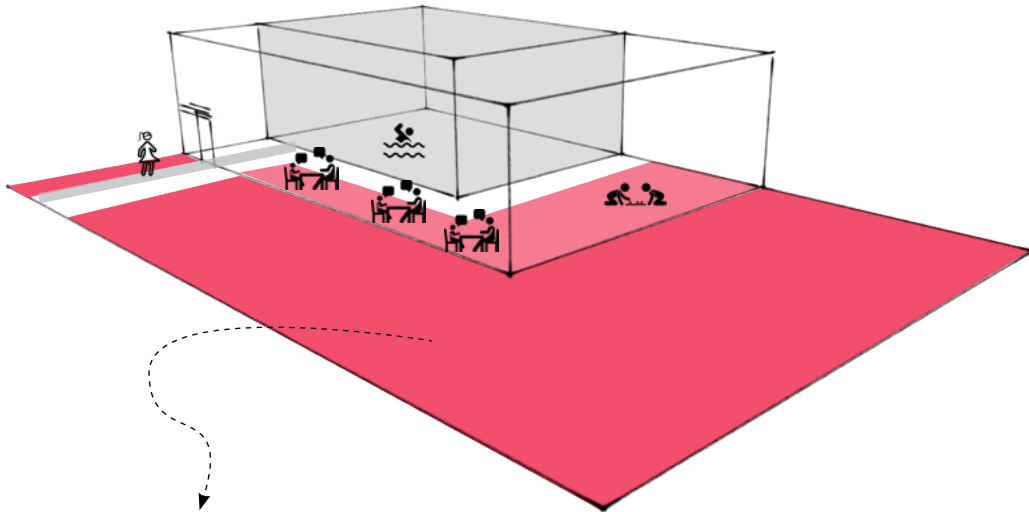
Informal spaces with cultural identifiers are more inviting and can generate a sense of belonging in a wider demographic.



Please refer to the Appendix for a full-size, ledger-format, printable template

13

Identify underused outdoor spaces within the property lines. Involve the residents to imagine a **Community Living Room**. How would that look like? What would people enjoy doing?



Available space around the facility

*Creating welcoming outdoor spaces around existing facilities brings many benefits to the adjacent communities as well.*

*Concentrating the leisure and recreation opportunities is especially important in arctic, isolated communities. Community Living Rooms are healthy environments that can contribute to alleviating feelings of loneliness and increase the sense of wellbeing.*



**Triangulation of Uses.**

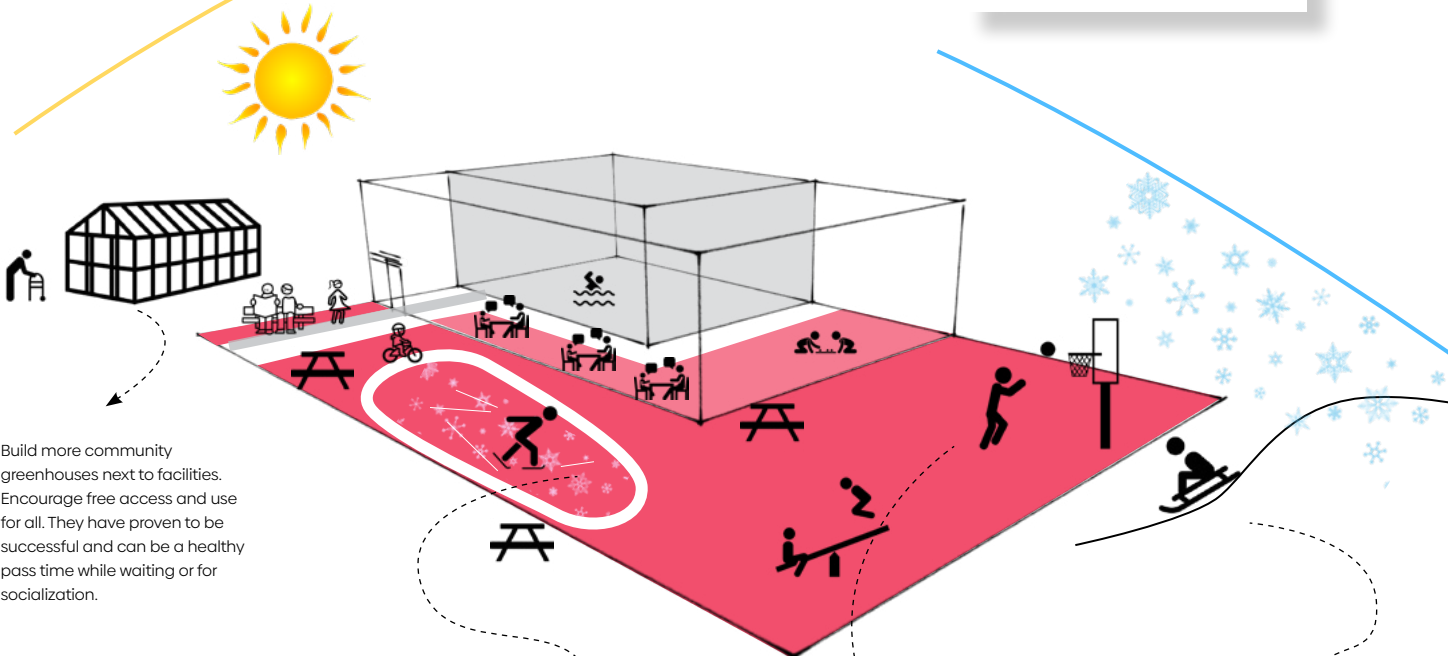
Research shows that setting up multiple activities in close proximity increases participation.

The winning formula for placemaking is:  
**+ AMPLE SEATING**  
**+ THINGS TO DO/ SEE**  
**+ FOOD**

14

**Create a Recreation Hub/ Community Living Room**

With minimal interventions, create a vibrant outdoor place where anyone could find something to do or would enjoy just being. Ample seating is key. A free outdoor library would be great!



Build more community greenhouses next to facilities. Encourage free access and use for all. They have proven to be successful and can be a healthy pass time while waiting or for socialization.



Add food to the mix. Food is one of the most important catalyst for bringing people together.

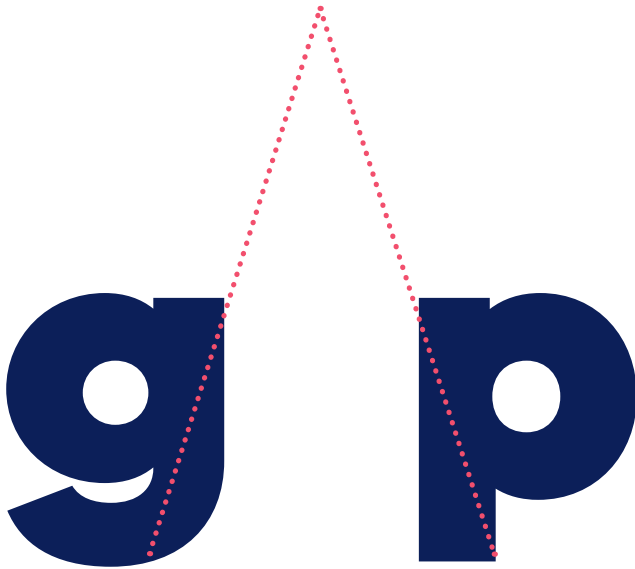
Creating a skating rink next to an existing facility allows people to be outdoors longer by warming up occasionally.

Always think about how the place would be used in winter. Can you add a qulliq pit? A warming hut? A sliding hill?

Always plan for those who accompany the program participant. Creating places where can they hang out, play some games, or hang out with others and pass time while waiting.

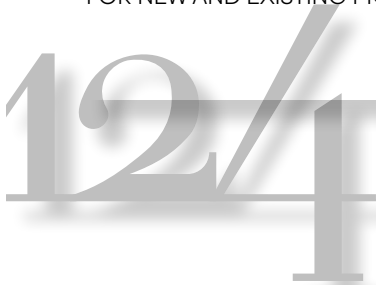
Delivered as a 36"x48" wall poster, the GaP tool is a hands-on, daily planning tool.

Monitoring three recreation determinants, the poster gives the Recreation planner a visual overview on critical factors affecting participation. By keeping track of these factors, the focus on increasing participation switches from simple body counts to the active pursuit of catering to more segments of the population. Emerged from considerations for inclusiveness, creating a sense of belonging and understanding the complex reasons influencing one's decision to participate, a wider range of programming can be proposed.



# Gap Assessment Tool

FOR NEW AND EXISTING PROGRAMS AND FACILITIES



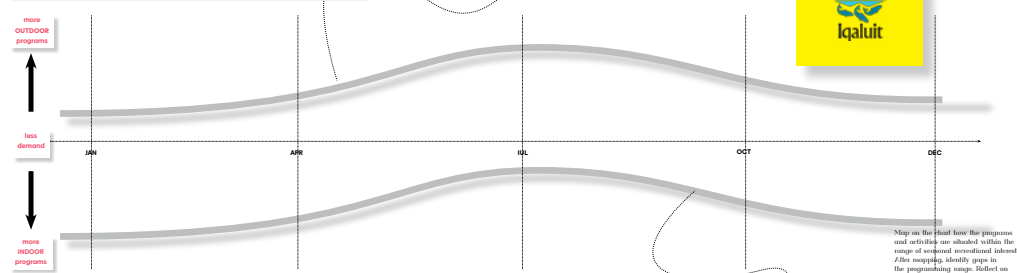
Please refer to the dataset  
for a full-size printable  
template

# Recreation Master Plan 2020-2030



## SEASONAL INTEREST

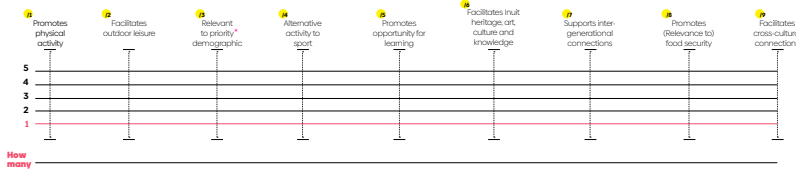
The goal of this chart is to align Iqaluit's seasonal recreation programming with the programming range.



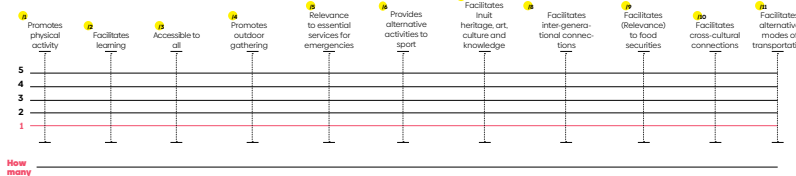
## ALIGNMENT WITH MASTER PLAN GOALS

The goal of this chart is to provide a glance overview of the programming and facility ranges in supporting the Master Plan goals and delivering an equitable and inclusive recreation services.

### PROGRAMS

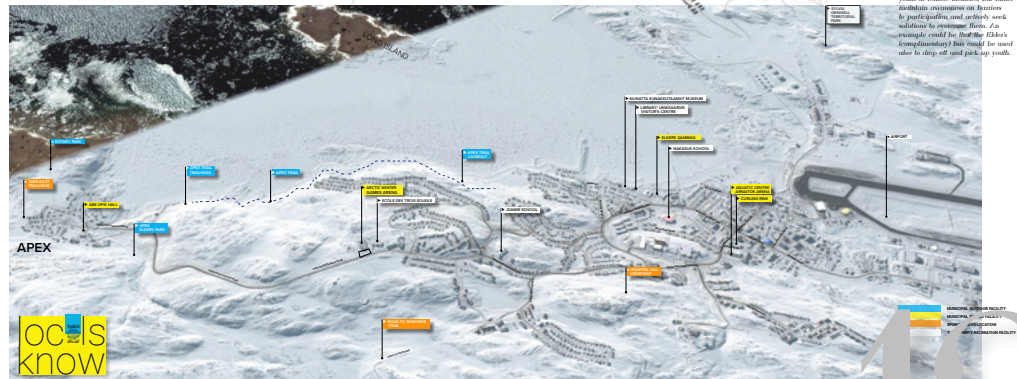


### FACILITIES



## SPATIAL DISTRIBUTION

The goal of this map is to provide a glance overview of a just spatial distribution of recreation facilities and services.





# 07

## MASTER PLAN CONCLUSION

# Master Plan **conclusion**

## People first. Locals know.

The 2020-2030 Iqaluit Recreation Master Plan for the City of Iqaluit sets out priorities for the Recreation Department regarding investments in recreation facilities and programs that are priorities for Iqalumiut. Through the LocalsKnow public engagement process and an examination of recreation trends and successes, work on the plan reinforced and validated the Recreation Department's sense that Iqaluit needs to seize opportunities to develop new kinds of programming and optimize existing and new facilities to increase recreation participation rates, especially by youth, Inuit families, and women and girls.

The 2020-2030 Iqaluit Recreation Master Plan emphasizes that the City's recreation options have potential to be even more inclusive by improving communications, building on the strengths of Iqaluit's diverse population, addressing impediments to participation, and reimagining or expanding existing facilities as both recreational spaces and places of community connection. It stresses the importance of continuous public feedback and proposes that the Recreation Department look at a broader range of service delivery models and program types (Core, Feature, Spark, Curated, and Pop-up). The plan also includes an Implementation Toolkit to be used by the Recreation Department to identify gaps, plan and design programs, assess facilities and create recreation hubs.

At its heart, the 2020-2030 Iqaluit Recreation Master Plan considers and addresses a wide range of factors that all communities need to consider when planning recreation services, including social and health determinants, business considerations, cultural contexts, demographics and the physical environment. It reaches out to serve Iqaluit, a forward-looking and active community that continuously strives to do better.



# 08

## PLAN APPENDIX



Case  
**studies**

Page 130

Action  
**cards**

Page 138

Implementation  
**templates**

Page 139

Please refer to the provided DATASET for a full-size, ledger-format, printable sheet

The PaT is an assessment tool that shall be used when new programs and activities are created. The PaT guides the Recreation professional in tailoring the program's parameters, ensuring compatibility with and support of the 2020-2030 Recreation Master Plan visions.

To be used on existing programs, the PaT is proofing the alignment of program's parameters with the 2020-2030 Recreation Master Plan visions, prompting for possible ameliorations to improve its performance. The purpose of the Program Assessment Tool is to bring awareness to the breadth of factors that play a determinant role in the program's social and economic outcome. The sum of these factors create an informed decisional framework for tailoring a new, or adapting an existing program or activity.



## Program Assessment Tool

FOR NEW AND EXISTING PROGRAMS AND ACTIVITIES

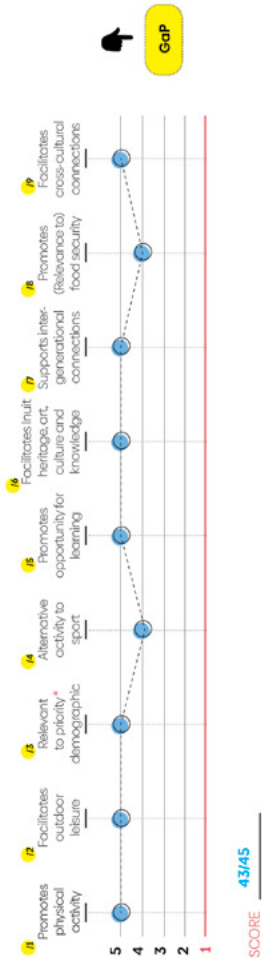
## Case study

### Program Specifications

<b>PROGRAM NAME</b>	Hiking (and picnic on the land)		<b>DATE</b>	01/09/2020	<b>BY</b>	Consulting Team		
<b>PROGRAM TYPE</b>	Core	Feature	Spunk	Curated	Pop-Up	<b>CAPACITY</b>	15-20 people	
<b>LANGUAGE</b>	En	Ikt	Er	Other	<b>DELIVERY</b>	Direct	Indirect	Passive
<b>PROGRAM LOCATION</b>	Opik Arena	Imaitok Centre	Qurling Rink	Elders Oummaq	Youth Centre	Outdoor	Other	
<b>AUDIENCE</b>	Children	Youth	Elders	Families	Everyone	Other		
<b>INCLUSIVITY</b>	Group/ Team	Age group	Individual	Inter-generational	Other			
<p><b>SCHEDULE</b></p> <p><b>SEASONS</b></p> <p>Program scheduling shall support priority demographic as well as reflect Inupiat's societal values.</p> <p><b>LEVEL OF INTENSITY</b></p>								

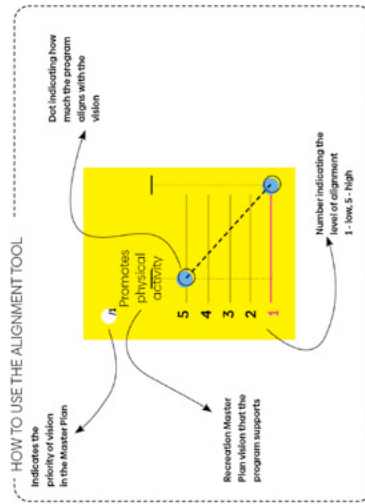
# Master Plan goals - alignment tool

This chart shall be used to assess how every new or existing program (or activity) is aligned with and supports the Recreation Master Plan goals.



Upon assessment, reflect on alternatives for the program/ activity setup that can improve the alignment score.

Simple interventions such as adding a learning component to an outdoor activity (learning about the land and plants while hiking) can add value to the participant and support the community's vision for Recreation.



"Someone like me" is clearly a very important category in our neural wiring.

**CREATING A SENSE OF BELONGING**  
To create a sense of belonging and inclusiveness, the programs must reflect also the values and aspirations of the Inuit community. By using cultural identifiers, Inuit can relate to the programs, stirring the desire to participate and enjoy the municipal offering.

**WHAT CULTURAL IDENTIFIERS DOES THE PROGRAM/ACTIVITY INCORPORATE?**

- Language
- Has learning components
- Food preparation and/ or sharing
- Inter-generational gathering
- Is land or water based

Inuit games and/ or traditional activities  
If any others, please specify below

None, please explain

**INFO**

**GoP**  
Use this programming Gap tool to verify how the program fits gaps.

**ADVANCING GENDER EQUALITY**  
Addressing gender imbalance in Recreation has been identified by the Government of Canada as a pressing matter. Due to old social dynamics, girls and women often feel discouraged to participate in public activities and more so in activities that traditionally were exclusive to men.

To empower girls and women to participate more, creating a recreation setup to gain confidence and stir a sense of safety and dignity is essential. Please evaluate if the program or activity offers opportunities to minimize gender inequality.

**IN WHAT WAY IS THE PROGRAM/ACTIVITY PROMOTING GENDER EQUITY?**

Is developed especially for under-served groups (Indigenous women and girls, people with disabilities, newcomers, visible minorities, and members of the LGBTQ2+ community)

Is an initiative to increase the number of women coaches

Offers equipment free of charge to girls/ women

Offers free transportation after dark

Offers same time allocation as men at reduced fees

Priority scheduling for program, activities and rentals

Other

Offers opportunities to newcomers to learn and experience the traditional Inuit lands.

Offers a safe, guided recreation on the arctic tundra to those who otherwise have no opportunity to enjoy it

Please refer to the provided DATASET for a full-size, ledger-format, printable sheet

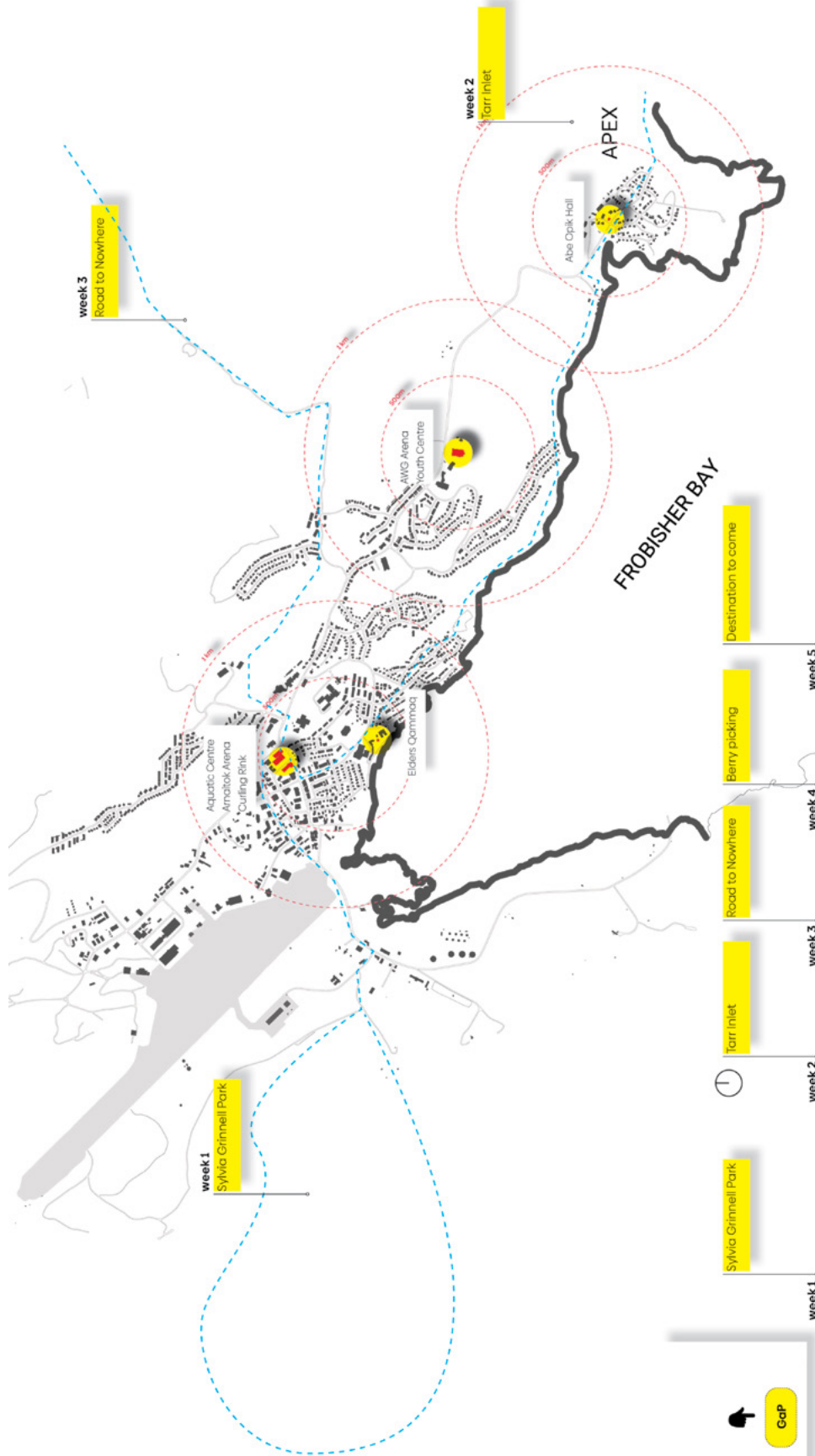


## Financial considerations

## Program setup tactics

EQUIPMENT	SPECIALIZED	PARTNER	MUNICIPAL PROGRAM/ACTIVITY/EVENT	SPONTANEOUS/THIRD PARTY
<b>STAFF</b> How much staff is needed to run the program 	<b>LEADER</b> Can the program be run by a volunteer/ group leader Yes	<b>FUNDING</b> Are you supporting the partner with financially or otherwise? No	<b>FUNDING</b> How will the program be funded? X Municipal funds X Participation fee Grants Other	<b>FUNDING</b> Are you supporting this program/ activity financially? If yes, how? Funding Rental fee In kind Other
<b>LOCATION</b> CORE and CURATED programs should be offered at facilities that are within walking distance from the community the program is targeted to. 	<b>CREATING RECREATION HUBS</b> Whenever possible, a program should be offered in proximity to other programs, activities and free play to create a vibrant Recreation Hub. This approach will create hang out, passive recreation and socialization opportunities for those who accompany program participants and for families where only one child is enrolled while the others can enjoy other activities at the Hub. 	<b>FUNDING</b> Are you supporting the partner with financially or otherwise? No	<b>PARTICIPATION FEES</b> Is the program/ activity free of charge? No. Regular fee schedule applies	<b>PARTICIPATION FEES</b> Is the program/ activity free of charge? No. Regular fee schedule applies
<b>CONVENIENCE AND RELEVANCE TO COMMUNITY</b> To maximize participation, CORE, CURATED and POP-UP program contents should be highly relevant to the community adjacent to the facility. 	<b>TRANSPORTATION</b> Is transportation provided/ offered for this activity? No	<b>FACILITY PERCEPTION AND PROGRAM ALIGNMENT</b> What is the existing perception of this facility? 	<b>REVENUE STREAMS</b> What type of revenue will the program have? X Registration fees X Entry fees Tickets Advertising Merchandise Concession Other, please specify	<b>REVENUE STREAMS</b> Will the program/ activity generate any revenue? Please specify N/A
<b>CONVENIENCE AND RELEVANCE TO COMMUNITY</b> To maximize participation, CORE, CURATED and POP-UP program contents should be highly relevant to the community adjacent to the facility. 	<b>TRANSPORTATION</b> Is transportation provided/ offered for this activity? No	<b>FACILITY PERCEPTION AND PROGRAM ALIGNMENT</b> What is the existing perception of this facility? 	<b>REVENUE STREAMS</b> What type of revenue will the program have? X Registration fees X Entry fees Tickets Advertising Merchandise Concession Other, please specify	<b>REVENUE STREAMS</b> Will the program/ activity generate any revenue? Please specify N/A

Is the program relevant to the communities adjacent to the facility? **Yes**



Case study

# Facility Specifications

<b>FACILITY NAME</b> <u>Municipal Campground at Road To Nowhere</u>		<b>DATE</b> <u>10/09/2020</u>		<b>ASSESSMENT BY</b> <u>Consulting Team</u>	
<b>FACILITY TYPE</b> SPECIALIZED BUILDING SPECIALIZED MULTI-USE BUILDING MULTI-USE OUTDOOR MULTI-USE ANNEX OUTDOOR SHARED MULTI-USE OUTDOOR MULTI-USE ANNEX OUTDOOR MULTI-USE INSIDE-OUT OUTDOOR OUTDOOR FACILITY WINTER OUTDOOR FACILITY WINTER UNORGANIZED SITE UNORGANIZED SPONTANEOUS SITE WINTER UNORGANIZED SITE		<b>CAPACITY</b> <u>15-20 sites</u>		<b>SPONTANEOUS</b> <u>Yes</u>	
<b>LANGUAGE</b> <input checked="" type="checkbox"/> En <input type="checkbox"/> Itl <input type="checkbox"/> Er <input type="checkbox"/> Other _____		<b>DELIVERY</b> <input type="checkbox"/> Direct <input checked="" type="checkbox"/> Indirect		<b>SCHEDULE</b> M T W T F S S 6 8 10 12 14 16 18 20 Prime time	
<b>TARGET DEMOGRAPHIC</b> <input type="checkbox"/> Group/Team <input type="checkbox"/> Age group <input checked="" type="checkbox"/> Individual <input type="checkbox"/> Inter-generational <input type="checkbox"/> Other _____		<b>ACCESSIBILITY</b> <input type="checkbox"/> Low <input checked="" type="checkbox"/> High		<b>SEASONS</b> J F M A M J J A S O N D	
<p>The research process and engagement in an existing facility is an important step in recreation preferences. Equilibrium take place outdoors on the land and water, which results in decreased usage of indoor facilities.</p> <p>A facility can adapt to support the seasonal interests both through creative programming and by creating a large area of outdoor space that can be used outdoors in warm months. Some examples are: outdoor classrooms, basketball courts, table tennis tables, board games tables, greenhouses, fire pits and others.</p> <p>How will this facility adapt to support seasonal recreation interest?</p> <p><b>GoP</b></p>					

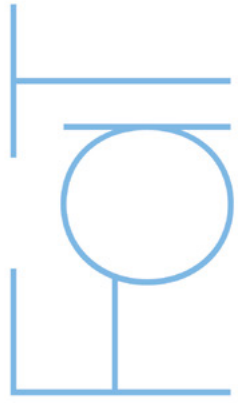
# 134



Please refer to the provided DATASET for a full-size, ledger-format, printable sheet

The Fat is a work tool to be used when new facilities or extensions are created. The Fat guides the Recreation professional in tailoring the facility's parameters, ensuring compatibility with and support of the 2020-2030 Recreation Master Plan visions.

Used on existing facilities, the Fat is proofing the alignment of the facility's specs with the 2020-2030 Recreation Master Plan visions, prompting for possible ameliorations to improve its performance.

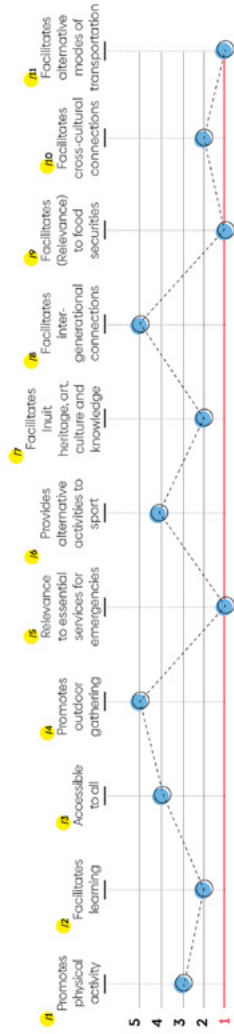


## Facility Assessment Tool

For new and existing facilities

# Master Plan goals - alignment tool

This chart shall be used to assess how every new or existing facility is aligned with and supports the Recreation Master Plan goals.



SCORE 30/45

Upon assessment, reflect on alternatives for the facility setup that can improve the alignment score.

Simple interventions such as adding outdoor amenities or maximizing use of common areas for free play and socialization can add value and support the community's vision for Recreation. Please refer to the Hub Tool for more ideas on how to improve inclusiveness, participation and create a sense of belonging.

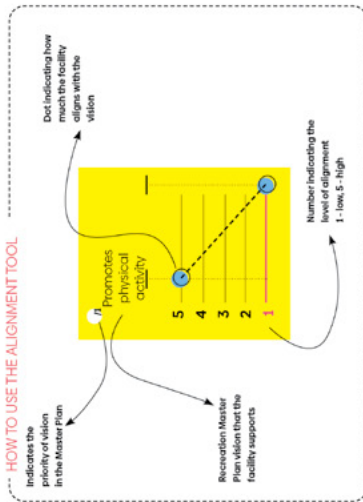


Hub



GoP  
Use the GoP tool to verify the priority of vision for the facility.

## HOW TO USE THE ALIGNMENT TOOL



*"Someone like me" is a very important category in our annual writing.*

### CREATING A SENSE OF BELONGING

To create a sense of belonging and inclusiveness, the facility must also reflect the values and aspirations of the Inuit community. By using cultural identifiers, Inuit can relate to the facility, striving a desire to participate and enjoy the municipal offering.

### WHAT CULTURAL IDENTIFIERS DOES THE FACILITY SETUP INCORPORATE?

- X Language
- X Has areas for food preparation and/ or sharing
- X Has areas for inter-generational gathering
- X It's location is on the land or by the water

Has areas where Inuit games and/ or traditional activities can be practiced

- X Using informal furniture or seating patterns that reflect historic customs (i.e. in a circle, low to the ground/ on the ground)

If any others, please specify below

Has interpretative, educational panels about Inuit flora and fauna and their Inuit symbolism

None, please explain your decision

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### EXPECTED USER GROUPS

Please refer to the provided DATASET for a full-size, ledger-format, printable template



## Programming strategies

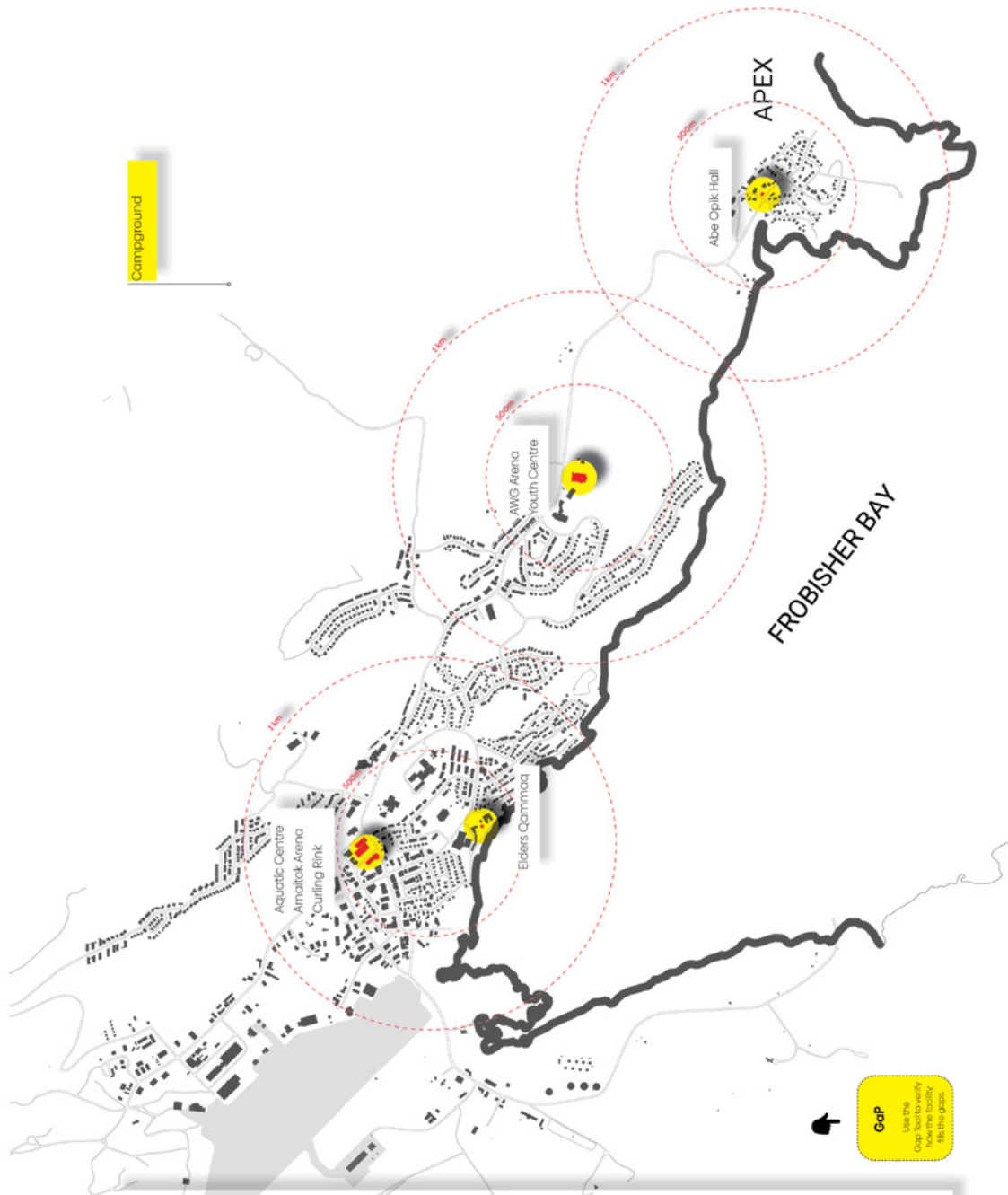
## Spatial considerations

<p><b>PLANNING FOR INCLUSIVENESS AND JUST ACCESS</b></p> <p><b>Inclusivity: Intensity range</b></p> <p>PASSIVE (LESS ACTIVE)  HOURLY ACTIVE</p> <p><b>Inclusivity: Individuality range</b></p> <p></p> <p>Large and particularly specialized facilities are offering ample spaces that are often used for team-based activities. Joining a team can be difficult and is not everyone's choice. Therefore, to ensure just access to these municipal resources, the programming range of such facilities shall take into consideration the individual customers by widening the programming range to include activities that are not team-based.</p>	<p><b>LOCATION: Proximity</b></p> <p>Map key landmarks in close proximity to the facility.</p> <p>Reflect on how can this be useful? For example proximity to RCMP and a Fire Station can ensure safety for a 24-hour indoor/ outdoor Recreation Hub. Proximity to the trail network can support a hiking program.</p> <p>There is a hiking trail in proximity</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p><b>TRANSPORTATION</b></p> <p>is transportation provided/ offered for this facility?</p> <p style="text-align: right;">No</p>	<p><b>CREATING RECREATION HUBS</b></p> <p>Whenever possible, a facility should be located in proximity to other facilities or landmarks to create a vibrant Recreation Hub. The Hub will become a desirable destination for participating in various programs for all family members, offering opportunities to hang out, engage in passive recreation and socialization for those who accompany program participants.</p> <p><b>Is the facility in the proximity to other facilities?</b></p> <p style="text-align: right;">Yes <input checked="" type="radio"/> No <input type="radio"/></p> <p><b>If the facility is a building, would the property support outdoor amenities?</b></p> <p style="text-align: right;">Yes <input type="radio"/> No <input type="radio"/></p> <p><b>What amenities can the property accommodate?</b></p> <p><b>Passive recreation/ Socialization</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Benches</li> <li><input type="checkbox"/> Chess/ Games tables/ Bistro sets</li> <li><input checked="" type="checkbox"/> Informal seating (boulders, granite/tilt, low platforms)</li> <li><input type="checkbox"/> Greenhouse</li> <li><input checked="" type="checkbox"/> Warming huts, quilting pit</li> </ul> <p><b>Active recreation/ Free play</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Playground</li> <li><input type="checkbox"/> Sliding/ Jumping hill</li> <li><input type="checkbox"/> Skating rink</li> <li><input type="checkbox"/> Oulting pit</li> <li><input type="checkbox"/> Skating rink</li> </ul> <p><b>If the facility is a building, are there under-used indoor spaces such as lobbies that can be furnished and used for socialization and free play?</b></p> <p style="text-align: right;">Yes <input type="radio"/> No <input type="radio"/></p>
<p><b>FACILITY PERCEPTION</b></p> <p>What is the existing/ desired perception of this facility?</p> <p>Perceived value (to community) </p> <p><b>NOTE</b> Attention must be paid that the format design layout - is supporting the reasons the site was picked in the first place by the residents (i.e. need for privacy, balance between fun/and experience and proximity to (quail).</p>	<p><b>CONVENIENCE AND RELEVANCE TO COMMUNITY</b></p> <p>Map walked around the facility as well as transit lines and trail networks. Is the facility a central hub or rather a neighborhood hub? Identify correctly and align future programming with the spatial relevance.</p> <p>Case study Located at the periphery of Iqaluit, the AWG hall is hard to access in the absence of public transit, creating a barrier to participation for those who cannot afford a car or taxi fare. Programming public skate or regular activities at this facility can prevent a segment of the population to participate.</p>	<p><b>is transportation provided/ offered for this facility?</b></p> <p style="text-align: right;">No</p> <p><b>CREATING RECREATION HUBS</b></p> <p>Whenever possible, a facility should be located in proximity to other facilities or landmarks to create a vibrant Recreation Hub. The Hub will become a desirable destination for participating in various programs for all family members, offering opportunities to hang out, engage in passive recreation and socialization for those who accompany program participants.</p> <p><b>Is the facility in the proximity to other facilities?</b></p> <p style="text-align: right;">Yes <input checked="" type="radio"/> No <input type="radio"/></p> <p><b>If the facility is a building, would the property support outdoor amenities?</b></p> <p style="text-align: right;">Yes <input type="radio"/> No <input type="radio"/></p> <p><b>What amenities can the property accommodate?</b></p> <p><b>Passive recreation/ Socialization</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Benches</li> <li><input type="checkbox"/> Chess/ Games tables/ Bistro sets</li> <li><input checked="" type="checkbox"/> Informal seating (boulders, granite/tilt, low platforms)</li> <li><input type="checkbox"/> Greenhouse</li> <li><input checked="" type="checkbox"/> Warming huts, quilting pit</li> </ul> <p><b>Active recreation/ Free play</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Playground</li> <li><input type="checkbox"/> Sliding/ Jumping hill</li> <li><input type="checkbox"/> Skating rink</li> <li><input type="checkbox"/> Oulting pit</li> <li><input type="checkbox"/> Skating rink</li> </ul> <p><b>If the facility is a building, are there under-used indoor spaces such as lobbies that can be furnished and used for socialization and free play?</b></p> <p style="text-align: right;">Yes <input type="radio"/> No <input type="radio"/></p> <p>Please refer to the Hub tool for more tips on how to create a Recreation hub.</p> <p style="text-align: right;"> <b>Hub</b></p>	



Fig. Warming hut by Shohetta





# Financial

## FUNDING

How will the facility be funded?

- Municipal funds
- Participation fee
- Grants
- Other

## REVENUE STREAMS

- Registration fees
- Entry fees
- Tickets
- Advertising
- Merchandise
- Concession
- Other, please specify

## FACILITY UTILIZATION RATE

Current(%) 50% Desired(%) 75%  
 The goal is protecting the land and providing safety for site users

## FACILITY LIFECYCLE

Built year 2021  
 Expected lifecycle 10 years  
 Last capital maintenance

Notes




Please refer to the provided DATASET for a full-size, ledger-format, printable template



RELEVANCE TO STRATEGIES

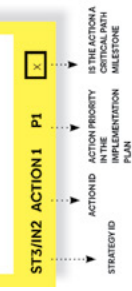
V02.6, V02.9, V02.3, V02.4, V02.5, V02.6, V02.9, V02.3, V02.4

<p><b>PLANNING BY</b> Consulting team</p> <p><b>CURRENT CONDITIONS</b> Detail the current state</p> <ul style="list-style-type: none"> <li>- Some cultural identifiers are currently used in the Elders and Youth programs, as well as at community gatherings.</li> <li>- Service delivery language is currently exclusively English.</li> <li>- There is limited Inuktituk language used on the City Recreation website pages.</li> <li>- The Elders Community has strong Inuit cultural identity.</li> </ul>	<p><b>PLANNING DATE</b> June 10, 2020</p> <p><b>POTENTIAL PARTNERS</b></p> <ul style="list-style-type: none"> <li>- OIA</li> <li>- Community groups as advisers</li> <li>- Hunters and Trappers Association</li> </ul>	<p><b>KEY STEPS AND IMPLEMENTATION CONSIDERATIONS</b></p> <ul style="list-style-type: none"> <li>- Evaluate existing service delivery to identify opportunities to include Inuktituk.</li> <li>- Evaluate existing facilities to identify ways of including Inuit cultural references in the physical space i.e. Photographs, seating arrangements, artfoids, art</li> <li>- Celebrate Inuit culture by showcasing special programs and making them Inuit and center.</li> <li>- Providing unique programming to showcase Inuit culture i.e. print making, Inuit games, food preparation.</li> </ul>
<p><b>TIMELINE BRACKET</b></p>  <p>Nov 1-3 years 3-10 years</p>	<p><b>IMPLEMENTATION TOOLS TO USE</b></p> <p>PaT</p>	
<p><b>IMPLEMENTATION TIME FRAME</b></p> <p>6 months - ongoing</p>	<p><b>SUCCESS DEPENDS HIGHLY ON</b> What are the elements that are critical to the successful implementation</p> <ul style="list-style-type: none"> <li>- Communication with community</li> <li>- Cultural sensitivity</li> <li>- Understanding of Inuit culture</li> </ul>	
<p><b>FINANCIAL COMMITMENT</b></p> <p>Medium (primarily labor) +/- 50,000\$ - signage, art, furnishing</p> <p><b>HR COMMITMENT</b></p> <p>low (10%)</p>	<p><b>DESIRED OUTCOME</b></p> <ul style="list-style-type: none"> <li>- Develop a sense of belonging among Inuit by incorporating cultural identifiers in communications and programs.</li> <li>- When asked, Inuit should indicate that they feel welcome, secure and supported.</li> <li>- Creating a sense of belonging for the Inuit community and stirring the desire to participate and enjoy programs and activities, has two components.</li> <li>- Physical component (seating, layout, location)</li> <li>- Spiritual component (language, food, learning, content)</li> <li>- Programs and places that Inuit can relate to.</li> </ul>	<p><b>PRECEDENT RESEARCH</b> Show an example of best practices. Explain why was chosen.</p> <ul style="list-style-type: none"> <li>- First Peoples Cultural Council - Language Nest Program (<a href="http://www.fpec.ca/language/Programs/">http://www.fpec.ca/language/Programs/</a>)</li> <li>- YMCA Calgary Indigenous Programs and Services</li> <li>- YMCA 7th Generation (Y7G) (<a href="https://www3.yrnccalgary.org/community/ynca/indigenous/">https://www3.yrnccalgary.org/community/ynca/indigenous/</a>)</li> <li>- University of Calgary Mathison Hall Haskayne School of Business Expansion - "Native and adaptive plant species and communities known to the regions are utilized in the planting design and in consultation, species that hold Indigenous significance were selected"</li> <li>- Yanaquana Garden in Hemisfair - "65% of 82 surveyed visitors agreed that the art in the garden has helped them understand the site's cultural and historical importance"</li> </ul>
<p><b>SPATIAL REQUIREMENT</b></p> <p>low</p>		

# ACTION CARD

**ACTION IMPLEMENTATION DETAILS**

Implement cultural identifiers in programming, service delivery and communication to increase the sense of belonging of the Inuit community



# Implementation **templates**

PaT

FaT

**ACTION  
CARD**

Please refer to the provided DATASET for a full-size, ledger-format, printable template



The PaT is an assessment tool that shall be used when new programs and activities are created. The PaT guides the Recreation professional in tailoring the program's parameters, ensuring compatibility with and support of the 2020-2030 Recreation Master Plan visions.

To be used on existing programs, the PaT is proofing the alignment of program's parameters with the 2020-2030 Recreation Master Plan Visions, prompting for possible ameliorations to improve its performance. The purpose of the Program Assessment tool is to bring awareness to the breadth of factors that play a determinant role in the program's social and economic outcome. The sum of these factors create an informed decisional framework for tailoring a new, or adapting an existing program or activity.

# PaT

## Program Assessment Tool -Template

FOR NEW AND EXISTING PROGRAMS AND ACTIVITIES

### Program Specifications

PROGRAM NAME	DATE / /		BY
PROGRAM TYPE	Core	Feature	Spunk
LANGUAGE	En	lkl	Er
DELIVERY		CAPACITY	
En lkl Er Other		Direct Indirect Passive	
PROGRAM LOCATION	Λbe Opik Arena	Λquatic Centre	Λrning Rink
AUDIENCE	Λl dren	Λuath	Λ dults
INCLUSIVITY	Λr up/ Λe m	Λge r up	Λndividual
PROGRAM SCHEDULE			

# Master Plan goals - alignment tool

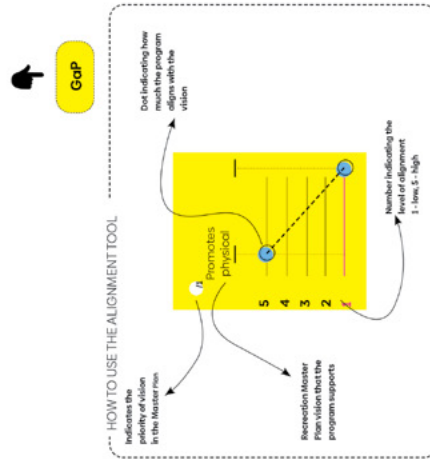
This chart shall be used to assess how every new or existing program (or activity) is aligned with and supports the Recreation Master Plan goals.

5	4	3	2	1
<ul style="list-style-type: none"> <li>1 Promotes physical activity</li> <li>2 Facilitates outdoor leisure</li> <li>3 Relevant to priority demographic</li> <li>4 Alternative activity to sport</li> <li>5 Promotes opportunity for learning</li> </ul>	<ul style="list-style-type: none"> <li>6 Facilitates heritage, art, culture and knowledge</li> <li>7 Supports inter-generational connections</li> <li>8 Promotes (relevance to) food security</li> <li>9 Facilitates cross-cultural connections</li> </ul>			

SCORE \_\_\_\_\_

Upon assessment, reflect on alternatives for the program/ activity setup that can improve the alignment score.

Simple interventions such as adding a learning component to an outdoor activity (learning about the land and plants while hiking) can add value to the participant and support the community's vision for Recreation.



"Someone like me" is clearly a very important category in our neural wiring.

### CREATING A SENSE OF BELONGING

To create a sense of belonging and inclusiveness, the programs must reflect also the values and aspirations of the Inuit community. By using cultural identifiers, Inuit can relate to the programs, stirring the desire to participate and enjoy the municipal offering.

### WHAT CULTURAL IDENTIFIERS DOES THE PROGRAM/ACTIVITY INCORPORATE?

- Language
- Has learning components
- Food preparation and/ or sharing
- Inter-generational gathering
- Is land or water based
- Inuit games and/ or traditional activities
- If any others, please specify below

Note, please explain

**INFO**

**Gap**

Use this programming component from the program to close the gap.

### ADVANCING GENDER EQUALITY

Addressing gender imbalance in Recreation has been identified by the Government of Canada as a pressing matter. Due to old social dynamics, girls and women often feel discouraged to participate in public activities and more so in activities that traditionally were exclusive to men.

To empower girls and women to participate more, creating a recreation setup to gain confidence and stir a sense of safety and dignity is essential. Please evaluate if the program or activity offers opportunities to minimize gender inequality.













### IN WHAT WAY IS THE PROGRAM/ACTIVITY PROMOTING GENDER EQUITY?

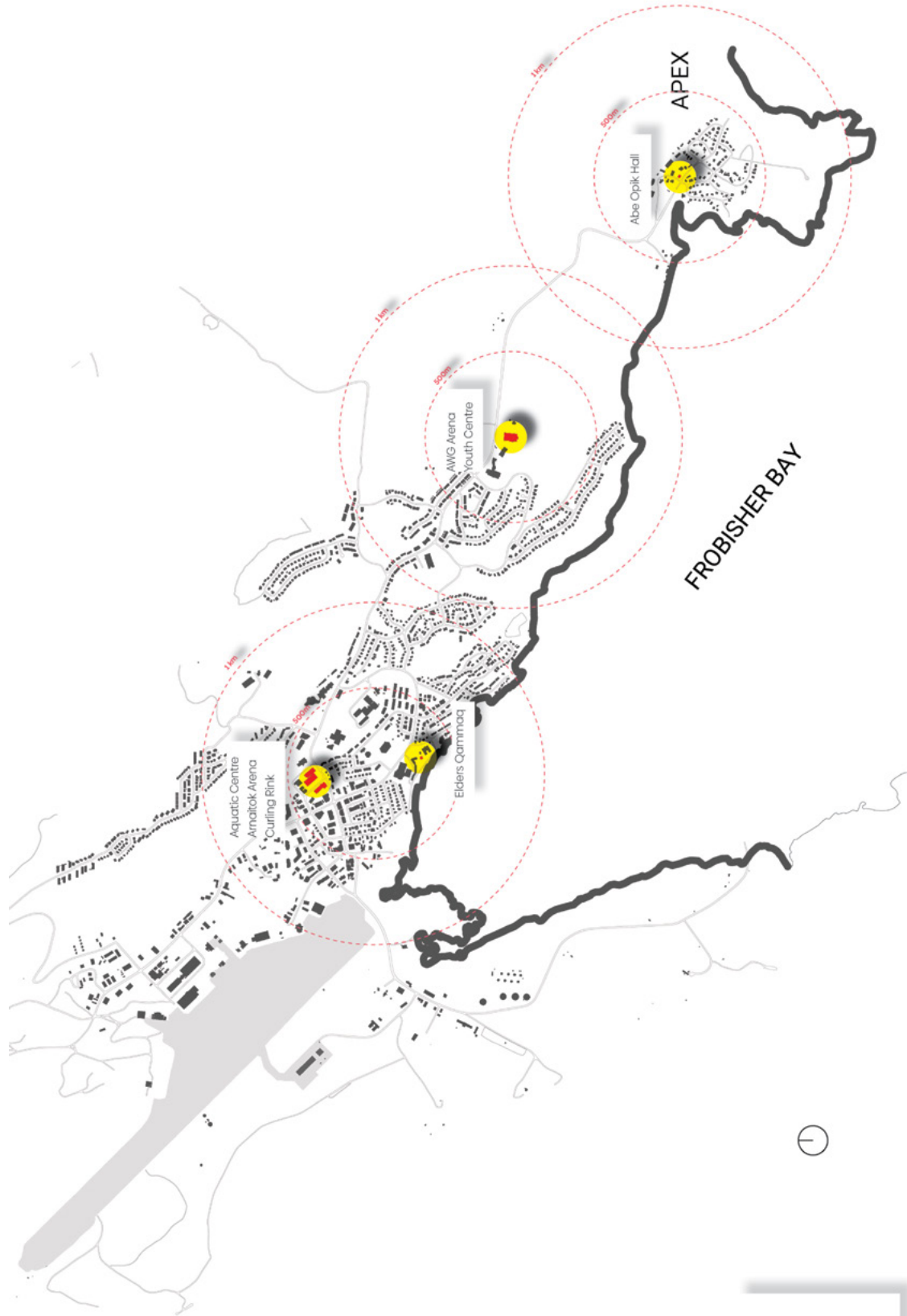
- Is developed especially for under-served groups (Indigenous women and girls, people with disabilities, newcomers, visible minorities, and members of the LGBTQ2+ community)
- Is an initiative to increase the number of women coaches
- Offers equipment free of charge to girls/ women
- Offers free transportation after dark
- Offers same time allocation as men at reduced fees
- Priority scheduling for program, activities and rentals
- Other

Please refer to the provided DATASET for a full-size, ledger-format, printable template

## Financial considerations

## Program setup tactics

EQUIPMENT	STAFF	LEADER	PARTNER	MUNICIPAL PROGRAM/ACTIVITY/EVENT	SPONTANEOUS/THIRD PARTY
<p><b>STAFF</b> How much staff is needed to run the program</p>  	<p><b>LEADER</b> Can the program be run by a volunteer/ group leader</p>	<p><b>PARTNER</b> Is the program offered through a community partner</p> <p><b>FUNDING</b> Are you supporting the partner financially or otherwise?</p>	<p><b>FUNDING</b> How will the program be funded?</p> <ul style="list-style-type: none"> <li>Municipal funds</li> <li>Participation fee</li> <li>Grants</li> <li>Other</li> </ul>	<p><b>FUNDING</b> Are you supporting this program/ activity financially? If yes, how?</p> <ul style="list-style-type: none"> <li>Funding</li> <li>Rental fee</li> <li>In kind</li> <li>Other</li> </ul>	<p><b>REVENUE STREAMS</b> What type of revenue will the program have?</p> <ul style="list-style-type: none"> <li>Registration fees</li> <li>Entry fees</li> <li>Tickets</li> <li>Advertising</li> <li>Merchandise</li> <li>Concession</li> <li>Other, please specify</li> </ul>
<p><b>LOCATION</b> CORE and CURATED programs should be offered at facilities that are within walking distance from the community the program is targeted to.</p> 	<p><b>LEADER</b> Can the program be run by a volunteer/ group leader</p>	<p><b>CREATING RECREATION HUBS</b> Whenever possible, a program should be offered in proximity to other programs, activities and free play to create a vibrant Recreation Hub. This approach will create hang out, passive recreation and socialization opportunities for those who accompany program participants and for families where only one child is enrolled while the others can enjoy other activities at the Hub.</p> 	<p><b>FUNDING</b> Are you supporting the partner financially or otherwise?</p>	<p><b>FUNDING</b> How will the program be funded?</p> <ul style="list-style-type: none"> <li>Municipal funds</li> <li>Participation fee</li> <li>Grants</li> <li>Other</li> </ul>	<p><b>REVENUE STREAMS</b> What type of revenue will the program have?</p> <ul style="list-style-type: none"> <li>Registration fees</li> <li>Entry fees</li> <li>Tickets</li> <li>Advertising</li> <li>Merchandise</li> <li>Concession</li> <li>Other, please specify</li> </ul>
<p><b>CONVENIENCE AND RELEVANCE TO COMMUNITY</b> To maximize participation, CORE, CURATED and POP-UP program contents should be highly relevant to the community adjacent to the facility.  For example a CORE program offered at The Opik will need to be something that the Apex community can use.  Example An after-class <b>Reading Room</b> for all school ages to hang out, do homework, play games or read. Combine with outdoor opportunities for free play.</p> 	<p><b>LEADER</b> Can the program be run by a volunteer/ group leader</p>	<p><b>CREATING RECREATION HUBS</b> Whenever possible, a program should be offered in proximity to other programs, activities and free play to create a vibrant Recreation Hub. This approach will create hang out, passive recreation and socialization opportunities for those who accompany program participants and for families where only one child is enrolled while the others can enjoy other activities at the Hub.</p> 	<p><b>FUNDING</b> Are you supporting the partner financially or otherwise?</p>	<p><b>FUNDING</b> How will the program be funded?</p> <ul style="list-style-type: none"> <li>Municipal funds</li> <li>Participation fee</li> <li>Grants</li> <li>Other</li> </ul>	<p><b>REVENUE STREAMS</b> What type of revenue will the program have?</p> <ul style="list-style-type: none"> <li>Registration fees</li> <li>Entry fees</li> <li>Tickets</li> <li>Advertising</li> <li>Merchandise</li> <li>Concession</li> <li>Other, please specify</li> </ul>
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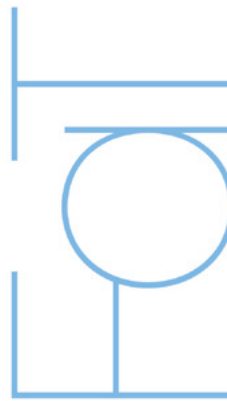


Please refer to the provided DATASET for a full-size, ledger-format, printable template



The Fat is a work tool to be used when new facilities or extensions are created. The Fat guides the Recreation professional in tailoring the facility's parameters, ensuring compatibility with and support of the 2020-2030 Recreation Master Plan visions.

Used on existing facilities, the Fat is proofing the alignment of the facility's specs with the 2020-2030 Recreation Master Plan visions, prompting for possible ameliorations to improve its performance.

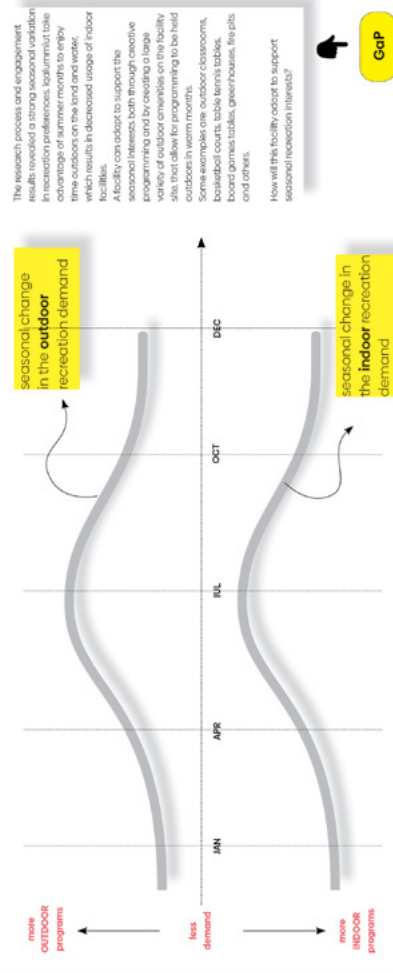


# Facility Assessment Tool - Template

For new and existing facilities

## Facility Specifications

FACILITY NAME		DATE	ASSESSMENT BY
FACILITY TYPE		CAPACITY	SPONTANEOUS
SPECIALIZED BUILDING MULTI-USE ANNEX MULTI-USE OUTDOOR SHARED MULTI-USE OUTDOOR MULTI-USE ANNEX OUTDOOR MULTI-USE OUTDOOR MULTI-USE OUTDOOR MULTI-USE OUTDOOR MULTI-USE OUTDOOR WINTER OUTDOOR FACILITY WINTER UNORGANIZED SITE	WINTER OUTDOOR FACILITY WINTER UNORGANIZED SITE WINTER OUTDOOR FACILITY WINTER UNORGANIZED SITE	SCHEDULE M T W T F S S 6 8 10 12 14 16 18 20 Prime time	
LANGUAGE E n I k t E r Other	DELIVERY Direct Indirect Passive (Rehab)	SEASONS J F M A M J J A S O N D	
TARGET DEMOGRAPHIC	Group/Team Age group Individual Inter-generational Other	ACCESSIBILITY Low High	
INCLUSIVITY	Group/Team Age group Individual Inter-generational Other	ACCESSIBILITY Low High	





# Master Plan goals - alignment tool

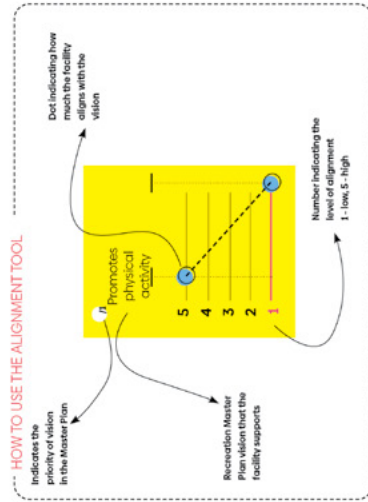
This chart shall be used to assess how every new or existing facility is aligned with and supports the Recreation Master Plan goals.

1	2	3	4	5
Promotes physical activity	Facilitates learning	Accessible to all	Promotes outdoor gathering	Promotes relevance to essential services for emergencies
Facilitates alternative modes of transportation	Facilitates inter-generational connections	Facilitates (Relevance) to food securities	Facilitates Inuit heritage, art, culture and knowledge	Facilitates alternative modes of transportation
Facilitates cross-cultural connections	Facilitates inter-generational connections	Facilitates (Relevance) to food securities	Facilitates Inuit heritage, art, culture and knowledge	Facilitates alternative modes of transportation
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SCORE \_\_\_\_\_

Upon assessment, reflect on alternatives for the facility setup that can improve the alignment score.

Simple interventions such as adding outdoor amenities or maximizing use of common areas for free play and socialization can add value and support the community's vision for Recreation. Please refer to the Hub Tool for more ideas on how to improve inclusiveness, participation and create a sense of belonging.



*\*Someone like me\* is a very important category in our annual writing.*

### CREATING A SENSE OF BELONGING

To create a sense of belonging and inclusiveness, the facility must reflect the values and aspirations of the Inuit community. By using cultural identities, Inuit can relate to the facility, striving a desire to participate and enjoy the municipal offering.

### WHAT CULTURAL IDENTIFIERS DOES THE FACILITY SETUP INCORPORATE?

Language

Has areas for food preparation and/ or sharing

Has areas for inter-generational gathering

Its location is on the land or by the water

Has areas where Inuit games and/ or traditional activities can be practiced

Using informal furniture or seating patterns that reflect historic customs (i.e. in a circle, low to the ground/ on the ground)

If any others, please specify below

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

None, please explain your decision

\_\_\_\_\_

\_\_\_\_\_

EXPECTED USER GROUPS

Please refer to the provided DATASET for a full-size, ledger-format, printable template

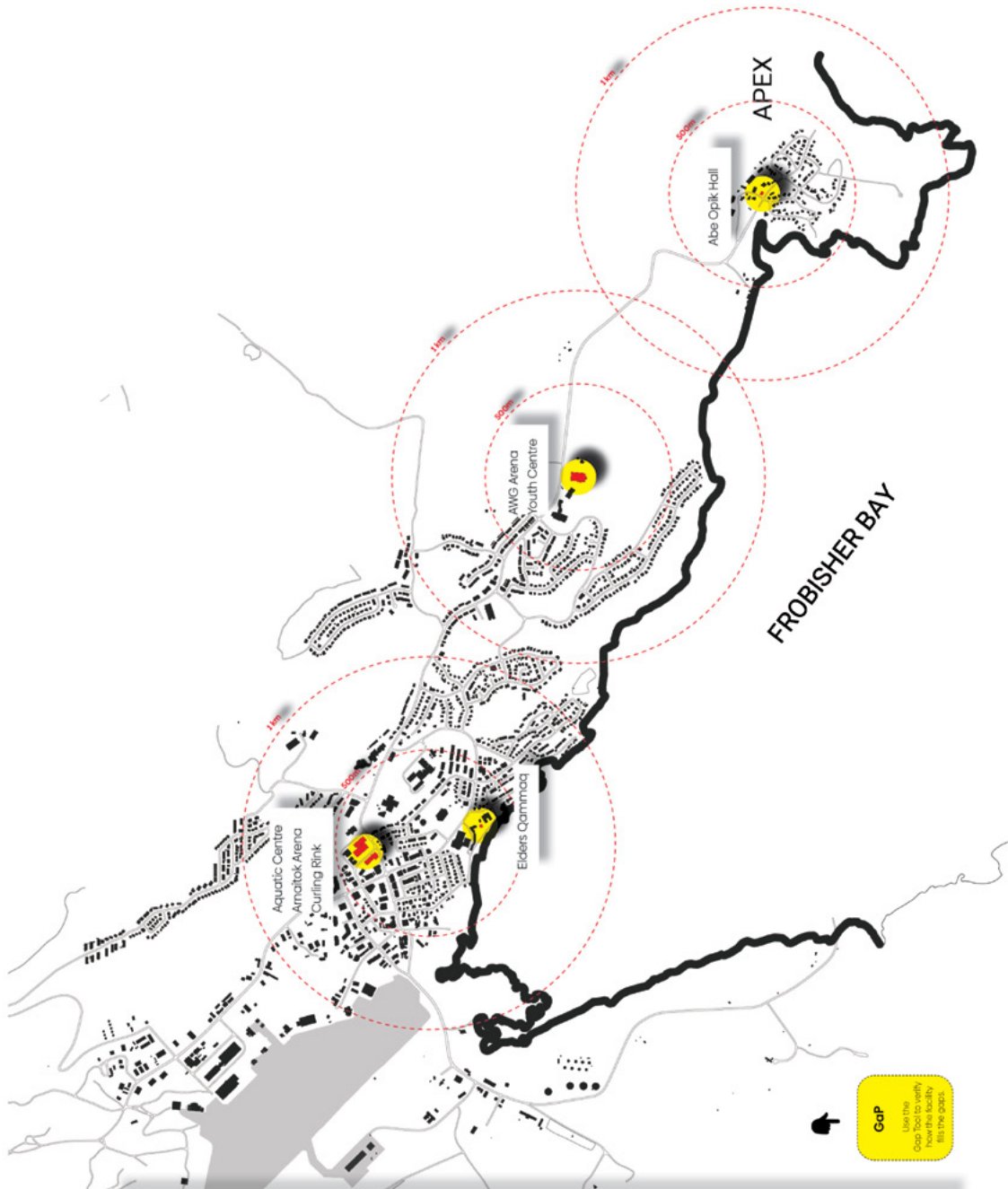
## Programming strategies

## Spatial considerations

<p><b>PLANNING FOR INCLUSIVENESS AND JUST ACCESS</b></p> <ul style="list-style-type: none"> <li>Remote (Passive)</li> <li>Direct service</li> <li>Indirect service</li> </ul> <p><b>Inclusivity: Intensity range</b></p> <p>PASSIVE/LESS-ACTIVE ← → HIGHLY ACTIVE</p> <p>A fair use of a facility shall consider a programming that offers activities with various intensities, from active to less active recreation. Acknowledging that people's interests are spanning across the range, is an effective tool to increase inclusiveness and cater to more residents.</p> <p><b>Inclusivity: Individuality range</b></p> <p>↑ ↓</p> <p>Large and particularly specialized facilities are offering ample spaces that are often used for team-based activities. Joining a team can be difficult and is not everyone's choice. Therefore, to ensure just access to these municipal resources, the programming range of such facilities shall take into consideration the individual customers by widening the programming range to include activities that are not team-based.</p>	<p><b>LOCATION: Proximity</b></p> <p>Map key landmarks in close proximity to the facility.</p> <p>Reflect on how can this be useful? For example proximity to RCMP and a Fire Station can ensure safety for a 24-hour indoor/ outdoor Recreation Hub. Proximity to the trail network can support a hiking program.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p><b>TRANSPORTATION</b></p> <p>Is transportation provided/ offered for this facility?</p> <p>_____</p> <p><b>CREATING RECREATION HUBS</b></p> <p>Whenever possible, a facility should be located in proximity to other facilities or landmarks to create a vibrant Recreation Hub. The Hub will become a desirable destination for participating in various programs for all family members, offering opportunities to hang out, engage in passive recreation and socialization for those who accompany program participants.</p> <p><b>Is the facility in the proximity to other facilities?</b> Yes No</p> <p><b>If the facility is a building, would the property support outdoor amenities?</b> Yes No</p> <p><b>What amenities can the property accommodate?</b></p> <p><b>Passive recreation/ Socialization</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Benches</li> <li><input type="checkbox"/> Chess/ Games tables/ Bistro sets</li> <li><input type="checkbox"/> Informal seating (boulders, qumutlik, low platforms)</li> <li><input type="checkbox"/> Greenhouse</li> <li><input type="checkbox"/> Warming huts, quilling pit</li> </ul> <p><b>Active recreation/ Free play</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Playground</li> <li><input type="checkbox"/> Sliding/ jumping hill</li> <li><input type="checkbox"/> Skating rink</li> <li><input type="checkbox"/> Quilling pit</li> <li><input type="checkbox"/> Skating rink</li> </ul> <p><b>If the facility is a building, are there under-used indoor spaces such as lobbies that can be furnished and used for socialization and free play?</b> Yes No</p> <p>Please refer to the Hub tool for more tips on how to create a Recreation hub.</p>
<p><b>FACILITY PERCEPTION</b></p> <p>What is the existing/ desired perception of this facility?</p> <p>Perceived value (to community)</p> <p>ALIGN</p> <p>Programming</p> <p>Participation</p> <p>Case study: Due to its remote location, the absence of public transit and hiking trails, Zhe Opik hall is perceived as a neighbourhood facility and regular programming consistently failed to attract participants. But creating a daily after class <b>Reading Room</b> for all school-age children and youth to hang out, do homeworks, play games or read under designated parent supervision, could be a successful program for the Apex community.</p>	<p><b>CONVENIENCE AND RELEVANCE TO COMMUNITY</b></p> <p>Map walkshed around the facility as well as transit lines and trail networks. Is the facility a central hub or rather a neighborhood hub? Identify correctly and align future programming with the spatial relevance.</p> <p>Case study: Located at the periphery of Iqaluit, the AWG hall is hard to access in the absence of public transit, creating a barrier to participation for those who cannot afford a car or taxi fare. Programming public skate or regular activities at this facility can prevent a segment of the population to participate.</p>	<p><b>Is transportation provided/ offered for this facility?</b></p> <p>_____</p> <p><b>CREATING RECREATION HUBS</b></p> <p>Whenever possible, a facility should be located in proximity to other facilities or landmarks to create a vibrant Recreation Hub. The Hub will become a desirable destination for participating in various programs for all family members, offering opportunities to hang out, engage in passive recreation and socialization for those who accompany program participants.</p> <p><b>Is the facility in the proximity to other facilities?</b> Yes No</p> <p><b>If the facility is a building, would the property support outdoor amenities?</b> Yes No</p> <p><b>What amenities can the property accommodate?</b></p> <p><b>Passive recreation/ Socialization</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Benches</li> <li><input type="checkbox"/> Chess/ Games tables/ Bistro sets</li> <li><input type="checkbox"/> Informal seating (boulders, qumutlik, low platforms)</li> <li><input type="checkbox"/> Greenhouse</li> <li><input type="checkbox"/> Warming huts, quilling pit</li> </ul> <p><b>Active recreation/ Free play</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Playground</li> <li><input type="checkbox"/> Sliding/ jumping hill</li> <li><input type="checkbox"/> Skating rink</li> <li><input type="checkbox"/> Quilling pit</li> <li><input type="checkbox"/> Skating rink</li> </ul> <p><b>If the facility is a building, are there under-used indoor spaces such as lobbies that can be furnished and used for socialization and free play?</b> Yes No</p> <p>Please refer to the Hub tool for more tips on how to create a Recreation hub.</p>



File Warming hut by Snobetta



# Financial

**FUNDING**

*How will the facility be funded?*

- Municipal funds
- Participation fee
- Grants
- Other

**REVENUE STREAMS**

- Registration fees
- Entry fees
- Tickets
- Advertising
- Merchandise
- Concession
- Other, please specify

**FACILITY UTILIZATION RATE**

Current(%)    Desired(%)

**FACILITY LIFECYCLE**

- Built year
- Expected lifecycle
- Last capital maintenance
- Notes

**Gap**  
 Use this Gap tool to verify how the facility fits the gaps.



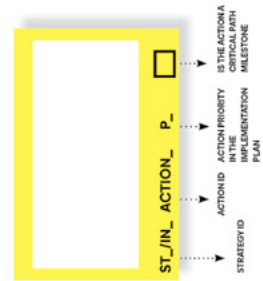
Please refer to the provided DATASET for a full-size, ledger-format, printable template



RELEVANCE TO STRATEGIES

# Template ACTION CARD

ACTION IMPLEMENTATION DETAILS



<b>PLANNING BY</b>	<b>PLANNING DATE</b> IMPLEMENTATION DATE	<b>KEY STEPS AND IMPLEMENTATION CONSIDERATIONS</b>
<b>CURRENT CONDITIONS</b> <small>Detail the current state</small>	<b>POTENTIAL PARTNERS</b>	
	<b>IMPLEMENTATION TOOLS TO USE</b>	
	<b>SUCCESS DEPENDS HIGHLY ON</b> <small>What are the elements that are critical to the successful implementation</small>	
<b>TIMELINE BRACKET</b> Now    1-3 years    3-10 years	<b>DESIRED OUTCOME</b>	<b>PRECEDENT RESEARCH</b> <small>Show an example of best practices. Explain why was chosen.</small>
<b>IMPLEMENTATION TIME FRAME</b> x months		
<b>FINANCIAL COMMITMENT</b> <small>Low: 0-\$10,000   Medium: \$10,000 to \$100,000   High: \$100,000+</small>		
<b>HR COMMITMENT</b>		
<b>SPATIAL REQUIREMENT</b>		

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[Working together for a  
common cause]  
**Inuit Qaujimaqatigangit**





**GEORGE HARRIS  
COLLABORATIVE**