



2020 ALBERTA RECREATION & PARKS LABOUR MARKET PROJECT

Main Report

2019-2020

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EXECUTIVE SUMMARY

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Executive Summary

The Alberta Recreation and Parks Industry Labour Market Project is the first stakeholder led report in nearly fifteen years! A lot has transpired since then with the growth and emergence of new trends, economic downturns and most recently COVID-19. From an industry perspective, the recreation and parks industry is found within multiple industries as categorized by the Alberta Government and the Canadian Government. This project is an initial step to categorize the Alberta recreation and parks industry from the stakeholders perspective.

Furthermore, this project took into account the geographical and community size differences for the labour market between urban, rural, remote, and indigenous communities. An aquatics coordinator in a city can be vastly different than an aquatics coordinator in a rural town. This project provides data to make informed decisions for those currently in the workforce, students looking to be in the industry or for organizations making labour decisions for their recreation and/or park departments.

The objectives of this project are as followed,

- Assist recreation and park industry stakeholders in developing an industry based human resource plan by providing industry specific data.
- To raise awareness with municipal officials and senior administrators within core and emerging employer groups of the importance of hiring and developing skilled recreation and parks professionals.
- To provide labour market trends and labour profiles related to the Alberta recreation and parks industry employment in urban, rural, remote, and indigenous communities.

The information presented in this project among the macro labour trends, Alberta labour trends, the employee survey and interviews, and the employer survey all provide key insights into the Alberta recreation and parks industry for the development of human resource plans. To know and garner insights into what recruitment or retention strategy is most prevalent in a rural setting can assist HR or hiring managers in making informed decisions. Furthermore, the key insights and recommendations of this project assist in raising awareness of the crucial role the Alberta recreation and park professionals play in the province, especially in a time of COVID-19 where recreation and parks have been immensely popular yet threatened by closures and funding constraints. Finally, the project updates the position profiles from 2005 with current titles, responsibilities and qualifications. Positions in the sector can range from Recreation Directors to Fun Managers but the aggregated data for the positions profiles pulls from over 350 positions in the industry to begin standardizing positions in the industry.

It is the desire of the Alberta Recreation and Parks Labour Market Project of 2019/2020 to provide you with industry specific data to allow for informed labour decision making for your organization, yourself, or your future career. Thank you to all who took part in shaping and developing this project.

COVID-19 IMPACT



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Covid-19 Impact

Alberta Recreation & Parks Industry - COVID19 Pandemic Impacts

The bulk of the research for this study was already completed prior to the impacts of the COVID-19 pandemic that hit Alberta in mid March 2020. The pandemic had immediate and far reaching consequences for the recreation and parks industry including the labour force. Although it is impossible to predict the longer term impacts that COVID-19 will have on the Alberta labour market, including the recreation and parks industry, we have already seen major short term implications that have affected our workforce.

The impacts of COVID-19 from shut-downs to re-openings has made formidable ripples in the industry that will likely be felt for years to come. The true impact on the labour force will not be truly known for years, but for the recreation and parks industry the immediate impact is centred around the closure of facilities, programs, and services.

SHORT TERM IMPACTS ALREADY REALIZED

- Temporary job layoffs and furloughs - some municipalities reported up to 90% of their usual staff being laid off
- Actual job losses being realized - permanent layoffs
- Canada Emergency Response Benefit (CERB) and summer employment impacts
- Redeployment of staff - lifeguards cutting grass
- Cost recovery models will be changed and this will impact capacity and budgets
- More cleaning and monitoring staff will be required

POTENTIAL LONG TERM IMPACTS

- Slow return to recreation could mean further job losses
- Change in staffing makeup for organizations based on changing needs (more cleaning staff, more outdoor programming)
- More online tools in place of customer service staff
- Less people using our facilities/gyms and consuming their leisure needs at home and outdoors



Table 1.0

ALBERTA BIZ CONNECT

Workplace guidance and supports to help businesses and non-profits affected by COVID-19 to begin to reopen and resume operations safely.

- alberta.ca/biz-connect

While the economic impacts of COVID-19 will continue to be calculated for years to come, the job loss in Canada has been exponential. From February 2020 to April 2020, total employment in Canada declined by 15.7%. The official unemployment rate rose from 5.6% to 13.0% over that two-month period. In April, the unemployment rate would be 17.8% if adjusted to include individuals who were not counted as unemployed due to reasons specific to the COVID-19 shutdowns. All organizations were impacted in their own way from the Alberta recreation and parks industry (private, non-profit, and government).

The recreation and parks impact in municipalities and non-profits was felt as not only seasonal hiring was suspended but a high percentage of current employees were laid off. A rough count from media sources for the number of municipal recreation and park staff laid off due to COVID-19 is close to 4,000. Those 4,000 employees are full-time, part-time, casual, and include salary and hourly individuals. Both Edmonton and Calgary laid off 75% of their library departments staff. These layoffs are attributed to the stay at home orders which prevented recreation facilities from opening and recreation and sport activities to take place.

If public health orders are in place until mid-September, Edmonton states they will have lost \$37.6 million in revenue from not collecting user fees from recreation facilities. The labour impacts to Alberta as a whole saw employment decrease 380,800 between April 2019 and April 2020. However, the only Alberta industry with employment increases from March 2020 to April 2020 was information, culture and recreation with an increase of 2000 positions. However, those gains were quickly lost the following month. Nationally the information, culture and recreation sector lost positions, which Table 2.1 summarizes.

Table 2.1

**MONTH/YEAR INDUSTRY EMPLOYMENT
(SEASONALLY ADJUSTED)**

- February 2020 778,700
- March 2020 675,000
- April 2020 593,000

COSTS OF DELIVERING RECREATION – COVID-19

Upon the onset of the COVID-19 pandemic in Canada, municipalities went under lock down to abide by provincial and federal public health guidelines. That initial lock down and subsequent limited re-opening had significant financial implications for municipal recreation costs. A report developed for the CPRA laid out the key financial implications on the national recreation sector for municipalities.

- The national financial impact of COVID-19 on the recreation sector is \$2.7B annually or \$221M monthly, because of the incurred fixed cost nature of operating community recreation facilities against zero financial recovery and social benefit
- Fixed costs (utilities, security mandatory staff) to operate Canadian recreation facilities are incurred by municipal operators even as the facilities sit idle due to COVID-19
 - Alberta \$257.4 M over 12 months.
- When facilities and programs resume operations, new public health requirements (hygiene, cleaning, social distancing, etc.) could raise Canadian facility operating costs by as much as \$226M annually
- At the best of times, Canada-wide recreation facilities require municipal subsidies because the \$1.7B produced in programming revenues is insufficient to pay for the cost to operate and program these facilities

The cost of delivering recreation in a COVID-19 world will have a substantial financial burden when combined with labour, lost revenue and public health requirements. That financial burden is in reference to operating costs and does not touch upon capital expenditures. Like in other aspects of our world, recreation and parks will need to adapt to this new reality and the costs of delivering recreation and park services and programs are no different.

It warrants further research and studies to truly measure and analyze the specific labour market impacts that the COVID-19 pandemic will have on our industry in the medium and long term.

KEY HIGHLIGHTS & RECOMMENDATIONS

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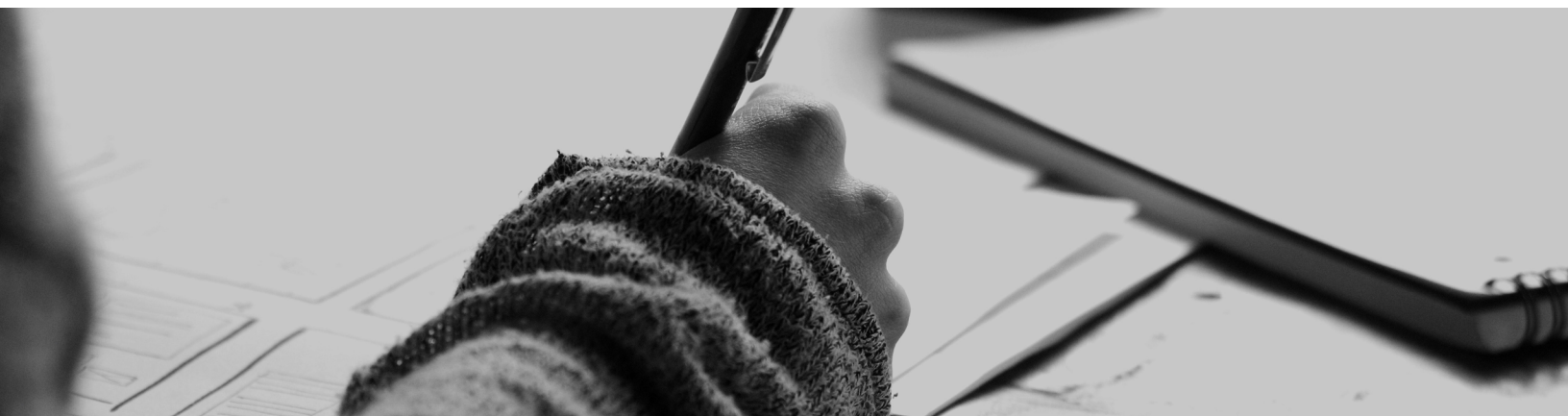


Key Highlights

The Alberta Recreation and Parks Industry Labour Market Project was conducted over a 22 month period and developed over a series of smaller studies culminating in the final product. These studies were conducted by multiple partners all contributing a crucial segment of the overall project. The following are key highlights taken from this report among all the studies and sections.

- The most noted recruitment and retention indicator is compensation. A second key indicator is an employee's match with an organization's culture, mission and climate.
- Staff retention can also be positively affected by focusing on areas such as professional development, job satisfaction, career planning and career progression.
- Soft skills are a key component of hiring in the industry including recruiting for specialized/niche positions.
- Supervisors across industry sub-sectors noted a trend towards positions needing to do more with less and requiring a generalized set of skills.
- Recreation and parks as a profession can contribute to the solution of increasing health concerns among Albertans.
- It remains important to communicate the philosophical value of recreation to those employed in the industry.
- Facility deterioration continues to be a concern and has the potential to impact the size and safety of the industry's workforce.
- There is an increased constriction on operating and capital budgets among all sub-sectors and types of organizations (non-profit, government, and for-profit). The implications of this place greater demands and pressure on staff due to higher public expectations with shrinking resources.
- Budget pressures are contributing to decreased investment in professional development for staff.
- Younger individuals, under 30, are 22% more likely to be unsure about pursuing a career in the industry, which is combined with the fact that this age group is also less likely to be very satisfied in their work. The longevity of qualified and dedicated professionals is jeopardized.
- There is a nominal increase in staff turnover in leadership and supervisory roles in the industry, especially within smaller organizations.
- There is a trend to more hourly wage earners to salary earners in the sector. Salary wages are increasing faster than those paid by the hour.
- Before the onset of COVID-19, the industry was growing in number of positions.
- The use of recreation and parks in indigenous communities as part of physical and mental health and wellbeing.

The key highlights are not an exhaustive list but provide an overview of the report and its conclusions among the different studies and sections. To learn more about a key highlight, refer to its corresponding section within the report.



Recommendations

The Alberta Recreation and Parks Industry Labour Market Project was conducted over a 22 month period and developed over a series of smaller studies culminating in the final product. Furthermore, those studies were conducted by multiple partners all contributing a crucial segment of the overall project. The recommendations are based on the data presented in this report and direction from the Steering Committee.

- 1** Continue to include the value of recreation and parks within professional development within the industry's labour market including the positive role it plays in the quality of life, physical and mental wellbeing for all.
- 2** Invest in and improve the career awareness marketing for the sector to young Albertans and those that may be looking to change careers.
- 3** Organizations in the industry need to do a better job on succession planning within their organizations and creating career pathways and opportunities that staff can progress through.
- 4** As full-time salary positions grow at a slower rate than all other types, the retention and recruitment of qualified staff can be compromised. Organizations will need to search out creative ways to attract and retain staff including things like job sharing.
- 5** Alberta has growing indigenous and immigrant populations and should look at how to build culture competency through staff training.
- 6** Organizations need to have a focus on defining, improving, and actively implementing their organizational culture, mission, and vision to help with staff retention.
- 7** Recruitment techniques among community types (urban, rural, remote, and indigenous) varies greatly. As a best practice, hiring managers should adapt their techniques to their specific community setting.
- 8** The industry would benefit from standardized position titles and profiles to better define career opportunities and to improve comparisons within the market.
- 9** Even though Alberta has a relatively young population in comparison to other provinces, it is still a quickly aging population. With the shift to more hourly, part-time and seasonal positions, it is recommended that organizations look to older Albertans to fill these positions where appropriate.

The recommendations listed here contribute to fulfilling Goal 5 of the Framework for Recreation which is Recreation Capacity. Ensuring continued growth and sustainability is the intent of the recommendations to contribute to Alberta's connected, vibrant and comprehensive delivery system of recreation and parks.

SUMMARY REPORT

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Acknowledgements

This Report outlines the findings of the 2019/2020 Recreation and Parks Labour Market Research Project, carried out by the Alberta Recreation and Parks Association. This summary report was prepared by the Centre for Active Living.

The project was made possible by the financial support of the Government of Alberta.



We would like to take this opportunity to thank our sector partners who contributed both financially and in-kind through their time.

Alberta Association of Recreation Facility Personnel (AARFP)

Alberta Fitness Leadership Certification Association (AFLCA)

Alberta Therapeutic Recreation Association (ATRA)

Indigenous Sport Council of Alberta

Ministry of Labour & Immigration

The ARPA would like to thank the sponsoring departments and the members of the Steering Committee (see Appendix 1 of the summary report) for their outstanding commitment and dedication to the successful conclusion of this project. The Association believes that the results presented here provide an excellent foundation for the Recreation & Parks Industry moving forward.

The report content was developed in partnership with a number of individuals and organizations. We would like to thank Dr. Brian Soebbing from the University of Alberta and PhD candidate Nanxi Yan. The work conducted by Dr. Soebbing and Nanxi would not be possible without the funding support from Mitacs. The Employee survey and interviews were conducted and analyzed by RC Strategies + PERC. Writing work was done, in part, by Stacey Carefoot of Top Shelf Research & Consulting. Human resource insight and reviews were conducted by Alison Stutz. The development and articulation of data from the employer section of the report was conducted by Judy Ko of ARPA. In addition, the summary report was put together by the Centre for Active Living at the University of Alberta. Thank you all who contributed to the development of this report!

Steve Allan, Executive Director, ARPA

Key Highlights

The Alberta Recreation and Parks Industry Labour Market Project was conducted over a 22 month period and developed over a series of smaller studies culminating in the final product. These studies were conducted by multiple partners all contributing a crucial segment of the overall project. The following are key highlights taken from this report among all the studies and sections.

- The most noted recruitment and retention indicator is compensation. A second key indicator is an employee's match with an organization's culture, mission and climate.
- Staff retention can also be positively affected by focusing on areas such as professional development, job satisfaction, career planning and career progression.
- Soft skills are a key component of hiring in the industry included recruiting for specialized/niche positions.
- Supervisors across the industry sub-sectors noted a trend towards positions needing to do more with less and requiring a generalized set of skills for staff.
- Recreation and parks as a profession can contribute to the solution of increasing health concerns among Albertans.
- It remains important to communicate the philosophical value of recreation to those employed in the industry.
- Facility deterioration continues to be a concern and has the potential to impact the size and safety of the industry's workforce.
- There is an increased constriction on operating and capital budgets among all sub-sectors and types of organizations (non-profit, government, and for-profit). The implications of this place greater demands and pressure on staff due to higher public expectations with shrinking resources.
- Budget pressures are contributing to decreased investment in professional development for staff.
- Younger individuals, under 30, are 22% more likely to be unsure about pursuing a career in the industry, which is combined with the fact that this age group is also less likely to be very satisfied in their work. The longevity of qualified and dedicated professionals is jeopardized.
- There is a nominal increase in staff turnover in leadership and supervisory roles in the industry, especially within smaller organizations.
- There is a trend to more hourly wage earners to salary earners in the sector. Salary wages are increasing faster than those paid by the hour.
- Before the onset of COVID-19, the industry was growing in number of positions.
- The use of recreation and parks in indigenous communities as part of physical and mental health and wellbeing.

The key highlights are not an exhaustive list but provide an overview of the report and its conclusions among the different studies and sections. The project will be most effective for the utilization of key highlights that correspond to local circumstances and more detail of those key highlights can be found in the sections of this report.

Recommendations

The following are a list of recommendations for stakeholders in the Alberta recreation and parks industry. The recommendations are based on the data presented in this report and direction from the Steering Committee.

- 1** Continue to include the value of recreation and parks within professional development within the industry's labour market including the positive role it plays in the quality of life, physical and mental wellbeing for all.
- 2** Invest in and improve the career awareness marketing for the sector to young Albertans and those that may be looking to change careers.
- 3** Organizations in the industry need to do a better job on succession planning within their organizations and creating career pathways and opportunities that staff can progress through.
- 4** As full-time salary positions grow at a slower rate than all other types, the retention and recruitment of qualified staff can be compromised. Organizations will need to search out creative ways to attract and retain staff including things like job sharing.
- 5** Alberta has growing Indigenous and immigrant populations and should look at how to build culture competency through staff training.
- 6** Organizations need to have a focus on defining, improving, and actively implementing their organizational culture, mission, and vision to help with staff retention.
- 7** Recruitment techniques among community types (urban, rural, remote, and Indigenous) varies greatly. As a best practice, hiring managers should adapt their techniques to their specific community setting.
- 8** The industry would benefit from standardized position titles and profiles to better define career opportunities and to improve comparisons within the market.
- 9** Even though Alberta has a relatively young population in comparison to other provinces, it is still a quickly aging population. With the shift to more hourly, part-time and seasonal positions, it is recommended that organizations look to older Albertans to fill these positions where appropriate.

The recommendations listed here contribute to fulfilling Goal 5 of the Framework for Recreation which is Recreation Capacity. Ensuring continued growth and sustainability is the intent of the recommendations to contribute to Alberta's connected, vibrant and comprehensive delivery system of recreation and parks.

Background & Scope of the Project

Origins of the Project

The Alberta Recreation and Parks Labour Market Project, led in partnership by Alberta Recreation and Parks Association (ARPA), originated through a previous project published in 2005. However, now at nearly 15 years old, the Alberta Recreation Industry Market Analysis is no longer current, and does not adequately reflect the Alberta recreation and parks industry of today. Much has changed in the recreation and parks industry in the time since industry stakeholders last undertook a review of our labour market. Changes to the recreation sector, through trends in our society, play a large role in determining the labour market needs. Those trends include changes to our Canadian demographics of aging populations, increased diversity, urbanization, and rural issues. For instance, Alberta alone has seen a growth of immigrants from 437,150 in 2001 to 845,220 in the 2016 census. Between aging recreation facilities, recreation trends, and societal trends, the recreation and parks industry of Alberta will need to adjust. To that end, the 2020 Alberta Recreation and Parks Labour Market Project was undertaken to update and provide an overview of the current recreation and parks industry of Alberta.

Objectives and Scope

The following are the project's objectives:

- To position the recreation and parks industry to assist stakeholders to develop an industry based human resource plan to ensure employee skills are being met and maintained.
- To raise awareness with municipal officials and senior administrators within core and emerging employer groups (e.g. municipal recreation non-profit) of the importance of hiring and developing skilled recreation and parks professionals.
- To provide specific focus on labour trends and labour profiles related to employment (facilities, operations, programs, services, administration) in urban, Indigenous, rural and remote communities.
- To shape future professional development and training opportunities.
- To identify competencies ideal for entering the recreation sector and advancing one's career.

Incorporating the objectives and outcomes, the project will be developed in three segments. Those segments being:

1. **A labour market environmental scan of Alberta's recreation and parks industry.**
 - A review and update of the labour market section of the 2005 report for both employers and employees. (including online surveys and interviews).
 - A review of current labour market trends.
 - A review of literature of the labour market of Canada and Alberta.
2. **Labour market profiles creation specific to the recreation and parks industry of Alberta.**
3. **A communications plan and resource targeting post-secondary, sector employers, potential and current sector employees, and municipal staff and officials.**

The scope of this project includes a focus on different communities as they have been identified by Statistics Canada (urban [large, medium, and small], indigenous, rural and remote [remote index]). Recreation in a rural or remote setting and the labour implications are different in comparison to an urban setting. This project aimed to account for these differences, thus, this project will incorporate all communities and individuals from the identified communities in the research, presentation and dissemination of results, strategies and plans. The working definitions of the communities that were utilized for this project can be found in the main report.

Overview

The methods utilized for the overall project varied depending on the segment and/or phase. The project is incorporated by four segments and phases. The first being an employer survey completed by the Alberta Recreation and Parks Association. The second being the employee survey and interviews completed by consultants (RC Strategies + PERC). The third being the Mitacs Grant portion which incorporated the literature review, trends analysis and updating the position profiles. The fourth being the creation of position profiles. Full details on the methods used in each segment or phase can be found in the main report.

A Working Definition of the Recreation Industry

The industry consists of four major components, or sectors: fitness and active living; amateur sport; outdoor recreation and parks; and community recreation. The definition can be found on the following page.

A Working Definition of the Recreation Industry

The recreation industry of Canada has been defined to varying degrees over the years by literature, statistical databases, and government institutions. At times the recreation industry has included, as much as, “tourism and hospitality activities, entertainment producers and entertainers, leisure-oriented manufacturing, television and radio, home electronics, publishing, the production and sale of alcoholic beverages, gambling...as well as local community recreation services, fitness and amateur sports, parks, outdoor urban and non-urban recreation activities and facilities, and community arts and culture” (ARPA, 2005, p.2). Alternatively, the recreation industry has included as little as, “public recreation and park services” (ARPA, 2005, p.2). Following that of ARPA’s 2002-2005 Recreation Labour Market Study, the goal is not to adopt just one end of the spectrum in the pursuit of defining the recreation industry but to develop a working definition that can reflect and adapt to multiple conditions of the recreation and parks industry.

The recreation and parks industry is complex and its labour is split within multiple classification areas of both NAICS, NOC and Alberta labour codes. Recreation includes stakeholders from a variety of industries as outlined in the Framework for Recreation,

These include stakeholders [or actors] in sport, physical activity, health, urban planning, Aboriginal affairs, infrastructure development, rural development, natural resources and conservation, arts and culture, social development, tourism, justice, heritage, child development, and active aging.

(CPRA & ISRC, 2015, p.5)

With recreation being integrated into multiple classifications in industry and labour reporting, this report will take those components and begin a process of categorizing the Alberta recreation and parks industry and its labour market.

A Renewed Definition of Recreation

Recreation outside the context of industry and labour market terms is defined as,

“... the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing”

– The Framework for Recreation in Canada 2015, Pathways to Wellbeing.

This definition of recreation comes from the Framework for Recreation in Canada 2015, Pathways to Wellbeing. The definition of recreation will frame the working definition of the recreation industry for this project.

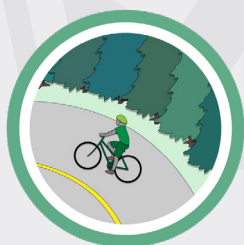
In defining the recreation industry, multiple components need to be accounted for. The working definition of the recreation industry will not incorporate professional athletes. As stated in the Framework for Recreation’s definition of recreation, recreation is the freely chosen participation, which can arguably exclude professionals in such areas as sports, arts, and culture. This is not to underestimate the contribution professionals have for the recreation industry as those who freely chose to watch sporting events or take in art and culture events are considered to be partaking in a recreation activity. In 2005, the ARPA Labour Market Study did not include professionals but also excluded arts and culture activities as it was too difficult to separate for the economic and educational component of the study. As this project is a purely labour market focus, it will include arts and culture positions when possible (e.g. museum curators, librarians).

As specified in 2005, this project will follow the notion that the working definition needs to be practical. The working definition will need to distinguish itself among other industries that incorporate components of recreation, such as the tourism industry, entertainment industry, and the hospitality industry. Thus, the recreation industry working definition will follow that of the Labour Market Study conducted in 2005. Furthermore, the incorporation of the working definition from 2005 will allow for data to be compared to and provide a raw form of longitudinal data progression for the Alberta recreation industry since 2005.

The working definition of the recreation industry will remain in the components as identified in 2005 Labour Market Study. The 2005 Alberta Labour Market Study identified four sub-sectors: fitness and active living, amateur sport, outdoor recreation and parks, and community recreation. This project recognizes that the definition of the recreation industry, as outlined, will not encompass everything that may be deemed as part of the industry. With the current state of the recreation industry being entangled in a variety of industries (e.g. tourism, entertainment, hospitality) this project will work to further the parameters of the recreation industry, but may not capture the entirety of the recreation sector.

What this definition offers, then, is a minimum statement of what makes up the recreation industry.

The Framework for Recreation in Canada: Pathways to Wellbeing presents five goal areas that corresponds to the working definition of this project: **Goal 1 is Active Living**, **Goal 2 is Inclusion and Access**, **Goal 3 is Connecting People & Nature**, **Goal 4 is Supportive Environments**, and **Goal 5 is Recreation Capacity**. The Labour Market Project overall corresponds to Goal 5 Recreation Capacity as it contributes to knowledge development of the recreation sector. Goal 1 and 2 of the Framework for recreation corresponds to fitness and active living and amateur sport areas of the working definition. Goal 3, Connecting People and Nature, corresponds to outdoor recreation and parks of the working definition. Finally, Goal 4, Supportive Environments, corresponds to community recreation.



Goal 1:
ACTIVE LIVING



Goal 2:
INCLUSION AND ACCESS



Goal 3:
**CONNECTING PEOPLE
& NATURE**



Goal 4:
**SUPPORTIVE
ENVIRONMENTS**



Goal 5:
**RECREATION
CAPACITY**

The organization and structure of the working definition as presented in 2005 will be re-organized to follow that of the Goals of the Framework for Recreation in Canada 2015: Pathways to Wellbeing and the renewed definition.

A Working Definition of the Recreation Industry

Fitness/Health and Active Living

- Fitness centres.
- Sport and recreation centres.
- Fitness and health programs in educational and health institutions.
- Corporate fitness services, facilities, and programs.
- Fitness/Recreation- community service professions (e.g. camp counselors, play leaders, etc.).
- Fitness/Recreation - health related (recreation therapists, sports medicine practitioners, primary care networks, Alberta Health Services, assisted living, etc.).
- Manufacturing, retail, and wholesale trade related to fitness and active living (e.g. swimming pools, home-based exercise equipment, etc.).

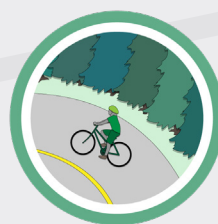
INCLUDES: Health programs include, recreation therapists, preventative care, prescription to get active, etc.

Amateur/Recreational Sport

- Provincial sport organizations.
- Non-profit and user-pay organizations offering access to sport and physical recreation to the public (e.g., YMCA).
- Sport programming in educational institutions (primary, secondary, tertiary).
- Manufacturing, retail, and wholesale trade related to amateur sport (e.g. equipment manufacture, sales, rentals, etc.).

EXCLUDES: Professional sport teams with a primary interest in entertainment (e.g., Edmonton Oilers, Calgary Flames), individual professional athletes, etc.

INCLUDES: Professionals acting as instructors, coaches, etc.; government support of amateur sport, and sport, arts, and culture spectating.



Outdoor Recreation and Parks

- Public, voluntary, and commercial parks, open spaces, and facilities for individual and group involvement in active and passive outdoor pursuits (e.g., picnics, hiking, camping, climbing, rafting, etc.).
- Guides and outfitters for parks use.
- Provincial Recreation Associations.
- Manufacturing, retail, and wholesale trade related to outdoor recreation and parks (e.g., camping equipment, recreational vehicle trade - snowmobiles, RVs, etc.).

INCLUDES: Tourism-related expenditures in outdoor recreation; government support of outdoor recreation and parks, etc.



Community Recreation

- Public and community-based organizations, spaces, and centres that offer active and passive recreation opportunities at local and provincial levels (e.g., playgrounds, community centres, pools, arenas, etc.).
- Manufacturing, retail, and wholesale trade related to community recreation (e.g., suppliers of playground equipment, etc.).

INCLUDES: All community recreation as stated above, which operate as municipal, NGO and indigenous organizations.



Position Profiles

Over 350 position profile descriptions were collected for the creation and updating of position profiles. Based on the information gathered, 36 position profiles were able to be updated or created. These profiles can be found in the main report.

2005 POSITION PROFILES	2020 POSITION PROFILES
<ul style="list-style-type: none"> • Aquatics Programmer • Aquatics Supervisor/Director/Manager • Arena Manager • Arts & Culture Development Officer • Athletic - Games Program Director • Camp Coordinator • Campus Recreation/Intramural Coordinator • College or University Professor/Instructor • Community Development Practitioner • Director fo Community Services • Fitness Instructor • Fitness/Wellness Program Coordinator • Golf Course Manager • Head Lifeguard • Heritage & Museum Coordinator • Heritage Programmer • Lifeguard • Marketing Coordinator • Park Planner • Parks Technician • Recreation Activity Leader • Recreation Director • Recreation Facility Manager • Recreation Programmer • Recreation Programmer - Aboriginal Participants • Recreation Programmer - Older Adults • Recreation Therapist • Special events Coordinator • Special Needs Program Coordinator • Theatre Manager • Volunteer Coordinator • Youth Camp Counselor • Youth Center Manager • Youth Program Coordinator 	<ul style="list-style-type: none"> • Aquatics Programmer/Coordinator • Aquatics Supervisor/Director/Manager • Arborist • Arena Manager • Arts & Culture Development Officer • Campus Recreation - Intramural, University Athletics Coordinator • Cemetery Manager • Community Development Practitioner • Director of Community Services • Environmental Assessment & Services • Fitness Coordinator/Leader • Fitness Director/Manager/Supervisor • Fitness Instructor • Front Line/Customer Service • Head Lifeguard • Horticulturist • Lifeguard • Parks & Recreation Manager/Director • Parks Operator • Parks Planner • Parks Superintendent/Director/Manager • Parks Technician • Personal Trainer • Recreation Activity Leader • Recreation Director/Superintendent/Manager • Recreation Facility Coordinator • Recreation Facility Manager • Recreation Facility Operations Supervisor • Recreation Facility Operator/Specialist/Labourer • Recreation Programmer • Recreation Therapist • Recreation Therapy Aide • Recreation Therapy Assistant • Recreation Therapy Manager/Coordinator • Special/Major Events Coordinator • Youth Program Coordinator

What we know about HR management in the recreation, leisure, sport & tourism industry

Introduction

Labour, or human resources, is one critical area in the recreation, leisure, sport, and tourism industry. Human resource management (HRM) is about the process of finding, developing, and keeping the qualified employees (Williams, Hall, & Champion, 2018). Important topics in HRM include recruiting, selecting, training, performance appraisal, compensation, and separation (Kim & Cuskelly, 2017).

Methods & Data Sources

The literature review was conducted following five essential steps to undertake a systematic review (Creswell, 2014; Jesson et al., 2011): (a) Develop review purpose or research questions; (b) Design search plan; (c) Conduct literature search; (d) Apply inclusion and exclusion criteria; (e) Synthesis.

The review purpose was to summarize current discussions regarding human resource topics in recreation. Particularly, the following HRM topics were reviewed: employee recruitment, employee performance, employee training, employee retention, and volunteer management.

In addition, the following section is also presented through a combination of internet research conducted by a consultant and information supplied by the Mitacs Literature Summary and the Employment History in Alberta for the Recreation Industry Report (Soebbing, Yan, 2020).

Full details on the methodology and data sources can be found in the main report.

Key Findings

Three areas were identified for future investigation based upon key takeaways that can benefit recreation. Specifically, the key takeaways include: (a) Recreation or leisure employees should possess the following essential job competencies: interpersonal skills, professional knowledge; (b) Recreation employees' job retention can be determined by the following factors: mission, training, engagement; and (c) Managers hope recreation major students can prepare themselves with problem-solving skills and communication skills before starting internships.

LABOUR MARKET IMPACT

- *Employees should possess the following essential job competencies, interpersonal skills, professional knowledge, critical skills and strong personal characteristics.*
- *Retention of employees can be determined by organization mission, training, and engagement.*
- *Students should develop problem solving and communication skills before beginning internships.*

Key Takeaways

Results suggest the following key takeaways that can benefit recreation and leisure organization practitioners when dealing with labour issues:

1. In the process of recruiting and selecting, using tests, such as personality tests (e.g., 16PF, Cattell & Mead, 2001) and work-style tests can be beneficial for recruiting suitable recreation or leisure staff. These tests can help organizations to recruit candidates that fit an organization's environment or culture. The data generated from tests help to assign tasks to people with relevant skills.
2. Recreation employers may want to pay attention to recruitment barriers. The population of Gen Z'ers (Jordan & Aycock, 2019) is smaller than previous generations which may make it difficult for camps to recruit staff. Camps or similar recreation facilities may need to develop specific strategies to deal with the issue.
3. The literature search and subsequent analysis indicates that for recreation, leisure, sport, and tourism employees, important job competencies associated with high job performance include interpersonal skills, communication skills, and professional knowledge.
4. Practitioners who worked for community, campus, and commercial recreation services perceived and recommended that students preparing for an internship should focus on both conceptual/problem solving skills and oral communication skills. (Grabel & Lee, 2005).
5. In the recreation industry, employees' retention level is shaped by: (a) organizational culture, mission, and climate; (b) delivering trainings that can address individual needs; (c) job satisfaction and employee engagement.
6. Some psychological characteristics of employees are important for performance, commitment, or retention. For example, employee's psychological capital (e.g., hope, optimism), emotional regulation, and personality.
7. Seasonal employees and volunteers are an important part of the recreation labour mix. Satisfaction with camaraderie, money, management attitude, and benefits were the best indicators of seasonal workers' return intention. Volunteers' retention was largely shaped by their own interests, or the offered professional or personal benefits.

Essential Job Competencies for Parks & Recreation Staff

Job competencies are a set of observed elements, consisting of individual knowledge, skills, abilities, and other characteristics that are associated with high performance. Recreation or leisure employees should possess the following essential job competencies:

INTERPERSONAL SKILLS

These are traits you rely on when you interact and communicate with others. They show the ability to work well with people.

Examples: Active listening; Teamwork; Responsibility; Dependability; Leadership; Motivation; Flexibility; Patience; and Empathy

PROFESSIONAL KNOWLEDGE

Each type of position will require unique professional knowledge related to the job responsibilities, roles and capabilities.

Thorough knowledge of the theory and philosophy of leisure/recreation, and awareness of current literature and trends applicable to the field are beneficial.

CRITICAL SKILLS

Recreation major students can prepare themselves with conceptual/problem-solving and communication skills (ability to clearly communicate).

CHARACTERISTICS

Sociable, outgoing, and possessing hope, optimism, and an open mind, strong emotional regulation, and an agreeable demeanor.

Keys to Employee Retention in Recreation

Labour, or human resources, is one critical area in the recreation, leisure, sport, and tourism industry. Human resource management (HRM) is about the process of finding, developing, and keeping qualified employees (Williams, Hall, & Champion, 2018).

Mission

Employees expressed positive attitudes toward the organizational mission and these positive attitudes can positively influence employee satisfaction and intention to remain with the organization.

Training

Delivering the right type of training is a priority. Organizations should provide training addressing individual needs (e.g., people management, finance) rather than early-career level generic skills. Providing training on an ongoing basis can encourage people to stay and develop a career in the tourism sector.

Engagement

Key strategies include (a) praise and provide recognition to employees as often as possible, (b) empower employees, (c) offer growing opportunities, (d) accountability.

Enhance staff engagement through social media and other Internet based platforms.

The following areas that need more attention from both scholars and practitioners include:

1. The literature review suggests that more human resource related investigations or research should be done to investigate issues faced by recreation or leisure organizations and their staff. As of the data collection dates (i.e., June 25th, September 10th, 2019), the majority of studies examining labour issues in the areas of recreation, leisure, or parks were published before 2015 (refer to the Appendix document- Literature Lists), though the fields of tourism and sport provide more recent studies.
2. More research should be conducted to understand different labour issues, including recruitment, selection, training, job performance, and retention, in the therapeutic recreation area. Our search identified limited amounts of articles discussing human resource management topics in therapeutic recreation or recreation therapy field. Most therapeutic recreation related research conducted looked to understand the outcome of a variety of therapies or participants' experiences.
3. To have a better understanding of human resource management process in the fields of recreation, leisure, sport, or tourism, the following topics are worth to be investigated in the future:
 - Although every organization can develop their own standards to measure job performances, a synthesize or review of key domains evaluating job performance of recreation, leisure, sport, and tourism jobs can be important, because these pieces of information can facilitate job training and job recruitment.
 - A review of recreation, leisure, sport, and tourism workers' job satisfaction can be conducted to know the sources or antecedents that can facilitate or hinder job satisfaction. Job satisfaction is of importance for predicting turnover and retention.
 - The interaction between expatriate-local employees can receive more scholarly attention, given it is not uncommon for recreation, leisure, or tourism organizations to recruit overseas employees. Knowing the depth, type, frequency, breath of their contact can increase management efficiency.

In short, this project systematically searched, reviewed, and summarized articles discussing human resource topics including recruitment, training, job performance appraisal, employee retention, and volunteer management in the recreation, leisure, sport, and tourism industry. The data and nature of our research hinders the abilities to answer empirical questions including: what are the critical human resource challenges faced by Alberta's recreation organizations and their employees? What are the key abilities, knowledge, and skills that should be possessed by employees working in Alberta's recreation organizations? However, this report builds a solid foundation to help develop plans and research to answer these questions and inspire future research and plans that can solve labour issues in and beyond Alberta.

Issues Affecting Alberta

The following will highlight the importance of the trends in defining the specific labour context of the Alberta recreation and parks industry. These issues include:

- Aging Population / Age Distribution
- Barriers to Recreation and Participation
- **Changing Behavioural Patterns / Trends in Leisure Preferences and Participation**
- **Changing Healthcare System**
- Contribution of the Not-For-Profit Sector
- **Contribution of the Private Sector**
- **Costs of Delivering Recreation – COVID-19**
- Cultural Origins and Immigrant Population
- Environmental Responsibility, Accountability and Stewardship
- Facility Deterioration
- Federal Government Contribution
- Gender Distribution and Employment Rates
- Human Geography
- Income Distribution
- **Indigenous Population Distribution**
- **Institutional Change: Devolution of Government Services**
- Level of Education
- Municipal Government Contribution
- Obesity
- **Provincial Government Contribution**
- Rural Regions Population and Migration
- Safety, Security, Liability and Risk Management
- Tourism
- Students
- Unemployment Rates
- Urban Growth
- User Fees
- **Volunteer Recruitment and Retention.**

Bold issues are highlighted below and full details on each issue can be found in the main report.

Changing Behavioral Patterns

The recreation industry is increasingly responding to the changing patterns in program demand as well as facility and outdoor space usage. While well-structured recreation opportunities remain necessary and important there is an increasing demand for spontaneous, unstructured pursuits. In addition to this demand, there is also a call for an increase in a more diverse cultural offering to meet the interests of our immigrant population. Recreation and parks professionals will have to look to the demographics of their community and adjust programming and spaces for the growth reflected in their community. They will also need to consider the creation of work environments for volunteers and employees that are cultural safe places.

The integration of technology into Albertan's leisure pursuits is increasing rapidly and guides employees in making informed and data driven decisions to best fit the use of those spaces and places. These includes:

- the use of personal fitness trackers to the addition of augmented reality and virtual reality into one's recreational pursuits
- online registration portals
- live webcams at parks and trail systems
- use of counters in parks and recreation facilities
- use of drones
- automated mowers and potentially snow removal

When looking at technology and potential job loss, out of the 700 jobs ranked, Recreation Therapists are the single least likely position to become computerized.

FOR FULL LIST:

oxfordmartin.ox.ac.uk/downloads/academic/The_Future_of_Employment.pdf

LABOUR MARKET IMPACT

It can be difficult to predict impact of technology on the labour market, however, while some positions may be lost new positions will be created.

Employers look to repurpose/shift staff whose position may be impacted by technology.

Changing Healthcare System

The role of parks and recreation in Alberta's health care paradigm has increased due to initiatives such as the Blue Zones Project (BZP) and the Prescription to Get Active (RxTGA) and other groups that focus on the connection between rising healthcare costs and an increasingly sedentary lifestyle.

LABOUR MARKET IMPACT

- *Recreation and park industry professionals increase the partnership and collaboration with AHS in the role the industry can play in the physical and mental wellbeing of all.*
- *Increase awareness of the positive health implications of recreation and parks to communities.*
- *Employers have a role/responsibility to support and encourage employees' physical and mental health through programs, flexible work arrangements, walking meetings, etc.*

Contribution of the Private Sector

As identified in the 2005 study, the private sector is playing an expanding role in the provision of recreation services in Alberta. Private companies are engaged in wellbeing and health and fitness services where user fees can generate a profitable return on investment (ex. Cross-fit). Private organizations and business are also involved in partnership agreements for the design, construction and operation of public recreation facilities. Cost-benefit analyses are being used to determine the most viable business model that can be developed to keep costs manageable while maintaining public access and user affordability.

Costs of Delivering Recreation - COVID19

Upon the onset of the COVID-19 pandemic in Canada, municipalities went under lock down to abide by provincial and federal public health guidelines. That initial lock down and subsequent limited re-opening had significant financial implications for municipal recreation costs. A report developed for the CPRA laid out the key financial implications on the national recreation sector for municipalities.

The cost of delivering recreation in a COVID-19 world will have a substantial financial burden when combined with labour, lost revenue, and public health requirements. That financial burden is in reference to operating costs and does not touch upon capital expenditures. Like other aspects of our world, recreation and parks will need to adapt to this new reality and costs of delivering recreation and park services and programs are no different.

Indigenous Population Distribution

Alberta is home to 48 First Nations Communities and eight Metis Settlements.

To date, 4.9% of Alberta's population is Indigenous people living off reserve, the fourth highest in the working age population across Canada (Open Alberta).

The Edmonton region had the highest percent of Indigenous people off reserve by economic region at 39.2% of the total population. The majority of Indigenous people off-reserve live in urban areas with 73.6% of the population. Only 26.4% of the Indigenous population off-reserve in Alberta live in rural areas. Almost half of Alberta's Indigenous population resides in communities found along the Edmonton-Calgary Corridors (Open Alberta).

LABOUR MARKET IMPACT

- *Alberta's Indigenous population is growing fast in urban settings. Employers acknowledging and adapting programs, services, and facilities to be a safe and welcoming place for participants and employees is essential.*

Institutional Change: Devolution of Government Services

The devolution of government is not a new trend in the recreation and parks industry as this trend has continued since 2005 both provincially and nationally. A recent example of the devolution of government services in Alberta includes the 2020 budget cuts of \$4 million over a three-year period from parks. As a result of these budget cuts Alberta is actively seeking partnerships with municipalities, Indigenous communities and not-for-profit groups to hand off the management of +/-164 provincially run parks. Government officials indicate a need to "modernize Alberta's parks systems," citing the continued subsidization of the financially struggling system year after year as a motivation to seek out operational partnerships. In response to COVID-19, the province has altered the devolution and closure of 17 parks this year to give Albertans more opportunities to camp and connect with nature over the summer.

In addition to the above, other devolution examples within the realm of Alberta parks and recreation includes the closures or partial closures of twenty Alberta parks and the discontinuation of government funded maintenance and grooming of cross country ski tracks in the Peter Lougheed and Kananaskis village areas. These services and others will perhaps be picked up by volunteer or not-for-profit groups as seen in other provinces and territories.

The Provincial Government Contribution

The Government of Alberta plays several indirect roles in the delivery of recreation services and programs in the province on an annual basis. Within the provincial government, The Ministry of Culture, Multiculturalism, and the Status of Women is responsible for recreation. The ministry supports the development and sustainability of Alberta's creative and cultural identities, artists and arts community, recreation and sport, and non-profit/voluntary sector.

Volunteer Management & Retention

The recruitment, selection and retention methods of volunteers in the parks and recreation fields varies on a case by case basis. In general, the engagement of volunteers opens groups and organizations to the community and permits people to become engaged. The management of these volunteers can be done through the human resources department if an organization is larger, through a full-time paid employee or consultant if the organization is mid-sized and smaller groups may have an unpaid but extremely dedicated volunteer manager.

The retention of an organization's volunteers is paramount to the success of their volunteer program and often to the success of the organization as a whole. The recruitment of highly skilled volunteers who have a vested interest in the success of an organization is the first step in ensuring the ability to achieve a high level of retention. Providing volunteers with the appropriate direction and tools required to fulfil their commitment is another essential component to retention, as is the ability to recognize volunteers and show appreciation towards their commitment and involvement.

LABOUR MARKET IMPACT

- *Volunteers are relied upon more and may be doing tasks that were once done by a paid staff position.*
- *Employee skill development to work with and manage volunteers.*
- *Recruitment skill for potential or new employees to be actively engaged as a volunteer.*
- *Volunteering seen as an asset for recruitment.*

Conclusion - Summary of Key Findings

Living in the new age of restrictions and realities presented by COVID-19, the need for recreation as a proven stress reliever has never been more apparent, yet perhaps the future of the industry (and many others) has never been more unpredictable. While the trends identified combine with an enormous number of unknowns- there is little doubt that continuing to remain abreast of the trends in the labour market will assist parks and recreation providers with planning for their future.

Those in the recreation industry will have to continue forging creative partnerships and seeking solutions to healthcare issues and curbing health care costs while increasing the credibility of the industry and raising awareness of the correlation between overall physical and mental health and recreation.

Perhaps with the government focus on COVID-19 relief efforts an increase in reliance on the volunteer sector will emerge thus making the volunteer recruitment, management and retention component even more important.

Key areas for future development include: (a) develop test banks (personality, cognition, skills) for recruiting qualified employees, and (b) conduct a systematic review of key domains evaluating job performance in the recreation industry to provide essential information for appraising, recruiting, and keeping employees.

References

- Creswell, 2014
 Jesson et al., 2011
 Kim & Cuskelly, 2017
 Soebbing & Yam, 2020
 Williams, Hall, & Champion, 2018

Employee Survey Findings

Introduction

This report presents the findings of an employee survey conducted online with personnel across the province. The survey gathered insight into positions, education, pay levels, career opportunities, and overall satisfaction with recreation as a career field. Details of the methods can be found in the main report.

Demographics

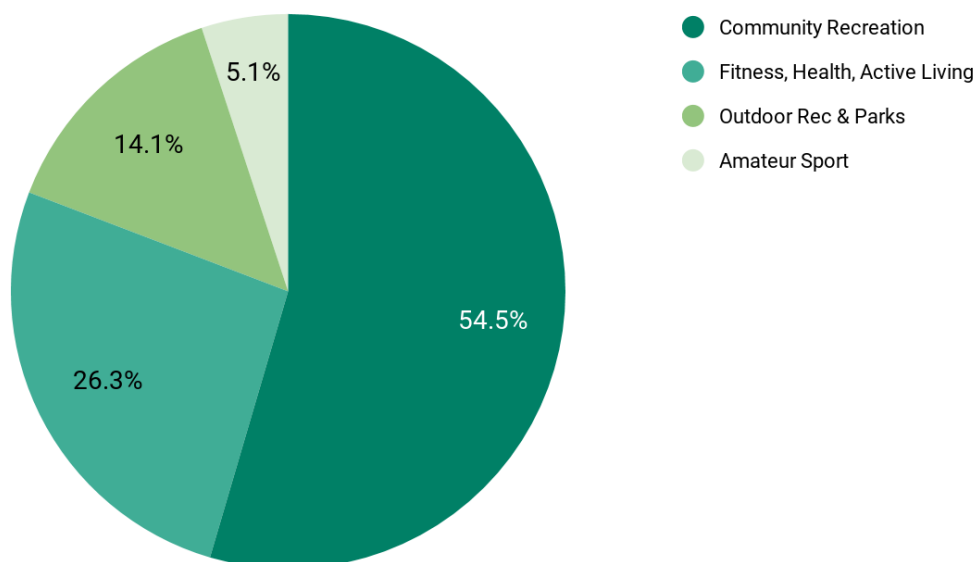
The data gathered through this survey provides excellent data about the labour market in the recreation industry in Alberta.

There were 531 responses, which enables conclusions to be drawn and insights to be gained (472 completed questionnaires and 59 partially completed ones). The sample is comprised of individuals representing different communities (e.g. large / small; rural / urban) as well as different sectors (e.g. municipal, NFP, private) and levels and tasks within organizations (e.g. programmers, managers, administration).

Industry & Sector

As outlined in the renewed definition of recreation, the four main areas are: Fitness, health, and active living; Amateur sport; Outdoor recreation and parks; and Community recreation. Respondents identified the following industries:

Recreation Industry



Section Observations

- The majority of respondents (approximately three-quarters) work in Municipal government and approximately half of them represent urban centres over 1,000 (excluding the province's large cities). A similar proportion came from Edmonton, Calgary, and Red Deer.
- The Not For Profit and Private Sector are primarily represented by Edmonton and Calgary.
- Approximately half of respondents (56%) have a job focus of community recreation; approximately one-quarter (26%) have fitness, health, and active living as their job focus.

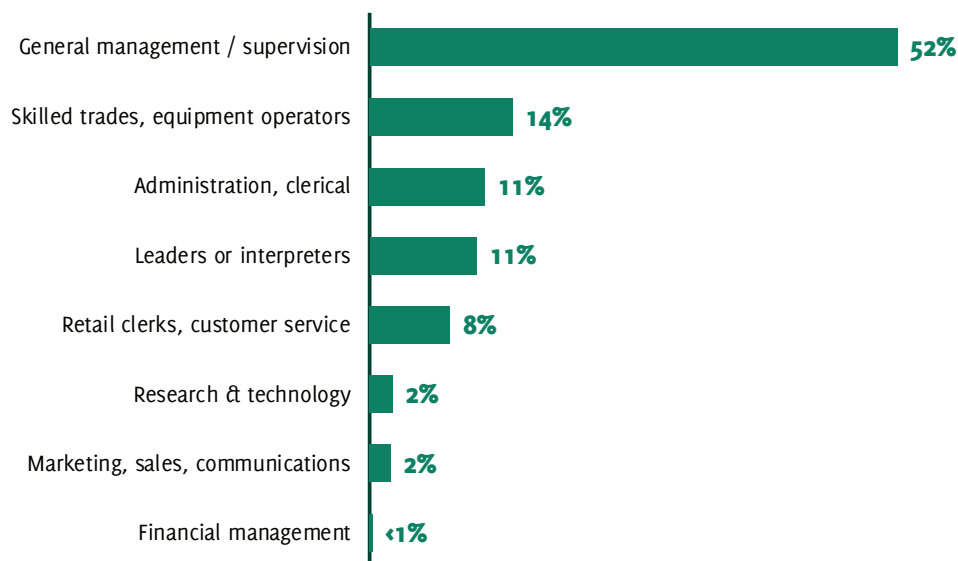
LABOUR MARKET IMPACT

- *There is an increasing trend of urbanism in Alberta which the urban recreation and parks industry will need to adapt for larger volume of participation while rural recreation and park industry professionals may need to adapt for decreasing volume of participation.*

The following pages highlight key findings in the areas of Job Focus, Remuneration, Qualifications, Tenure, and Assessment of Career Opportunities.

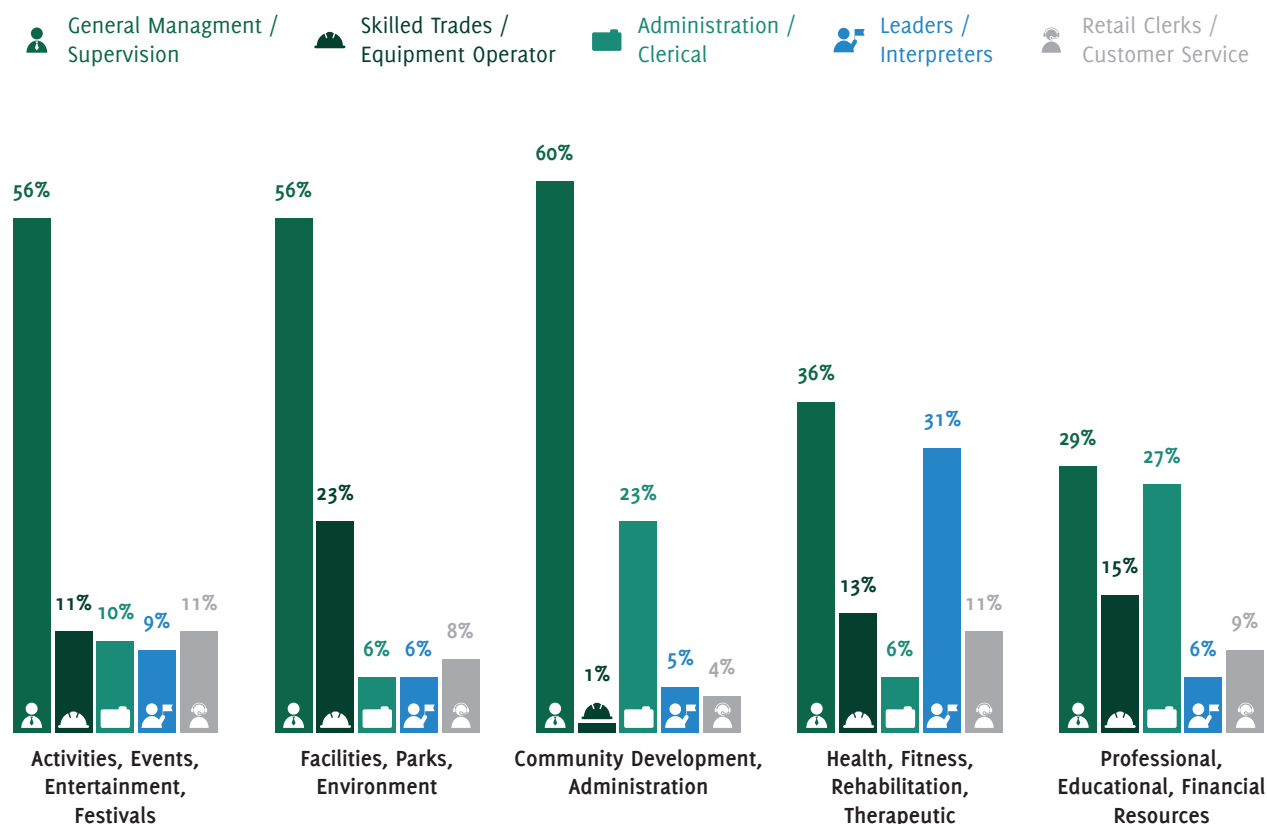


Job Focus




Private sector respondents were more likely to have a job focus that is health, fitness, rehabilitation or therapeutic

In the Activities, events, entertainment, or festival sector, individuals are generally younger. 36% are under the age of 29 years, and 57% are under the age of 39 years.




Job Focus

Municipal respondents were much more likely to have a job focus of facilities, parks or environment than the other employer sectors



Those in health, fitness, rehabilitation, and therapeutic are well represented (18% vs. 9% & 4% from other subsectors) as leaders



Interpreters and professional, education, and financial resources respondents are also well represented in administration and clerical tasks



The vast majority of respondents are full-time



Health, fitness, rehabilitation, therapeutic, leaders, interpreters, retail clerks, customer service respondents are more likely to be part time



General management, supervision, administration, and clerical are most likely to be full time positions



Respondents aged 20-29 years are less likely to be full time than all other respondents



LABOUR MARKET IMPACT

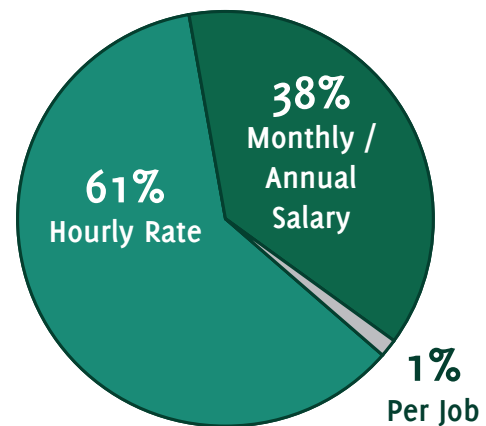
- *The majority of positions in all job focus areas are full-time positions which in combination with the overall growth trend of the industry in Alberta contribute to a strong labour market.*

Remuneration

Outdoor recreation and parks staff are more likely to be paid hourly, and are generally paid a higher hourly rate than fitness, health, active living, and community recreation respondents

Community development and administration staff are generally paid a higher hourly rate compared with activities, events, entertainment, festivals, health, fitness, rehabilitation, and therapeutic respondents

PAY STRUCTURE



Most job focus respondents are in general management or supervision



Those in health, fitness, rehabilitation, and therapeutic are well represented as leaders

Interpreters and professional, education, and financial resources respondents are also well represented in administration / clerical tasks

General management, supervisors, retail clerks, and customer service respondents are more likely to be on salary

Activities, events, entertainment, and festivals respondents generally receive a lower salary than other respondents

The longer in the industry, the more likely the salary level will be higher

Those with a high school education generally receive a lower salary

Qualifications

Over three-quarters of respondents have some post-secondary education.

Respondents whose job focus is community development, administration, professional, educational, and financial resources are more likely to have post-secondary education than other respondents.

Those whose current task is general management, supervision, administration, and clerical were more likely to have post-secondary education than others.

Approximately one-third of respondents have a professional accreditation other than recreation or fitness.

Respondents with a job focus of professional, educational, or financial resources were more likely to have a professional accreditation other than recreation or fitness.

Those with a focus on activities, events, entertainment, and festivals were the least likely to have recreation or fitness qualifications.

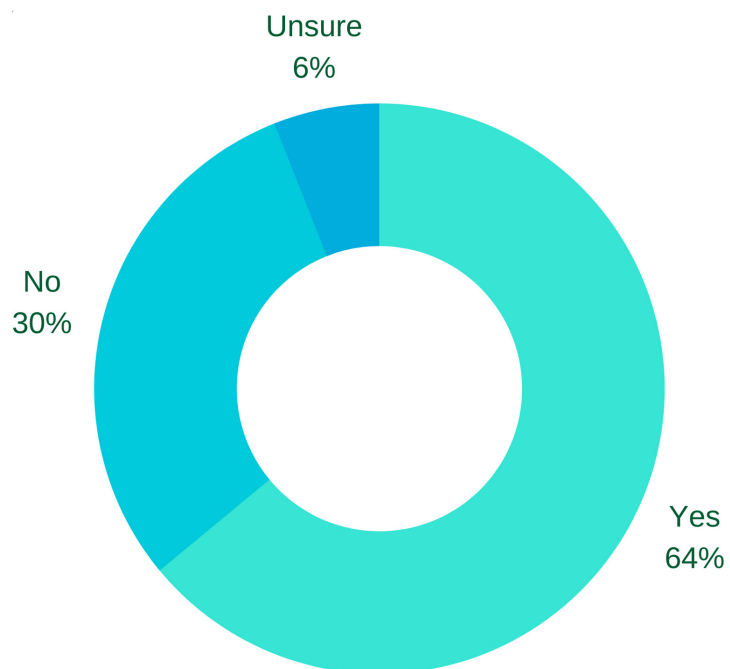
For those in the fitness, health, active living, and community recreation industries, approximately two-thirds have qualifications.

Only one-third of respondents in the outdoor recreation and parks industry have formal qualifications.

Those in health, fitness, rehabilitation, and therapeutic sectors are much more likely to have formal recreation or fitness qualifications.

Administration and clerical respondents are much less likely to have formal recreation or fitness qualifications than all others.

Do You Have Formal Fitness/Recreation Qualifications



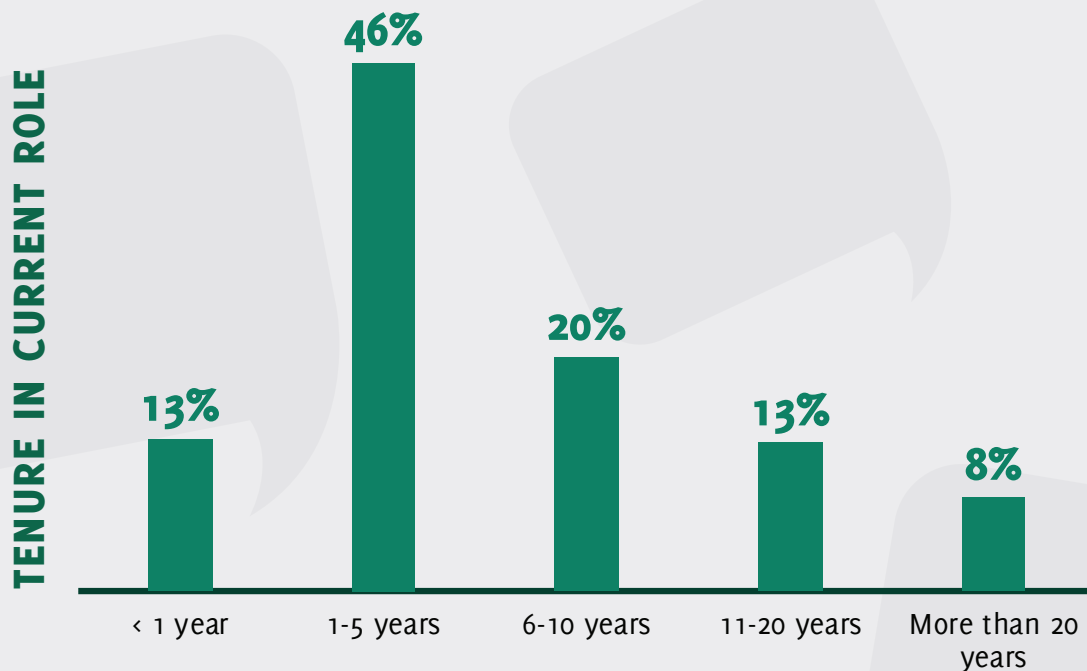
Tenure

Respondents with a job focus on facilities, parks, or environment were more likely to have been in their role for 11 or more years

Respondents with a job focus of activities, events, entertainment, festivals, health, fitness, rehabilitation, and therapeutic are more likely to have been in the industry five years or less

One-quarter of leaders or interpreters have been in their current role for under one year. This is almost double every other respondent

Respondents whose current task level is general management or supervision are more than twice as likely to have been in the industry more than 20 years



Almost half of retail clerks or customer service respondents have been in the industry five years or less

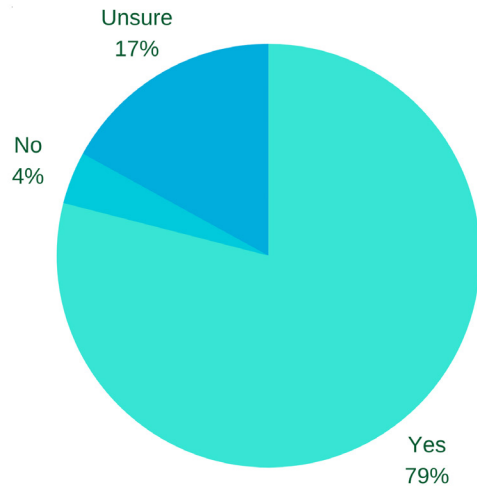
Retail clerks, customer service and administration, and clerical respondents are less likely to expect to stay in the industry

Over three-quarters of respondents expect to stay in the recreation industry

Respondents aged 20-29 were less certain about staying in the recreation industry – one-quarter were unsure

Assessment of Career Opportunities

Do You Expect to Stay in the Recreation Industry?



Over three-quarters (79%) of respondents expect to stay working in the recreation industry for the foreseeable future

Over 1/3 identified wages as the most valuable benefit for recruiting and retention. Approximately 1/4 said advancement potential

Respondents in the outdoor recreation or parks industry were less likely to identify wages as the most valuable benefit

Respondents with a job focus of community development were more likely to say career advancement potential is most valuable

Retail clerks and customer service were more likely to say wages is the most valuable benefit especially compared to administration, clerical, general management, and supervision task levels

The higher the level of education, the less likely respondents were to say wages is the most important benefit, and the more likely to identify career advancement potential as the most valuable benefit

Assessment of Career Opportunities

Approximately two-thirds of respondents are satisfied with the career opportunities in the recreation field

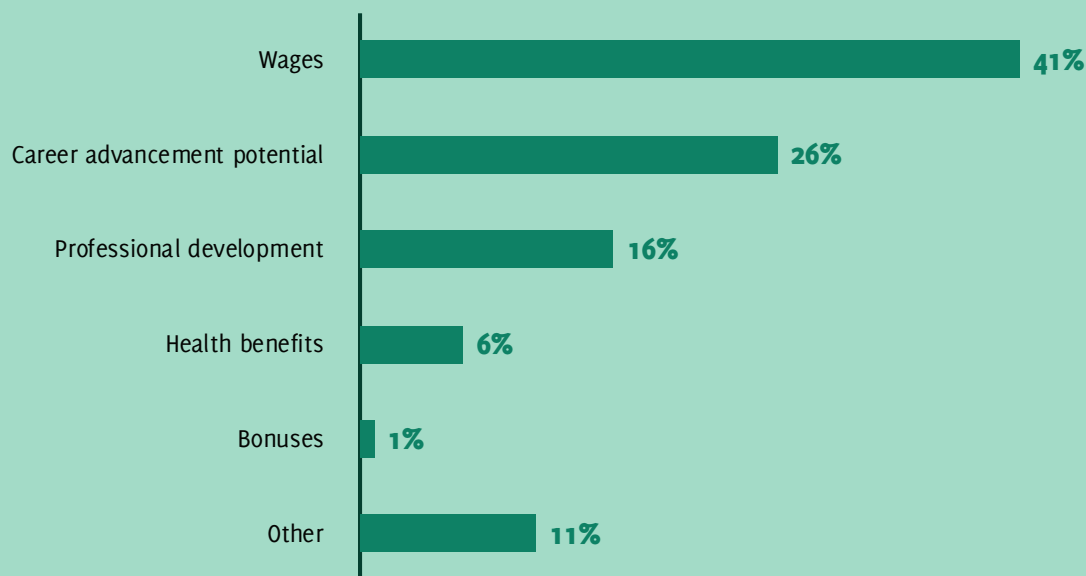
Over one-quarter of respondents with a job focus in health, fitness, rehabilitation, and therapeutic are dissatisfied with career opportunities

Activities, events, entertainment, festivals, facilities, parks, and environment are the most satisfied with career opportunities

Administration, clerical; leaders / interpreters; and retail clerks / customer service are the least satisfied with career opportunities compared with all others

The younger age groups are less likely to be very satisfied

Value Placed in Recruiting & Retaining Strategies



Respondents with a job focus of activities, events, entertainment, or festivals are generally younger

Conclusion

Conclusions are presented as profiles according to the different tasks / levels of respondents. For each of the different respondent tasks the findings are presented in order to describe the typical respondent. The detailed data is provided in the overall findings in the main report, these conclusions are meant to provide a general description of each.

General Management/Supervision

- Primarily work in municipal government (73%) with some working in not-for-profit (17%)
- Majority work in community recreation (55%), fitness, health, and active living (22%), or outdoor recreation and parks (18%)
- About half (53%) are paid monthly or annual salary while most of the others (45%) are paid hourly

Skills Trades/Equipment Operator

- Primarily work in municipal government (82%) with some working in the private sector (13%) or not-for-profit (6%)
- Works in all industries but mainly in community recreation (46%) and fitness, health, and active living (27%)
- About all (88%) are paid on an hourly basis

Administration/Clerical

- Primarily work in municipal government (79%) with some working in not-for-profit (18%)
- The majority work in community recreation (66%)
- Over half (55%) are paid hourly with the remaining (45%) being paid on a monthly or annual salary

Leaders/Interpreters

- Most work in municipal government (60%) with some working in not-for-profit organizations (17%) or provincial government (10%)
- Generally work in two industries: fitness, health, and active living (44%) or community recreation (44%)
- Vast majority (86%) are paid on an hourly basis

Retail Clerks/Customer Service

- Primarily work in municipal government (82%) with some working in the private sector (13%)
- Almost all work in community recreation (64%) and fitness, health, and active living (33%)
- Almost all (97%) are paid on an hourly basis, mainly at \$20-30\$/hour (61%)

Employer Findings

Introduction

A major goal of the project was to gather information related to employment in the recreation sector in Alberta. Research conducted included an employee survey, and employer interviews. This research gathered data on wages, employee experience and education, appeal and attractiveness of the industry, job satisfaction, career opportunities, and employer HR challenges. Highlights from the employer interview portion of the project are presented in this chapter.

Demographics

Excluding two interviews with Indigenous organizations (completed by ARPA staff), a total of 21 out of 53 participants contacted completed an interview (40% response rate). The number of interviews completed provides good information and insight into challenges and experiences of employers within the sector.

Full details of the interviews can be found in the main report. The following graphics outline highlights regarding recreation and park employment, and sub-sectors in different communities (Large Population Centres, Medium Population Centres, Small Population Centres, & Rural), as well as an Indigenous focus.

Large Population Centres

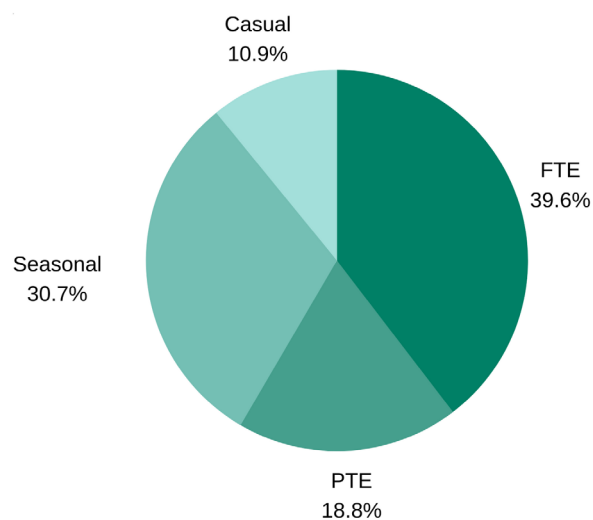
The full-time equivalent employees (FTE) are largest in a Large Population Centre (LPC) (n=205.6). The LPC saw the largest increase in FTE's from 2018 to 2019 by approximately 3 FTE's. Subsequently the highest percentage of FTE's was found to be in LPCs (48%).

Large communities utilize few recruitment strategies from the options provided.

The most utilized recruitment strategy for large communities was seeking internal candidates.

Respondents in larger organizations note that internal staff movement is often encouraged, with staff moving out of the recreation sub-sector in demand for having diverse skillsets.

Large Population Employment



Large population centres have the highest percentage of PD support among any community size and sub sector.

Large and small communities utilized conferences and seminar opportunities more than any other community size.

Utilized mentorship opportunities the most for the provision of PD among all community sizes in the amateur and recreational sport sub-sector.

Organizations in the outdoor recreation and parks sub sector in large communities were the only ones that indicated they provide bonuses as a retention strategy for employees among the positions submitted.



Hiring/recruiting challenges impacted by having to compete with private sub-sector facilities operating within the outdoor recreation and park sub-sector.

Recruitment pools are generally robust in large urban centres, with employers noting that the appeal of working for ‘the city’ and competitive wages/perks (e.g. staff development, pensions) assists in recruitment.

Adapting to shifting public demand for programs and facilities can be challenging, as it is a constant process to ensure staff are appropriately trained and/or certified.

Some candidates at the supervisory level can lack ‘soft’ skills and administrative experience needed to be successful in leadership roles in large municipalities.

The outdoor recreation sub-sector had no retention issues in large municipalities.

Large municipalities indicate that providing permanent, stable positions to staff is a major challenge for recruiting qualified staff. Budgets for hiring are declining given the broader economic downturn in the province.

Large sized community centres in the community recreation sub-sector had the most difficulty retaining and recruiting among any of the sub-sectors for that community size centre.

Respondents in larger organizations note that internal staff movement is often encouraged, with staff moving out of the recreation sub-sector in demand for having diverse skillsets.

Challenges requiring attention within the next 10-20 years

- Financial challenges in the short- and long-term, including managing staff wage increases, unionized workforces, and keeping operating costs down.
- Volunteerism is a major challenge, as hosting major events, community events, etc. requires a strong volunteer base for success. There is a sense that volunteering is becoming less common.
- Health, safety, risk management, liability and reporting requirements (e.g. incident reporting) are increasing costs and bureaucratic burden, limiting staff time for other tasks.
- Finding alternative revenue streams is a challenge, as there is a tenuous balance between user fees, grant funding, taxation, and corporate sponsorships.

Medium Population Centres

Medium population centres rely the most on casual positions (22%).

In the fitness, health, and active living sub-sector Medium population centres rely heavily on part-time positions (79%).

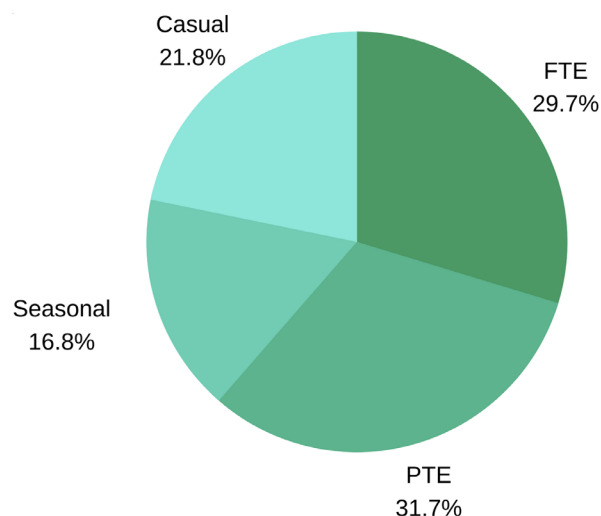
Medium population centres had the highest support for PD among all community sizes in the outdoor recreation and parks sub sector.

Medium communities indicate very few recruitment or retention issues.

The most utilized recruitment strategy for medium communities was seeking internal candidates.

The top recruitment methods was the maintenance of a job opportunities page on the organization's website closely followed by seeking internal candidates.

Medium Population Employment



Medium population centres relied the most upon part time positions than any other community size in the fitness, health, and active living sub sector.

In the outdoor recreation and parks sub-sector 100% had pension plans.



Medium sized communities in the outdoor recreation and parks sub-sector put more emphasis on paying higher than industry standard and provide additional benefits as well as promoting and providing quality of life benefits.

The most utilized recruitment strategy medium communities was seeking internal candidates.

Challenges requiring attention within the next 10-20 years

- Facility maintenance and increased operating costs were identified by respondents.
- Aging infrastructure is a significant concern within municipalities, with many respondents indicating they are struggling how to determine whether to reinvest in existing facilities, develop new facilities, or close facilities all together.

Medium communities indicating very few recruitment or retention issues.

30% in the recreation and parks sub sector had recruitment issues.

Job shadowing and workshops were utilized the most by medium sized communities.



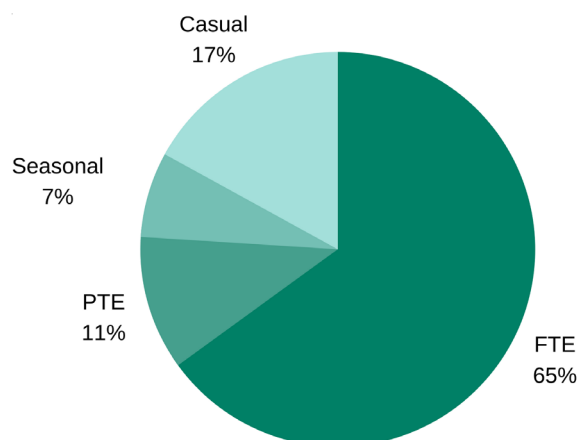
Small Population Centres

Small population centres provide training, education, and professional development opportunities the most among all community sizes in the outdoor recreation and parks sub sector.

Small/rural municipalities indicate that providing permanent, stable positions to staff is a major challenge for recruiting qualified staff.

Budgets for hiring are declining given the broader economic downturn in the province.

Small Population Employment



Small communities often struggle with having smaller talent pools to recruit.

The most utilized recruitment strategy for small communities was maintaining a job opportunities page and posting in newspapers.

Small communities tend to have to compete with other sub-sectors that can pay higher wages (e.g. resource sub-sector, primary industries).

Finding qualified staff within or willing to relocate to a small/rural community is the most commonly identified challenge.

Small communities in the industry are limited with only a number of senior level positions, which makes career advancements and succession difficult for qualified employees.

Broader trend of rural to urban migration is making it more difficult to attract former residents back to small/rural communities upon completion of post-secondary studies.

The notable distinction being the retention and recruitment for small communities having the largest retention and recruitment issues at 12% and 18% respectively.

Small population centres had the least terminations of any community size in the community recreation sub sector.

Small communities were least likely to support professional development among any community size in this sub sector.

Challenges requiring attention within the next 10-20 years

- Facility maintenance and increased operating costs were identified by respondents as a challenge.
- Aging infrastructure is a significant concern within municipalities, with many respondents indicating they are struggling how to determine whether to reinvest in existing facilities, develop new facilities, or close facilities all together.
- Attracting qualified staff to small/rural communities requires attention and a strategic approach.
- Many amenities in small/rural communities are nearing or have exceeded operational lifespans, creating situations in which some facilities may have to be revitalized at significant cost or shuttered.



Rural Population Centres

Attracting and retaining qualified staff is challenging in more rural or remote areas compared to larger urban centres.

Recruitment is more difficult for fitness, health, and active living positions. Furthermore, retention is most difficult in rural community settings.

The most utilized recruitment strategy for small and rural communities was maintaining a job opportunities page and posting in newspapers.

Rural communities were more likely to recognize additional training and certification with advancement on wage grids and promotion from within an organization than any other community.

Rural communities put nearly as much emphasis on online modules and training videos as on the job training and PD opportunities.

Rural communities often struggle with having smaller talent pools to recruit from compared to large centres.

Rural communities tend to have to compete with other sub-sectors that can pay higher wages (e.g. resource sub-sector, primary industries).

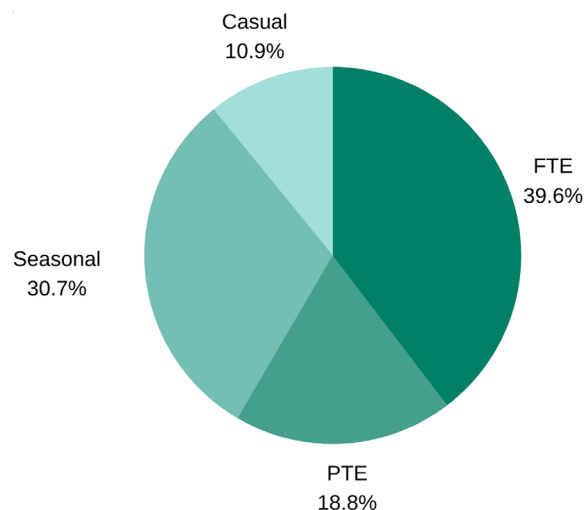
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Attracting qualified staff to small/rural communities requires attention and a strategic approach.

Broader trend of rural to urban migration is making it more difficult to attract former residents back to small/rural communities upon completion of post-secondary studies.

Rural Population Employment



Many amenities in small/rural communities are nearing or have exceeded operational lifespans, creating situations in which some facilities may have to be revitalized at significant cost or shuttered.

Providing permanent, stable positions to staff is a major challenge for recruiting qualified staff.

75% of Rural communities do not offer pension plans to employees.

Rural centres relied the most upon seasonal workers among all community sizes in the amateur and recreational sport sub sector.

Challenges requiring attention within the next 10-20 years

- Facility maintenance and increased operating costs were identified by respondents.
- Aging infrastructure is a significant concern within municipalities, with many respondents indicating they are struggling how to determine whether to reinvest in existing facilities, develop new facilities, or close facilities all together.

Indigenous Communities

Despite the smaller number of FTEs, the Indigenous community profile most closely resembles the Rural employee breakdown. The summary below provides the details of the employment situation.

Within the Indigenous space, culture shifts are required to embrace duality. Organizations have to adapt and change in response to community needs, with staff educated how to work with diverse communities.



Indigenous Community Highlight

Full Time Equivalent

4

2018 to 2019

Women

75%

Indigenous

50%

Full Time Equivalent

50%

Part Time Equivalent

10%

Seasonal

30%

Casual

20%

Focus on the Indigenous Context

Parks & Recreation for Indigenous Populations

Introduction

Alberta is home to 48 First Nations Communities and eight Metis Settlements.

To date, 4.9 % of Alberta's population is Indigenous people living off reserve.

Efforts are needed to ensure facilities and programs are safe and inclusive for Indigenous users, shifting towards greater cultural diversity within the sector more broadly.

The Situation

Recreation and parks in Indigenous communities are an important part of community development, physical and mental health and wellbeing. This view is slowly being re-established in the Indigenous context.

Sport and recreation have a critical role to play in supporting communities to heal from trauma. It is important to create positive, culturally inclusive spaces for Indigenous staff to flourish.

Indigenous employers note that holistic approaches to sport, fitness, health and recreation are emerging. Understanding broad factors affecting participation, including social determinants, is an important step to addressing systemic, historic challenges communities are facing.

There is strong competition for qualified Indigenous staff who are often 'poached' by organizations that can offer higher wages.

Suggested Solutions

- Increase focus on facility design and programming to create new opportunities for cross-training and hybrid-type positions, particularly within Indigenous communities.
- New skillsets (e.g. crisis prevention training) and blended services are needed (e.g. psychology services within rec/sports centres) to have a positive impact on Indigenous youth through recreation.
- We need to ensure the physical and cultural safety of Indigenous staff.
- Create work environments that are culturally safe for Indigenous employees.
- Provide Band Councils and community members with information on the importance of investing in recreation and sport.
- Find staff that are responsive to diverse Indigenous community needs.
- Be aware of how residential school survivors see recreation.
- Create programming that is inclusive for Indigenous participants.
- It is important to take a holistic view of health, recreation and wellness.
- We must create genuine spaces for Indigenous cultures to be celebrated and thrive within a recreation setting.

Earnings

The average salary range for earnings was \$70,211 to \$86,144. Furthermore, the average hourly range for earnings was \$27.27 to \$30.15. In comparison to average earnings in the province of Alberta for hourly employees is \$29.70.

Volunteer Boards

Volunteer Boards are used in the Alberta recreation and parks sector with little to no collation of data on the number of recreation and/or park boards existing. Based on 121 responses, 44 organizations use a volunteer board and 77 respondents do not. Out of the 44 organizations that do use a volunteer board, the average number of hours spent by volunteers is 12.3 hours/month.

Large population centres were less likely to utilize a volunteer board with only 17.7% of respondents in that community size indicating the use of a volunteer recreation and/or park board.

Collective Agreements

Of the 168 responding organizations/departments from the Alberta recreation and parks industry, an average of only 28% of employees are covered under a collective agreement. However, 21 participants had 100% of their employees covered under a collective agreement, which included participants from all community sizes with nearly half of them government organizations (municipal/provincial).

Human Resource Priorities

In comparison to other industries, the results by employers of the Alberta recreation and park industry show a strong and growing industry for employees. The growth continued during COVID with the Alberta Information, Culture and Recreation industry gaining 2000 jobs in April 2020 and went down in the months following. However, based upon the results in this survey, priorities for human resource staff should be on recruiting and retaining qualified staff. The recreation and park sector requires a vast amount of different certifications and education spread across a number of organizations and institutions. Human resource staff should be aware of the certifications and/or at least be aware of the organizations that provide these qualifications. The knowledge and relationship building with those organizations can lead to recruitment and retention of qualified staff.

LABOUR MARKET IMPACT

- *Staff retention can be positively affected by focusing on areas such as professional development, job satisfaction, career planning and career progression.*
- *Soft skills are a key component of hiring in the industry, including recruiting for specialized/niche positions.*
- *Recruit with universities to advocate for recreation and parks as a career path.*

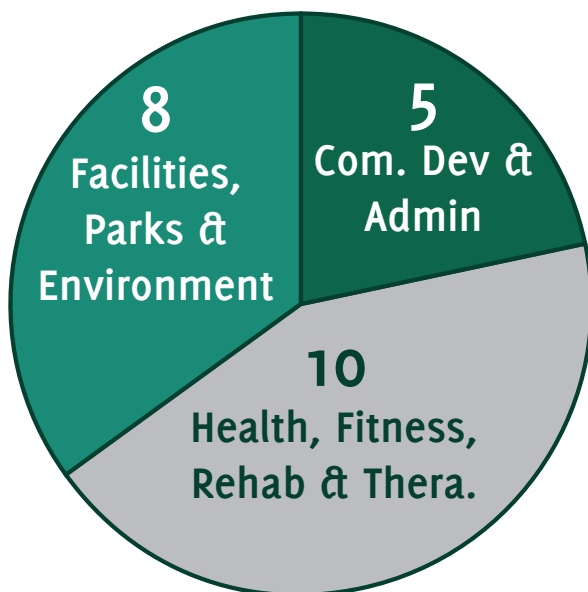
LABOUR MARKET IMPACT

- *The most noted recruitment/retention indicator are salaries and wages.*
- *Investigate the possible integration of a volunteer recreation and parks board to assist with trend identification, program development, facility development, and employee decisions.*
- *Before the onset of COVID-19, the Alberta industry was growing in number of positions.*

Employer Interview

23 employers within the recreation sector were interviewed to gather information on employee supervision, recruitment, staff training, and broader challenges such as succession planning, career development and other trends.

The following pages provide summaries of the key HR issues identified in the Facilities, Parks & Recreation, Community Development and Administration, and the Health, Fitness, Rehabilitation & Therapeutic Recreation areas.



Facilities, Parks, & Environment

34.8% of Respondents (n=8) indicated their sector as Facilities, Parks and Environment.

This sector is often associated with Alberta Association of Recreation Facility Personnel (AARFP).

2 respondents were in Large centres, 6 were in Small centres or Rural municipalities or counties.

Job Responsibilities

Broad job duties includes: supervision of staff, strategic planning, and recruiting for higher-level positions within organizations, and some indicate management of budgeting and financial management of operations.

Challenges in Hiring/Recruiting

Both large and small/rural municipalities indicate that providing **permanent, stable positions** to staff is a major challenge for recruiting qualified staff.

Budgets for hiring are declining given the broader economic downturn in the province.

Staff Education, Training, and Experience Level Trends

Respondents noted often having to hire staff with the right attitude, and work to **develop skill sets**, particularly in areas such as aquatics, arena operations, and so forth.

Challenges in Maintaining Appropriate Staff/Staff Levels

Respondents cited a **declining ability to provide permanent, full-time positions** to staff as the primary challenge impacting abilities to maintain appropriate staff/staffing levels .

Budget constraints were identified .

Seasonal **hiring** and frontline **turnover** are also identified as challenges.

Career Path Definition

Respondents indicate that career paths within the sector are not well-defined, but that efforts are being made to better map out how staff can develop within their organizations.

One challenge reported in municipalities of all sizes is that there is limited turnover at senior levels within recreation departments.

Challenges Requiring Attention within 10-20 Years

Facility maintenance and increased operating **costs** were identified by respondents.

Aging infrastructure is a significant concern within municipalities, with many respondents indicating they are struggling how to determine whether to reinvest in existing facilities, develop new facilities, or close facilities all together.

Ability to Manage Succession Planning

Respondents indicate that many senior staff are now nearing **retirement age** .

Many respondents identify the value in developing succession plans but acknowledge that it can be very **difficult to manage** these transitions.

Actions to Address Challenges in Hiring/Retaining Staff

Large Municipalities • Create more permanent positions • Get access to comparable salary data and scales within the sector to ensure staff are paid appropriately • Better educate youth on opportunities within the rewarding careers in the recreation sector • Provide leadership development and staff advancement opportunities .

Small/Rural Municipalities • Be more creative when it comes to things like benefits packages, foster a positive work environment, and offer flexible work hours/arrangements to overcome geographic challenges • Work together with other remote communities to collectively offer training opportunities, as training budgets are under stress and it is often costly for small/rural municipalities to send staff out of the community for training.

Community Development Administration

Job Responsibilities, Hiring & Supervising

Broad job duties includes: business planning, investment attraction and strategies, strategic planning, communications, leading community capacity building initiatives, Indigenous reconciliation and stakeholder engagement/relationships, overseeing program development, and supervision duties.

HR duties include: hiring responsibilities, staff/student instruction/training, creating job postings, attending interviews, and making final hiring decisions.

Challenges in Hiring/Recruiting

Finding staff with the right skillsets and aptitudes, and with both specialized and generalized knowledge.

Finding Indigenous professionals due to strong competition for qualified staff.

Managing budgetary constraints and the wage gap between non-profits and the public/private sector.

Challenges in Maintaining Appropriate Staff/Staff Levels

Staff with skillsets moving out of the recreation sector.

Respondents noted demoralizing work environment increases turnover.

Qualified Indigenous staff are often ‘poached’ by organizations that can offer higher wages, and creating work environments that are culturally safe for Indigenous employees, navigating variable Indigenous program funding, losing Indigenous staff that return to their home communities/reserves and higher rates of burnout amongst Indigenous staff are also challenges.

Career Path Definition

Respondents indicate that career paths within the sector are not well-defined, and a ‘bottleneck’ of supervisors limits staff advancement.

21.9% of Respondents (n=5) indicated their sector as Community Development and Administration.

This sector is of interest to Alberta Recreation and Parks Association (APRA).

Respondents include the provincial government, a college, a non-profit society, a large municipality, and the Boys and Girls Club of Calgary (Indigenous Initiatives) represented.

Challenges Requiring Attention within 10-20 Years

Growing need to 'do more with less', to manage evolving safety standards and mitigating risks, adaptat to evolving environmental challenges (i.e. climate change), develop of public-private partnerships to overcome funding challenges, monitor external trends that will affect the sector, including income inequality, artificial intelligence, and changing preferences as to how people chose to 'recreate'.

Canada's Indigenous population is the fastest growing demographic in the country – conscious efforts are needed to ensure facilities and programs are safe and inclusive for Indigenous users, shifting towards greater cultural diversity within the sector more broadly.

Ability to Manage Succession Planning

Succession planning is viewed as important to minimizing institutional knowledge loss, but budget and time constraints can challenge ability to effectively plan for staff turnover.

Some organizations (e.g. provincial government, municipalities) are electing not to fill vacant positions due to budget constraints.

Tendency for some staff to become key holders of institutional knowledge. Departure of these staff can be particularly challenging to succession planning.

Actions to Address Challenges in Hiring/Retaining Staff

- Need to focus on the philosophical values of the recreation sector to better align positions with staff values and fulfill staff beyond just wages .
- Invest efforts in finding the right 'fit' personality wise is an effective strategy for hiring/retaining staff, including communicating to staff clear development paths and focus on staff motivation.
- Integration of more experimental on the job learning opportunities.
- Within the Indigenous space, culture shifts are needed to embrace duality – must create genuine spaces for Indigenous cultures to be celebrated and thrive within a recreation setting, as well as ensuring the physical/cultural safety of Indigenous staff.

Health, Fitness, Rehabilitation & Therapeutic Recreation

Job Responsibilities, Hiring and Supervising

Wide range of job responsibilities including: leadership, program and service design, internal/external stakeholder engagement, overseeing training, hiring and recruiting.

Duties in program design/delivery include: supervision, and coaching.

Duties in health/rehab/therapeutic include: managing the complexities of working with other levels of government to secure funding (i.e. Alberta Health Services).

Challenges in Hiring/Recruiting

Difficult to hire staff in niche areas, including working with children, seniors, and those with disabilities .

Part-time staff turnover is a challenge.

Hiring external candidates can be more difficult in unionized organizations.

Indigenous respondents indicate it can be difficult to sell Band Councils and community members on the importance of investing in recreation and sport and to find staff that are responsive to diverse Indigenous community needs.

Staff Education, Training, & Experience Level Trends

Common backgrounds include kinesiology, physical education, recreation therapy, and/or diplomas in health, fitness and rehabilitation.

AHS now requires all applicants to have degrees, which will increase the overall level of education that applicants are presenting. However, some note they are getting better educated applicants and staff, but sometimes without significant work experience.

One respondent working within therapeutic recreation has noticed more and more applicants are trained in the discipline, rather than in other areas such as physical education.

Growing staff interest in pursuing additional certifications and education while on the job, in many areas, including emotional intelligence, dementia care, diversity/equity.

Increase in the number of educators applying to large municipalities particularly in areas where working with children is required.

Growing concern in the subsector, specifically Recreation Therapy, of organizations using an array of position titles to circumvent required industry certification.

43.5% of Respondents (n=10) indicated their sector as Health, Fitness, Rehabilitation & Therapeutic Recreation.

These employers are focused on delivering health, fitness, rehab and therapeutic programs and services in public, private and non-profit organizations, including universities, large municipalities, senior care facilities and Indigenous communities.

This segment is of interest to the Alberta Fitness Leadership Certification Association (AFLCA) and Alberta Therapeutic Recreation Association (ATRA), organizations focused on standards for training and certification of exercise professionals in Alberta and promoting the profession of therapeutic recreation in the province.

Challenges in Maintaining Appropriate Staff/Staff Levels

Budget constraints limit new positions, provision of staff training, and adaptation to trends.

Low turnover means few opportunities available for staff to move up within the subsector.

Attracting and retaining qualified staff is challenging in more rural or remote areas compared to larger urban centres.

High cost of living in some communities can force staff to exit the sector due to wages not covering living expenses.

Program enrolment dynamics can create pressure to hire or let staff go quite quickly. Hiring for summer camps and programs requires a rapid hiring of dozens or hundreds of staff.

Challenges Requiring Attention within 10-20 Years

Broader sense that health, rehab, and therapeutic subsectors are not valued appropriately, with funding levels reflecting this. Effort is needed to better communicate the value proposition.

Long-term funding stability is needed for organizations to adequately adapt to aging populations, support healthy aging, and meet new cultural preferences resulting from greater immigration – significant concerns.

Indigenous employers note that holistic approaches to sport, fitness, health and recreation are emerging.

Understanding broad factors affecting participation, including social determinants, is an important step to addressing systemic, historic challenges communities are facing.

Demand for and affordability of long-term care and affordable, accessible recreation opportunities.

Greater focus on facility design and programming to create new opportunities for cross-training and hybrid-type positions, particularly within Indigenous communities.

New skillsets (e.g. crisis prevention training) and blended services are needed (e.g. psychology services within rec/sports centres) to have a positive impact on Indigenous youth through recreation.

Career Path Definition

Varies by the subsector – some respondents indicate paths are very well defined, others not defined at all.

Many staff begin within recreation and eventually transfer to other departments to continue their professional development.

Seniority, unionized workforces and low staff turnover limit career path.

New opportunity areas (e.g. mental health, dementia care, LGBTQ+ and Indigenous inclusiveness, multicultural/multigenerational recreation) are creating new opportunities, but broad path definition will take time.

Ability to Manage Succession Planning

Many respondents noting that plans and strategies are in place.

Creating action plans and ‘how to’ documents to support staff covering off for sick days/vacation to using performance agreements to map out skillsets and gaps are strategies identified.

Lack of turnover in senior-level positions has created a strong pool of qualified staff internally, particularly within municipal settings.

Important to actively encourage younger people to enter the recreation sector now to limit institutional knowledge loss and provide adequate mentorship before senior staff retire.

Conclusion

The Alberta Recreation and Parks Industry Labour Market Report was an industry lead project and the first in 15 years. Over the course of those 15 years, aspects of the Alberta recreation and parks industry have changed while others haven't. In addition, COVID-19 occurred at the end of this report development and will have lasting implications on the trends and information presented.

The findings in this report represent a part of the Alberta Recreation and Parks Industry. Recreation, as defined by the sector in this report, is found within multiple industries as reported and categorized by both the provincial and federal government. Furthermore, the breakdown of urban, rural, remote, and indigenous communities gave a snapshot of the industry differences and similarities in those communities. Overall, the information presented was compiled from over 500 employees, 65 employers, 350 submitted positions, and 20 interviews conducted. While these participation numbers provided a lot of great information, caution should still be applied making generalizations or forming conclusions. The participation of employees, employers and the data they provided gave a snapshot of the overall industry and can begin to show a trend since 2005. It is the desire of the sector partners that this report will be built upon again. However, sooner than 15 years from now!

The conclusions found in this report can provide snapshots into the sector and allow human resource departments, employers, and employees to read and understand the pulse of the current Alberta recreation and parks industry.

Acknowledgements

This report was developed in collaboration with sector partners, consultants, and those who took the time to participate in surveys and interviews. The Alberta Recreation and Parks Industry Labour Market Project would not have been possible without the financial support of the Government of Alberta and the Ministry of Labour & Immigration. The Province of Alberta is working in partnership with the Government of Canada to provide employment support programs and services.

We would like to take this opportunity to thank our sector partners who contributed both financially and in-kind through their time.

Alberta Association of Recreation Facility Personnel (AARFP)

Alberta Fitness Leadership Certification Association (AFLCA)

Alberta Therapeutic Recreation Association (ATRA)

Indigenous Sport Council of Alberta

Ministry of Labour & Immigration

Those who participated on the Steering Committee, which directed and provided insight into the development of the report throughout the duration of the project.

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ORIGINS OF THE PROJECT



**The Province of Alberta is working in partnership with
the Government of Canada to provide employment
support programs and services.**

Funded by:



Origins of the Project

The Alberta Recreation industry is one of the most active in the country and supports over 98% (Alberta Recreation Survey, 2017) of the provincial population who participate in recreation and leisure activities every year. While we know the scale of the Canadian recreation industry (approximately 208,000 Full-Time Equivalent positions across Canada), little to no research has been conducted specifically on the Alberta recreation and parks industry since 2005 by the industry itself. Both the Canadian and Alberta population has changed dramatically since 2005, with growth in our urban, remote, and indigenous populations and a rise in new Canadians. Among the provinces of Canada, **Alberta is one of the most urban provinces with 83.6% of Albertans living in an urban centre.** With a changing recreation and parks industry, an updated look into the labour of this industry was needed to investigate if that labour market reflects the industry's needs.



“Leaders in recreation need to work within a connected, vibrant and comprehensive delivery system. This system requires ongoing nurturing and support to deliver a comprehensive mix of recreational experiences and sustain a viable system that Canadians can enjoy for generations to come.”

– The Framework for Recreation in Canada, Pathways to Wellbeing, p.28

The Alberta Recreation and Parks Labour Market Project, lead in partnership by Alberta Recreation and Parks Association (ARPA), originated through a previous project published in 2005. However, now at nearly 15 years old, the Alberta Recreation Industry Market Analysis is no longer current, and does not adequately reflect the Alberta recreation and parks industry of today. Much has changed in the recreation and parks industry in the time since industry stakeholders last undertook a review of our labour market. Changes to the recreation industry, through trends in our society, play a large role in determining the labour market needs. Those trends include changes to our Canadian demographics of aging populations, increased diversity, urbanization, and rural issues. For instance, Alberta alone has seen a growth of immigrants from 437,150 in 2001 to 845,220 in 2016. Between aging recreation facilities, recreation trends, and societal trends, the recreation and parks industry of Alberta will need to adjust. To that end, the 2020 Alberta Recreation and Parks Labour Market Project was undertaken to update and provide an overview of the current recreation and parks industry of Alberta.

Alberta has seen a growth of immigrants from

437,150
in 2001
to
845,220
in 2016

The Framework for Recreation in Canada, Pathways to Wellbeing (furthermore referred to as The Framework for Recreation) is the most recent industry leading document of its kind for Canada. The Framework for Recreation is composed of five goal areas with the fifth goal pertaining to ensuring the continued growth and sustainability of the recreation field of Canada (CPRA & ISRC, 2015). **Goal Five, Recreation Capacity, speaks to the industry’s need to recruit, retain, and inspire leaders in the workforce. Those leaders being able to address a “variety of areas, such as cultural diversity, emerging technologies, urban planning, active transportation and nature conservation”** (CPRA & ISRC, 2015, p.28). Subsequently, those leaders need to acquire and retain the core competencies of the industry and address the changes in the industry to both the physical and social environments that influence recreation.



Goal 1:
ACTIVE LIVING



Goal 2:
INCLUSION AND ACCESS



Goal 3:
**CONNECTING PEOPLE
& NATURE**

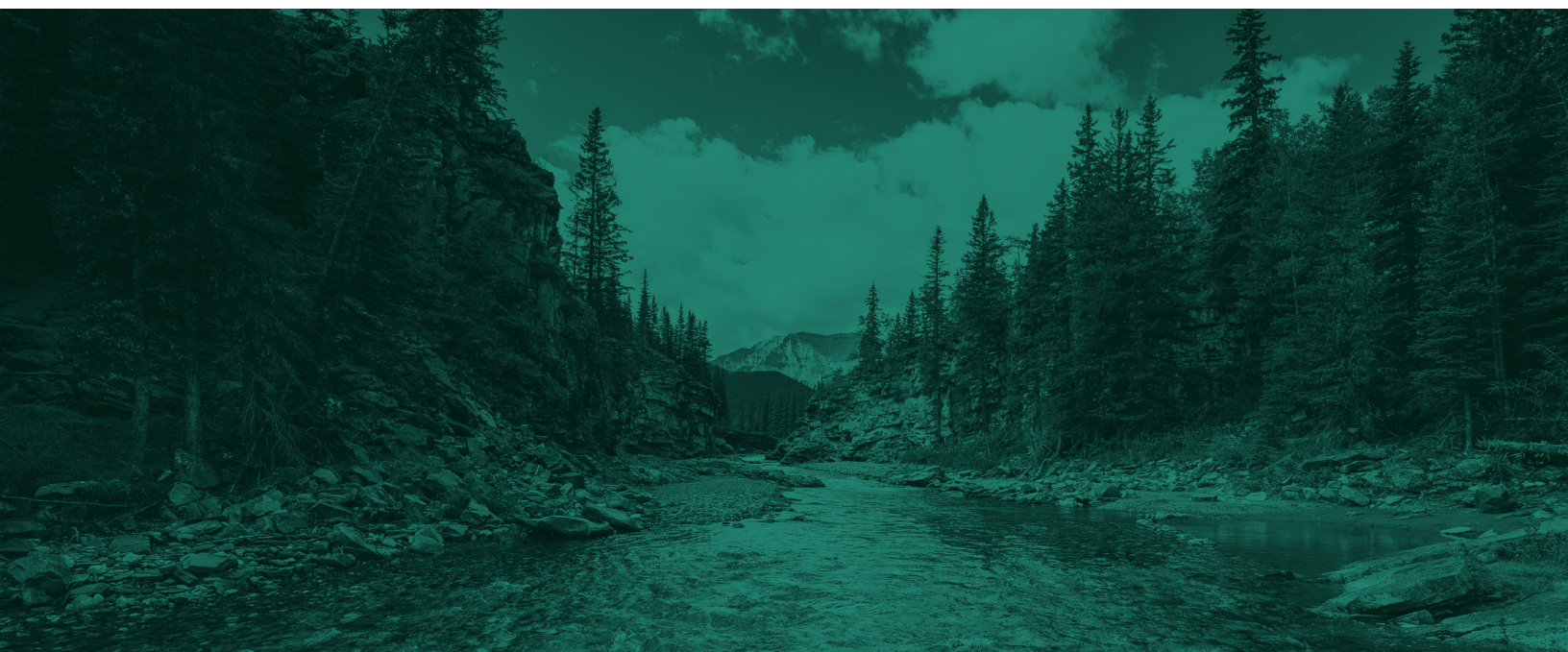


Goal 4:
**SUPPORTIVE
ENVIRONMENTS**



Goal 5:
**RECREATION
CAPACITY**

It is clear that the recreation and parks industry impacts a large portion of Alberta’s population and therefore the importance of this project cannot be underestimated for the continued success of the industry in our province.



Objectives & Scope

As previously mentioned this project aligns with the objectives and goals of The Framework for Recreation, a framework supported by the Government of Alberta. A direct call to action was made in The Framework for Recreation to ensure that recreation leaders are relevant and outcome driven: **“Applied research projects outlining comprehensive knowledge development strategy including research, knowledge transfer, and monitoring and evaluation is needed”** (CPRA/ISRC, 2015, p.29).

Recreation and Leisure is a multi-billion-dollar industry. Canadian Parks evaluated their workforce in 2009 and estimated that the industry generated \$2.9 billion in labour income (Canadian Parks Council, 2011). The Canadian workforce in the industry is also estimated to be over 208,000 full-time equivalent positions (CPRA & ISRC, 2015, p.28). In terms of money that is spent on services, a 2017 survey collected statistics from the average Albertan Household and found that \$4,751 was spent annually on recreation related activities. Recreation also provides many young people with opportunities for employment and for leadership, as well as career development. In fact, 20,400 youth (15-24 years of age) were employed in the Information, Culture and Recreation industry in Alberta in 2017 (Stats Canada (FRC)). These young leaders are not only critical to the recreation workforce as their fresh, creative, and current ideas lend to the sustainability of the industry, but they are also gaining experience and learning soft skills that will contribute to their success in their chosen career paths.

Furthermore, in support of the vision for healthy and active living for All Albertans, what needs to be explored is the labour market for recreation and parks located in First Nations reserves, urban Indigenous settings, and communities in the Métis Settlements. Given priority concerns such as housing crises, clean and drinkable water, as well as projects towards tackling substance abuse, recreational services and operations in these communities are often the first to undergo budget cuts. For services that could support healthy, active, and safe behaviours, the recreation departments on reserves lack available funds that could employ adequate numbers of qualified staff. Instead, what has been documented is that positions are usually filled by the first available person, and not necessarily based on qualifications.

Canadian Parks in 2009 estimated
\$2.9 BILLION
in labour income

The Canadian workforce estimated over
208,000
FULL-TIME EQUIVALENT POSITIONS

A 2017 survey found that
Alberta Households annually spent
\$4,751
on recreational activities

In a 2017 survey
20,400 YOUTH
(15-24 years of age)
**WERE EMPLOYED IN THE INFORMATION,
CULTURE AND RECREATION INDUSTRY**



“Finding Indigenous professional[s] to fill the roles can be challenging. Not all potential applicants first think of the BGCC as a place doing Indigenous programming so they need to address their brand. There is also a shortage of healthy/qualified Indigenous professionals in relation to huge demand so the BGCC will lose out to agencies or other organizations who offer higher salaries.”



36%

of organizations utilize
a volunteer board

The Alberta recreation industry is also comprised of millions of volunteers. According to the 2017 Alberta Recreation Survey **34% Albertans have participated in volunteer work having to do with culture, recreation, sports or parks in the past 12 months. The most common volunteer position is volunteer worker (74%) and on average, Albertans volunteer 6.9 hours per week.** The soft skills learned in these volunteer roles are key to the success of many other labour markets in the province. Although not a primary focus of this project, volunteers in the recreation and parks industry of Alberta cannot be left out while discussing the industry's labour market. The utilization of recreation and park boards are one of many ways Albertans contribute through volunteering to the industry that impacts the labour market of the industry.

The scope of this project is including a focus on different communities as they have been identified by Statistics Canada (urban [large, medium, and small], indigenous, rural, and remote [remote index]). Recreation in a rural or remote setting and the labour implications associated with those communities are different in comparison to an urban setting. This project aimed to account for these differences, thus, this project will incorporate all communities and individuals from the identified communities in the research, presentation and dissemination of results, strategies, and plans. The following are the working definitions of the communities that were utilized for this project.

INDIGENOUS/METIS COMMUNITIES

Any indigenous or Metis Settlement community within the geographical boundaries of Alberta. Indigenous communities in Treaty 6, 7, and 8 indicated through Indigenous and Northern Affairs Canada. Any Metis Settlement indicated through the Alberta Metis Settlement Act.

URBAN COMMUNITIES

A population centre (POPCTR) has a population of at least 1,000 and a population density of 400 persons or more per square kilometre based on the current census population count. All areas outside population centres are classified as rural areas.

Population centres are classified into three groups, depending on the size of their population:

- small population centres, with a population between 1,000 and 29,999
- medium population centres, with a population between 30,000 and 99,999
- large urban population centres, with a population of 100,000 or more.

For the project's analysis, remote was determined through the Stats Canada report titled, *Measuring Remoteness and Accessibility – A set of indices for Canadian communities* (Alasia, Dedard, Belanger, Guimond, and Penney, 2017). Table 5.1 shows the frequency distribution of Canadian remote index values. Large urban centres are at or near the 0.15 mark with medium to small urban centres most likely to range between 0.2 to 0.4. Above 0.4, the remote index increases dictating more remoteness. A remote index was determined for participants throughout the multiple segments of this project. The average remote index for this project was 0.2153 with the lowest remote index figure (most urban) being 0.1116 and the highest remote index figure (most remote) being 0.4445.

RURAL COMMUNITIES

Rural Areas (RAs) include all territory lying outside population centres (POPCTRs). Taken together, population centres and rural areas cover all of Canada.

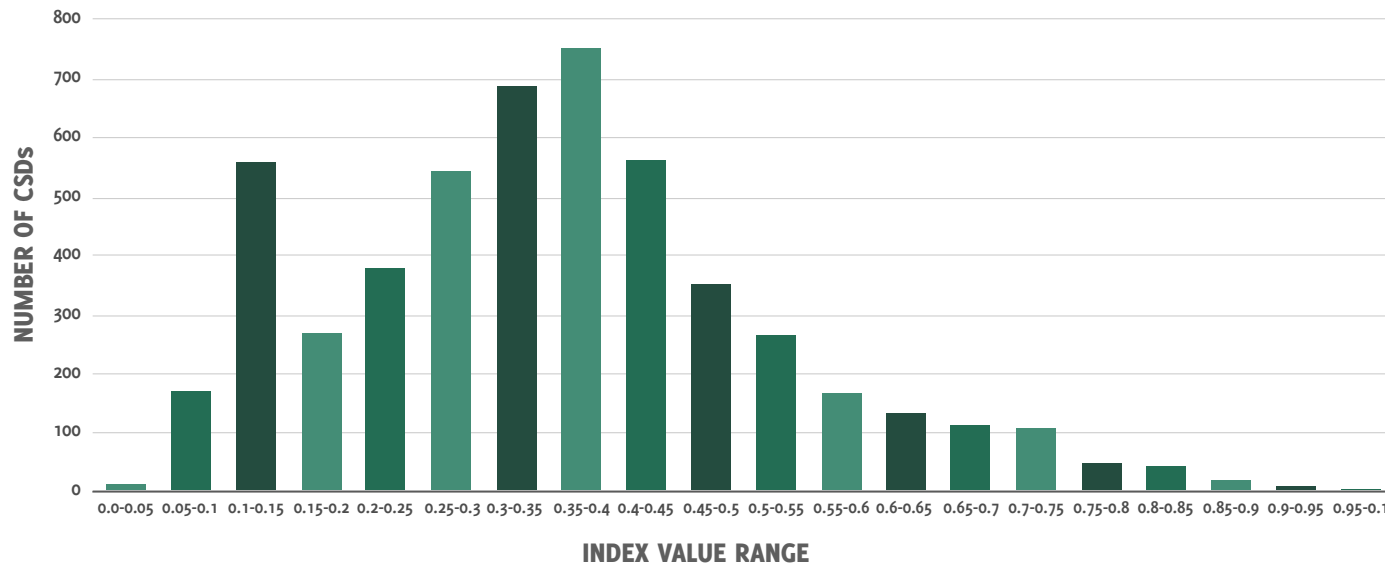
Rural population includes all population living in rural areas of census metropolitan areas (CMAs) and census agglomerations (CAs), as well as population living in rural outside CMAs and CAs.

REMOTE COMMUNITIES

Remoteness is defined in terms of geographic distance separating a spatial unit (community, census tract, etc.) from nodes of activity.

Following the methodology from Stats Canada, remoteness was calculated from proximity and accessibility.

Table 5.1 Frequent distribution of the index of remoteness all CSDs of Canada



These are just some specifications that need to be explored in order for recreation and parks services to operate at their full potential.

The following are the project's objectives that will aim to be achieved throughout the project:

- To position the recreation and parks industry to assist stakeholders to develop an industry based human resource plan to ensure employee skills are being met and maintained.
- To raise awareness with municipal officials and senior administrators within core and emerging employer groups (e.g. municipal recreation non-profit) of the importance of hiring and developing skilled recreation and parks professionals.
- To provide specific focus on labour trends and labour profiles related to employment (facilities, operations, programs, services, administration) in urban, indigenous, rural and remote communities.
- To shape future professional development and training opportunities.

To identify competencies ideal for entering the recreation industry and advancing one's career.

The following are the project's outcomes:

- Labour scan – market profiles
- Occupation profiles development and updates
- Communication plan

Incorporating the objectives and outcomes, the project was developed in three segments. Those segments being:

1. A labour market environmental scan of Alberta's recreation and parks industry.
 - A review and update of the labour market section of the 2005 report for both employers and employees. (including online surveys and interviews)
 - A review of current labour market trends
 - A review of literature of the labour market of Canada and Alberta
2. Labour market profiles creation specific to the recreation and parks industry of Alberta.
3. A communications plan and resource targeting post-secondary, industry employers, potential and current industry employees, and municipal staff and officials.

1. **PHASE 1:** Directed towards employers and human resource departments of Alberta organizations who employ recreation and park professionals. An online survey was completed to collect data.
2. **PHASE 2:** Directed towards employees of those in the Alberta recreation and parks industry. This was conducted by a consultant through an online survey and interviews.
3. **PHASE 3:** This phase was delivered through a Mitacs Grant that allowed an associate professor and a PhD student to complete a literature review of the labour market, trends analysis of the labour market, and analyze the updated position profiles through publicly available/historical data.

This project is intended, first, to provide the Alberta recreation and parks industry with updated and specific data to make informed decisions regarding labour. This labour information can be for individuals currently in the workforce, students looking to break into the industry, or for organizations making large scale labour decisions for their recreation and/or parks departments.



A Working Definition of the Recreation Industry

The recreation industry of Canada has been defined to varying degrees over the years by literature, statistical databases, and government institutions. At times the recreation industry has included, as much as, “tourism and hospitality activities, entertainment producers and entertainers, leisure-oriented manufacturing, television and radio, home electronics, publishing, the production and sale of alcoholic beverages, gambling...as well as local community recreation services, fitness and amateur sports, parks, outdoor urban and non-urban recreation activities and facilities, and community arts and culture” (ARPA, 2005, p.2). Alternatively, the recreation industry has included as little as, “public recreation and park services” (ARPA, 2005, p.2). Following that of ARPA’s 2002-2005 Recreation Labour Market Project, the goal is not to adopt just one end of the spectrum in the pursuit of defining the recreation industry but to develop a working definition that can reflect and adapt to multiple conditions of the recreation and parks industry.

The recreation and parks industry is complex and its labour is split within multiple classification areas of both NAICS, NOC and Alberta labour codes. Recreation includes stakeholders from a variety of industries as outlined in the Framework for Recreation,

These include stakeholders [or actors] in sport, physical activity, health, urban planning, Aboriginal affairs, infrastructure development, rural development, natural resources and conservation, arts and culture, social development, tourism, justice, heritage, child development, and active aging.

(CPRA & ISRC, 2015, p.5)

With recreation being integrated into multiple classifications in industry and labour reporting, this report will take those components and begin a process of categorizing the Alberta recreation and parks industry and its labour market.

A Renewed Definition of Recreation

Recreation outside the context of industry and labour market terms is defined as,

“... the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing”

– The Framework for Recreation in Canada 2015, Pathways to Wellbeing.

This definition of recreation comes from the Framework for Recreation in Canada 2015, Pathways to Wellbeing. The definition of recreation will frame the working definition of the recreation industry for this project.

In defining the recreation industry, multiple components need to be accounted for. The working definition of the recreation industry will not incorporate professional athletes. As stated in the Framework for Recreation’s definition of recreation, recreation is the freely chosen participation, which can arguably exclude professionals in such areas as sports, arts, and culture. This is not to underestimate the contribution professionals have for the recreation industry as those who freely chose to watch sporting events or take in art and culture events are considered to be partaking in a recreation activity. In 2005, the ARPA Labour Market Project did not include professionals but also excluded arts and culture activities as it was too difficult to separate for the economic and educational component of the project. As this project is a purely labour market focus, it will include arts and culture positions when possible (e.g. museum curators, librarians).

As specified in 2005, this project will follow the notion that the working definition needs to be practical. The working definition will need to distinguish itself among other industries that incorporate components of recreation, such as the tourism industry, entertainment industry, and the hospitality industry. Thus, the recreation industry working definition will follow that of the Labour Market Project conducted in 2005. Furthermore, the incorporation of the working definition from 2005 will allow for data to be compared to and provide a raw form of longitudinal data progression for the Alberta recreation industry since 2005.

The working definition of the recreation industry will remain in the components as identified in 2005 Labour Market Project. The 2005 Alberta Labour Market Project identified four sub-industries: fitness and active living, amateur sport, outdoor recreation and parks, and community recreation. This project recognizes that the definition of the recreation industry, as outlined, will not encompass everything that may be deemed as part of the industry. With the current state of the recreation industry being entangled in a variety of industries (e.g. tourism, entertainment, hospitality) this project will work to further the parameters of the recreation industry, but may not capture the entirety of the recreation industry.

What this definition offers, then, is a minimum statement of what makes up the recreation industry.

The Framework for Recreation in Canada: Pathways to Wellbeing presents five goal areas that corresponds to the working definition of this project: **Goal 1 is Active Living**, **Goal 2 is Inclusion and Access**, **Goal 3 is Connecting People & Nature**, **Goal 4 is Supportive Environments**, and **Goal 5 is Recreation Capacity**. The Labour Market Project overall corresponds to Goal 5 Recreation Capacity as it contributes to knowledge development of the recreation industry. Goal 1 and 2 of the Framework for Recreation corresponds to fitness and active living and amateur sports of the working definition. Goal 3, Connecting People and Nature, corresponds to outdoor recreation and parks of the working definition. Finally, Goal 4, Supportive Environments, corresponds to community recreation.



Goal 1:
ACTIVE LIVING



Goal 2:
INCLUSION AND ACCESS



Goal 3:
**CONNECTING PEOPLE
& NATURE**



Goal 4:
**SUPPORTIVE
ENVIRONMENTS**



Goal 5:
**RECREATION
CAPACITY**

The organization and structure of the working definition as presented in 2005 will be re-organized to follow that of the Goals of the Framework for Recreation in Canada 2015: Pathways to Wellbeing and the renewed definition.

A Working Definition of the Recreation Industry

Fitness/Health and Active Living

- Fitness centres.
- Sport and recreation centres.
- Fitness and health programs in educational and health institutions.
- Corporate fitness services, facilities, and programs.
- Fitness/Recreation- community service professions (e.g. camp counselors, play leaders, etc.).
- Fitness/Recreation - health related (recreation therapists, sports medicine practitioners, primary care networks, Alberta Health Services, assisted living, etc.).
- Manufacturing, retail, and wholesale trade related to fitness and active living (e.g. swimming pools, home-based exercise equipment, etc.).

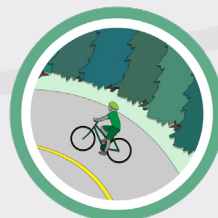
INCLUDES: Health programs include, recreation therapists, preventative care, prescription to get active, etc.

Amateur Sport

- Provincial sport organizations.
- Non-profit and user-pay organizations offering access to sport and physical recreation to the public (e.g., YMCA).
- Sport programming in educational institutions (primary, secondary, tertiary).
- Manufacturing, retail, and wholesale trade related to amateur sport (e.g. equipment manufacture, sales, rentals, etc.).

EXCLUDES: Professional sport teams with a primary interest in entertainment (e.g., Edmonton Oilers, Calgary Flames), individual professional athletes, etc.

INCLUDES: Professionals acting as instructors, coaches, etc.; government support of amateur sport, and sport, arts, and culture spectating.



Outdoor Recreation and Parks

- Public, voluntary, and commercial parks, open spaces, and facilities for individual and group involvement in active and passive outdoor pursuits (e.g., picnics, hiking, camping, climbing, rafting, etc.).
- Guides and outfitters for parks use.
- Provincial Recreation Associations.
- Manufacturing, retail, and wholesale trade related to outdoor recreation and parks (e.g., camping equipment, recreational vehicle trade - snowmobiles, RVs, etc.).

INCLUDES: Tourism-related expenditures in outdoor recreation; government support of outdoor recreation and parks, etc.



Community Recreation

- Public and community-based organizations, spaces, and centres that offer active and passive recreation opportunities at local and provincial levels (e.g., playgrounds, community centres, pools, arenas, etc.).
- Manufacturing, retail, and wholesale trade related to community recreation (e.g., suppliers of playground equipment, etc.).

INCLUDES: All community recreation as stated above, which operate as municipal, NGO and indigenous organizations.



Overview of Methods

The methods utilized for the overall project varied depending on the phases. The first being an employer survey completed by the Alberta Recreation and Parks Association. The second being the employee survey and interviews completed by consultants (RC Strategies + PERC). The third being the Mitacs Grant portion which incorporated the literature review, trends analysis and updating the position profiles. Writing was also conducted by an outside consultant for the macro and Alberta labour market trends. All segments and/or phases utilized different forms of methods which will be summarized here. A more detailed explanation of methods can be found in the corresponding sections.

Summary of Methods

1. Employer Survey & Analysis

The employer survey and analysis was a new addition to the Labour Market Project to what was conducted in 2005. The employer survey was developed from the Workplace Survey previously conducted by Statistics Canada. The Workplace Survey on job vacancies and skills shortages was the basis of the format utilized. The Workplace Survey was expanded for the Labour Market Project on the Alberta Recreation and Parks Industry. The Survey was further designed to mitigate survey fatigue and increase survey completion as much as possible. A draft survey was sent to the steering committee of the project to test and allow for feedback. Furthermore, a consultant was hired who is familiar with both human resource theory and practice and the recreation and parks industry to review. The survey was then revised according to the submitted recommendations and results of the testing done. The survey was then sent out to human resources and recreation and parks departments and organizations across the province. The survey was developed in two sections. The first section was centred on organization information pertaining to recreation and parks positions and/or departments. The second section was centred on positions. With the increasing variation of positions in the recreation and parks industry, this section allowed for those variations to be collected while incorporating currently known positions.

The data analysis process was undertaken by ARPA staff upon the completion of actively recruiting participants. The data analysis process began with cleaning up the submitted data. The cleaning of the data maintained the same process throughout the duration of the analysis and reporting phase. Entries that provided duplicate responses were removed with the response most completed remaining in the data analysis. Responses, which had fields (ex. headcount, FTE hires/separations, gender, types of employment) that

required numerical responses were occasionally completed with text, were adjusted or removed. Subsequently, entries were completed with notes and comments from participants. Numeric responses were omitted if a distinction could not be made between the requested percentage or a whole number numeric response. Furthermore, entries were not analyzed if the responses were under three submissions.

2. Employee Survey & Analysis (RC Strategies + PERC)

The questionnaire used for fielding was developed through a number of means. It was based on questions utilized in the 2005 project. The questions were also tweaked with some additions and deletions based upon the review and input of a Steering Committee (struck to guide this project) and ARPA staff. The Committee was comprised of individuals representing different industries of the recreation industry. The questionnaire utilized can be found in the report appendix.

Once the questionnaire was developed it was programmed into an online platform. The link to the questionnaire (URL) was provided to Committee members who were asked to distribute it to their members and networks. The ARPA itself promoted the survey to its membership. All Committee members, including the ARPA, were encouraged to promote the survey through their social media platforms using the promotional pieces developed by the ARPA. The survey officially launched on November 4, 2019 and gathered responses until December 30, 2019.

3. Literature Review (MITACS Grant - U of A)

The literature review is conducted following five essential steps to undertake a systematic review (Creswell, 2014; Jesson et al., 2011): (a) Develop review purpose or research questions; (b) Design search plan; (c) Conduct literature search; (d) Apply inclusion and exclusion criteria; (e) Synthesis.

The review purpose undertaken was to summarize current discussions regarding human resource topics in recreation. Particularly, the following HRM topics were reviewed: employee recruitment, employee performance, employee training, employee retention, and volunteer management. To conduct the review, search strategies were developed (the combination of keywords) based on the review purpose (which can be found in the full report) and used the multiple databases to conduct searches.

Inclusion and exclusion criteria were included, decisions were made about what articles should be excluded or included when reading the title, abstract, introduction, and/or conclusion sections of an article. The table outlines what inclusion or exclusion criteria were set and followed.

INCLUSION CRITERIA	EXCLUSION CRITERIA
English language	Non-English
North American, European or Australian context	Outside of North American, European or Australian context
Peer-reviewed, or grey literature, e.g., reports, non-academic research	
Labour-related issues	Physical education, skill acquisition, pedagogy, athletes, exercise physiology
Leisure, sport, recreation, tourism, recreation therapy	Hospitality, or other fields

Table 5.2 Frequent distribution of the index of remoteness all CSDs of Canada

4. Trends Analysis Survey & Interviews

Employers within the recreation and parks industry were interviewed to gather information on several topic areas pertinent to labour trends and challenges. These topic areas include employee supervision, recruitment, staff training, and broader challenges within the industry such as succession planning, career development and other trends. Data was collected via interviews, occurring primarily over the telephone or else participants submitted written answers. To ensure consistency, a 13-question interview guide was developed to structure conversations (see Appendix A). This guide was informed by the findings of the prior ARPA survey and by ARPA administration.

An initial shortlist of employer participants was compiled in consultation with ARPA administration to ensure a broad range of organizations were contacted. Potential participants were initially grouped into one of four categories: community groups/businesses, municipal government, provincial/federal government, and universities/colleges. These groups were

established so that information gathered was from a diverse audience, with varying perspectives on the dynamics of the recreation and parks industry (i.e. those delivering programs and services, educators, policy makers, etc.). Indigenous employers were also identified and engaged by ARPA staff, with data shared upon interview completion. The initial shortlist consisted of 61 potential participants; eight participants were removed due to contact information being outdated, generic or no longer up to date (i.e. participant had left their position, etc.).

The remaining 53 potential participants were invited via e-mail to participate in an interview in early-December 2019. For participants that did not respond, an additional two rounds of e-mails were circulated, one in early-January 2020 and the other in early-February. In total, 23 responses were collected, 5 of which were submitted by participants in writing, 2 provided by the other consultant (Indigenous-specific), and the remaining 16 collected through telephone interview. Interviews lasted between 20 and 60 minutes, approximately. Data was collected through detailed notetaking during the interview (typed), with data captured verbatim as much as possible. Following interviews, brief revisions were made to correct typos and transcripts were then shared with participants to ensure accuracy (i.e. member-checking). No participants indicated that corrections were necessary.



Position Profiles

The position profiles were created primarily utilizing the data collected from the employer survey segment of this project. In all, over 350 position profile descriptions were collected for the creation and updating of position profiles. The methods utilized for the creation of the position profiles followed a process which stayed consistent over the duration of the position profiles development. The research methodology for the position profiles was qualitative in nature, which allows for the complexities of the subjective meaning of the submitted position profiles to flow and not be rigid or fixed (Smith & Chaddick, 2012). The submitted position profiles were first categorized according to their title and/or their position descriptions against the 2005 position profiles. This process was done with two individuals to add trustworthiness to the process and remove as much bias from the process as possible through peer review and debriefing (Creswell, 1998). Upon completion of this step the two individuals came together to review each category

created by reading each position description submitted. The submitted position profiles were either kept in their current assorted position profile group, moved to another or a new position profile was created. At the completion of the groups, the position profile descriptions were put through Nvivo 12. Nvivo 12 is a qualitative analysis software to allow for increased handling of the qualitative data to assist in data analysis (Sotiriadou et al. 2014). The overall position profiles were either updated from 2005 or newly created. The position profiles were then sent to both the steering committee and reference committee for review. In all, 36 position profiles were able to be updated or created through this process. All position profiles were sent to project partners, the steering committee and reference committee for review and comment.

The limitations and delimitations of the project provide context to the overall project including but not limited to the methods. Limitations are defined as, “restrictions on the nature and scope of a project arising from circumstances largely beyond the control of those carrying it out” (ARPA, 2005). While delimitations are those restrictions set in place by the researcher. Both limitation and delimitation are important to understand within the context of the overall project before drawing conclusions.

The limitations identified are for the entire project and not specific to a segment unless identified.

1. The 2005 iteration of the Alberta recreation and parks labour market was not available for the project team or researchers as the data was not cataloged. This included the survey, focus groups, and interview questions and notes.
2. The resourcing and staff time for this project was limited by the capacity of the project team.
3. The project corresponded to three distinct segments and phases which each had a different lead researcher or team lead. A single researcher advising each segment or phase would have aided in addressing this limitation.
4. Government labour market classification of both the Federal (NAICS) and Provincial varied to where recreation belongs. This was a limitation for research design but also analysis. The ability to get specific industry data Provincially and Nationally was limited.
5. Recruitment for participation in the project was a limiting factor to the amount of information needed, time to participate, and reaching the individual best fit to answer.
6. The time and availability of the steering and reference committee was a limiting factor.
7. With multiple researchers and sources of research (government vs. academic) a variety of terminology was utilized. Whichever terminology used in this project, it is meant to be inclusive of the entirety of the Alberta recreation and parks industry.

8. COVID-19 was a large contributing limitation to the final months of the project.

The delimitations identified are for the entire project and not specific to a segment unless identified.

1. The industry definition of recreation was established and set the parameters for the collection of information. Not all identified parameters within the recreation industry were reached through this iteration of the project.
2. The research conducted in this project varied from industry specific research and academic specific research.
3. Due to available research and the focus of researchers not all sub-sectors or aspects of the overall industry was investigated to its fullest extent.
4. The employer survey had a number of delimitation factors that contributed to the survey design and outcomes.
 - a) The employer survey was not conducted in 2005 and was a new survey conducted by the Alberta Recreation and Parks Association.
 - b) The information collected was large in sum as it was collected at once and not over a series of surveys.
 - c) The recreation and parks industry is not

INDIGENOUS COMMUNITIES

**The Province of Alberta is working in partnership with
the Government of Canada to provide employment
support programs and services.**

Funded by:



Indigenous Communities

Alberta Recreation & Parks Industry

Introduction

The indigenous population of Canada is the fastest growing demographic and likely to exceed 2.5 million in the coming decades. Within an indigenous worldview, the connection of indigenous communities to land, water, and mother earth has existed since time immemorial and plays a key contributing role in mental, emotional, spiritual, and physical health factors as well as economic sustainability. This connection to the geographic of place is paramount in terms of indigenous communities' understanding of recreation and parks, which at times has been, and continues to be, infringed upon. The labour market for recreation and parks professionals in indigenous communities of Alberta should reflect these essential connections as well as work towards the findings in the Truth and Reconciliation Commission of Canada (TRC) and The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Indigenous Population of Alberta - Labour Trends

Alberta is home to 48 First Nations Communities and eight Metis Settlements. 4.9 % of Alberta's population is Indigenous people living off reserve, the fourth highest in the working age population across Canada. Indigenous people living-off reserve make the highest average hourly wage in Canada at \$28.31. Alberta has the fourth highest unemployment rate for Indigenous people living off reserve at 12%. Edmonton region had the highest percent of Indigenous people off reserve by economic region at 39.2% of the total population. The majority of Indigenous people off-reserve live in urban areas with 73.6% of the population. Only 26.4% of the Indigenous population off-reserve in Alberta live in rural areas. Almost half Alberta's Indigenous population resides in communities found along the Edmonton-Calgary Corridors.

The Indigenous population in Alberta was young at 46.7% of the population under the age of 25 in 2016. The average age of the Indigenous population in Alberta was 29.8 years. The portion of the Indigenous population of 65+ in Alberta increased from 2.8% in 2006 to 5.2% in 2016 and the portion of the Indigenous population of 45-64 increased from 16.5% in 2006 to 19.7% in 2016. This trend shows the aging rate of Indigenous people in Alberta as the portion of Indigenous population above 45 has increased by 23.1% from 2006 to 2016. Indigenous females outnumber Indigenous males in Alberta with a 94.2 male per 100 female ratio. This is comparable to the national ratio of 94.6 Indigenous males per 100 Indigenous females. The provincial employment rate in Alberta was 66.6% in 2017 for both genders. 71.8% of men were employed compared to 61.3% of women (Open Alberta). The provincial employment rate of Indigenous people (off-reserve) was 64.6% of men compared to 56.6% of women. The average unemployment rate in Alberta for men was 8.3% compared to 7.4% for women. The average unemployment rate of Indigenous people in Alberta for men was 12.8% compared to 11.1% for women. Furthermore, 43.3% of Indigenous people living off-reserve who were 15 years and older have post-secondary education.

Indigenous Community Highlight

Full Time Equivalent

4

2018 & 2019

Women

75%

Indigenous

50%

Full Time Equivalent

40%

Part Time Equivalent

10%

Seasonal

30%

Casual

20%

LABOUR IMPLICATION HIGHLIGHTS

- *Edmonton and Calgary corridor communities to include the diverse viewpoints of indigenous community members in the creation of recreation and park spaces, places, and programs as urban-centres can be host to indigenous peoples from many varying places and circumstances.*
- *Communities in the rural and in the remote north to adopt strategies that encourage Indigenous recreation and parks professionals to find employment locally to help stem the loss of talent to larger urban centres.*
- *Employers to work with indigenous youth, in a culturally relevant manner, to showcase recreation and parks as a valid career path.*
- *Employers to understand the need to create safe and culturally relevant spaces as well as develop culturally sensitive employees who are ready to work in a good way with a growing indigenous youth user group.*



Okotoks Indigenous River Camp. Photo: Sandy Lawlor

Indigenous Partnerships

The history of partnerships between indigenous communities and governments (municipal, provincial, & federal), non-profits, and private business in recreation and parks has been challenging and filled with invaluable learning. The following examples will focus on national, provincial, and local partnerships with indigenous communities, within the recreation and parks industry, that work towards the Truth and Reconciliation Commission of Canada (TRC) findings:

1

Held at the Boys and Girls Club of Calgary's Camp Adventure site in Kananaskis, the Okotok Indigenous River Camp brings together urban-based Indigenous youth with multi-Nation Elders from across the province of Alberta. This multi-day event focuses on learnings from the land with teachings centered on ceremony and protocol, traditional activities, and opportunities for one-on-one mentoring. This initiative, started in 2018 and now in its third year, is organized in collaboration with the Alberta Recreation and Parks Association (ARPA), Boys and Girls Club of Calgary's Indigenous Initiatives, Miskanawah, and, of course, the Elders' Knowledge Circle who very generously guide the way. Please see this video for the oral story of this camp: <https://youtu.be/pJ8jKmoLTg>

2

In the summer of 2019, Parks Canada and Timiskaming First Nation signed an agreement to develop a trust to co-manage the Obadjiwan–Fort Témiscamingue National Historic Site. After 20 years of advocacy work, the Timiskaming First Nation will co-manage the National Historic Site which will now include Obadjiwan in its name to reflect the over 6,500 years of indigenous history. Obadjiwan in Anishnabe language means “where the water rises in the rapids.” In the agreement, 50% of the land will be put into a trust to assist with better reflecting Indigenous history. Parks Canada works with over 300 Indigenous communities from coast to coast to coast to partner in the management of heritage places.

3

At the 2018 Alberta Recreation and Parks Associations Annual Conference and Energize Workshop, a first of its kind Memorandum of Understanding (MOU) was signed between the Alberta Recreation and Parks Association (ARPA) and Siksika Health Services (SHS). The MOU lays out the terms and understanding between SHS and ARPA for the purpose of establishing the basis of a long-term collaborative relationship as well as an operational framework. This work advances more detailed undertakings that contribute to each group's individual and common goals/objectives surrounding recreation and parks in relation to wellness. This MOU was signed on a hide to bridge the divide of oral and written agreements.

*Alberta Recreation and
Parks Association & Siksika
Health Services Memorandum
of Understanding Signing.
October, 2018.*

Photo: Lisa McLaughlin



Parks for All, an action plan for Canada's parks community written in 2018, brings together Indigenous experts from across Canada to speak to the importance of Indigenous voices in parks. Eli Enns, Co-Chair of Indigenous Circle of Experts, Pathway to Canada Target 1, states: "When borders were rivers, cities were forests, and the continent of North America was known in Creation stories to be the back of a turtle, natural and Indigenous law prevailed. Many nations lived on this continent. They loved, they collaborated, and they were sometimes rivals. Through all of this, they lived in a balanced relationship with the land. This balance was maintained mindfully through complex knowledge systems that drew guidelines from natural world. From these systems came practices of reciprocity. The teaching of reciprocity is as follows: when you take from Nature, you give something back to maintain harmony. This respectful way of interacting enabled nations to thrive here. Basic laws of reciprocity,

Gratitude – Give thanks for what you have.

Respect – Treat what has been provided with respect.

Generosity – Be generous with others whenever possible."

(Excerpt from Parks for All, CPRA, 2018)

The aforementioned indigenous partnerships in recreation and parks are notable but shouldn't be the end! Recreation and parks have a crucial role to play in the reconciliation process.

LABOUR IMPLICATION HIGHLIGHTS

- *Non-indigenous organizations and all levels of government to increase equitable partnerships and genuine collaborations with indigenous communities and nations.*



Indigenous Communities

Indigenous communities face labour challenges that are unique to their situation and demographic when compared to other labour market factors. Indigenous employers face challenges in hiring and recruiting indigenous professionals because of strong competition for qualified indigenous recreation and park professionals. Furthermore, challenges in maintaining appropriate staff and staffing levels increases as this extreme competition means employees are often 'poached' by other organizations. This is a challenge on and off indigenous First Nation communities as well as in urban centres.

“Creating work environments that are culturally safe for indigenous employees, navigating variable indigenous programs funding, losing indigenous staff that return to their home communities/reserves and higher rates of burnout amongst indigenous staff are also challenges.”

Even before those hiring and recruiting difficulties come into play, the challenges of convincing Band Councils and community members of the importance of investing in recreation and sport can hinder the growth of recreation and parks in those communities. Indigenous communities are diverse and recreation and parks staff need to be adaptable as recreation and parks are seen differently among community members. To some, recreation and parks is an integral part of their life while others may relive harsh memories due to their experience in residential schools. Maintaining qualified and diverse professionals in indigenous communities and organizations is difficult.

Trends identified that require attention in the next 10-20 years (that are not affected by COVID-19 implications) include: a) the need for all recreation and park spaces, places, and programs to develop safe and inclusive user experiences; and b) “shifting towards greater cultural diversity within the industry more broadly.” Furthermore, an understanding needs to be developed among recreation and park professionals regarding the broad factors affecting participation, including social determinates of health, which is an important aspect in addressing systemic historic challenges.

LABOUR IMPLICATION HIGHLIGHTS

- *Employers need to always be creating a positive, safe, and culturally inclusive space for indigenous staff.*
- *Employees need to always be creating a positive, safe, and culturally inclusive space for indigenous participants.*
- *All in the labour force for recreation and parks to be aware of the holistic impact/role recreation and parks has for indigenous people (i.e. healing from intergenerational trauma).*
- *Employers should increase recruitment and retention strategies for qualified indigenous staff.*
- *Employers should increase mentoring strategies for up-and-coming indigenous staff.*

Recommendations

- 1** Employers re-think culturally appropriate strategies for engaging, mentoring, and retaining Indigenous professionals in the recreation and parks industry.
- 2** Employers understand the need to create safe and culturally relevant spaces as well as develop culturally sensitive employees who are ready to work in a good way with a growing indigenous youth user group.
- 3** Conscious efforts be made by employers to create culturally inclusive and accessible work environments for employees.
- 4** Conscious efforts be made for those who run facilities to create culturally inclusive and accessible facilities and programs for participants. (Framework Goal 2)



Goal 2:
INCLUSION AND ACCESS

- 5** Organizations make a serious commitment to ongoing culture sensitivity training that involves Indigenous trainers, mentors, and Elders.
- 6** Non-indigenous organizations and all levels of government increase equitable partnerships and genuine collaborations with indigenous communities and nations.

Spotlight on Siksika Nation

In 2018, Siksika Nation made the historic move to merge together their Health and their Recreation Departments. The very first First Nation in Alberta to do so, this action championed upstream and preventative strategies integral to both recreation and health systems.

The combination of Siksika Health Services (SHS), an accredited health care system for the Siksika Nation, guided by the traditional Blackfoot value of Akatsoots'siskaopa ("healing each other together"), with the Nation's Recreation Department aimed to link health benefits with recreation and parks, enhance mental and physical wellbeing, enhance social wellbeing, build stronger families and communities, and deepened connections with nature.

Tyler White, CEO of Siksika Health Services states: "Siksika Health Services is crossing new boundaries by combining their health and recreation departments. We feel we are leading the way by taking a holistic view on the wellness of our community members. This is taking us back to the original spirit of sports and recreation where community impact, mental health, and physical wellness are all seen as societal priorities. Not only do we know that sports and recreation can save lives, we have seen it happen."

Working towards improving key health indicators such as life expectancy, depression, suicide, and obesity rates for community members, this purposeful combination of health, recreation, and sports is intended to change the narration of the role of sports and elevate it as a societal priority. This departmental merger also stresses the important use of the social determinants of health to influence outcomes in recreation and sports.

The combination of health and recreation services into single buildings has also influenced hiring practices that embrace hybrid positions that are cross-trained. For example, Siksika has a psychologist who works out of the community SportsPlex as it is a safe and welcoming space for youth. Their Siksika N7 youth recreation team are also trained as crisis prevention workers and are known highly for their work preventing youth suicides.

White continues: "We all have gifts and innate skills that Creator has given us. When these skills manifest themselves in recreation and sports, we can use them to save lives. There is a sense of pride when someone in the Nation is successful professionally and we want to harness that. Our goal is to purposefully create environments where our talent not only succeeds but flourishes, inspiring our youth and community members to stay and earn the right to work within our recreation department."

MACRO LEVEL TRENDS SCAN



Alberta
Recreation & Parks
Association

**The Province of Alberta is working in partnership with
the Government of Canada to provide employment
support programs and services.**

Funded by:



Macro Level Trends Scan in Recreation, Leisure, Sport

Introduction

The purpose of this section is to capture a moment in time of the ever-changing labour market needs through the lens of Alberta's recreation and parks industry and to identify subsequent trends, issues and opportunities. Findings from the 2020 Recreation and Parks Labour Market Project are woven through the sections while the trends discussed in the report build off of the 2002-2005 Alberta Recreation Industry Labour Market Study.

In addition to the above sources, the following section is also presented through a combination of internet research and information supplied by the Mitacs Literature Summary and the Employment History in Alberta for the Recreation Industry Report (Soebbing, Yan, 2020).

Section Executive Summary

One of our key tasks in the project was to systematically collect, track, and summarize the literature in the area of labour for the recreation, leisure, sport, and tourism industry. Following Creswell's (2014) and Jesson et al.'s (2011) literature review guidelines, search strategies (Annex) were developed and searches were conducted in the following databases: SportDiscus, Proquest, Web of Science, Scopus, Business Source Complete, Academic Search Complete, ABI/Inform Collection. After obtaining search results, the researchers skimmed through each article's title, abstract, and contents to exclude irrelevant ones and retain qualified articles. Then, each were read and recorded qualified articles and synthesized the results.

In brief, the results displayed (1) the main sources discussing human resource management topics are (a) these journals: Journal of Park and Recreation Administration, Managing Leisure, Sport Management Review, and Journal of Human Resource in Hospitality and Tourism; (b) other publications: Parks & Recreation; (c) these following review articles authored by: Kim and Cuskelly (2017), Van der Wagen and White (2015); (2) a review of important human resource management topics including recruitment barriers, different occupations' job competencies, retention, job performance and satisfaction, and volunteer management in recreation, leisure, sport, and tourism organizations.

Based on the results, the researchers highlighted 7 key takeaways that can benefit recreation and leisure practitioners and identified 3 areas for future investigation. Specifically, the key takeaways include: (a) Recreation or leisure employees should possess the following essential job competencies: interpersonal skills, professional knowledge. (b) Recreation employees' job retention can be determined by the following factors: mission, training, engagement. (c) Managers hope recreation major students can prepare themselves with problem-solving skills and communication skills before starting internships. Key areas for future development include: (a) develop test banks (personality, cognition, skills) for recruiting qualified employees, and (b) conduct a systematic review of key domains evaluating job performance in the recreation industry to provide essential information for appraising, recruiting, and keeping employees. The report does have limitations. For example, hospitality industry was excluded from related research because the focus was on labour. on labour issues in the recreation industry. However, it is possible that some studies conducted in hospitality organizations (there exists some overlaps between these two industries, e.g., providing services) can provide valuable information to inspire the development of human resource management in the recreation industry. Also, the report presents very limited information on labour issues related to the therapeutic recreation because such topic is relatively under-researched.

LABOUR IMPLICATION HIGHLIGHTS

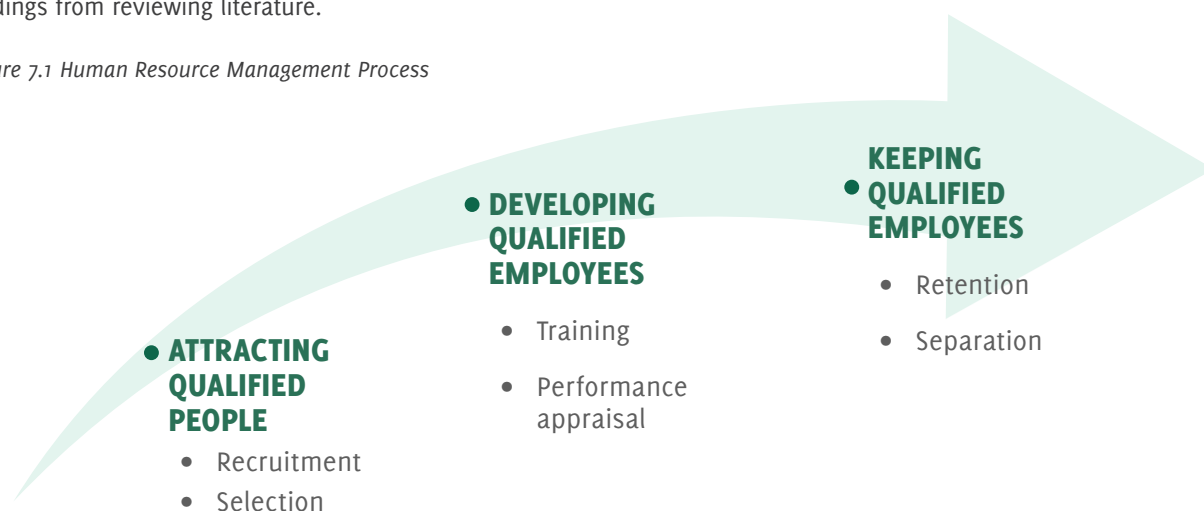
- *Employees should possess the following essential job competencies, interpersonal skills, and professional knowledge.*
- *Retention of employees can be determined by organization mission, training, and engagement.*
- *Students – develop problem solving and communication skills before beginning internships.*

Methods

A Review of Key Human Resource Management Topics in Recreation, Leisure, Sport, and Tourism Industry

Labour, or human resources, is one critical area in the recreation, leisure, sport, and tourism industry. Human resource management (HRM) is about the process of finding, developing, and keeping the qualified employees (Williams, Hall, & Champion, 2018). Important topics in HRM include recruiting, selecting, training, performance appraisal, compensation, and separation (Kim & Cuskelly, 2017). To understand how existing literature discusses human resource or labour management in the recreation or leisure industry, the researchers conducted a literature review regarding both peer-reviewed and non-peer-reviewed literature on this topic. In this report, we first describe the process of literature search, and then we present the key findings from reviewing literature.

Figure 7.1 Human Resource Management Process



Note. Adopted from Williams et al.'s (2018) p.217

Section 1: The Process of Literature Search

The literature review is conducted following five essential steps to undertake a systematic review (Creswell, 2014; Jesson et al., 2011): (a) Develop review purpose or research questions; (b) Design search plan; (c) Conduct literature search; (d) Apply inclusion and exclusion criteria; (e) Synthesis.

The researchers review purpose was to summarize current discussions regarding human resource topics in recreation. Particularly, they reviewed the following HRM topics: employee recruitment, employee performance, employee training, employee retention, and volunteer management. To conduct the review, the researchers developed search strategies (the combination of keywords) based on the review purpose (which can be found at the ARPA project website) and used the following databases to conduct search. Table 7.1 provides the databases used in this literature search while Table 7.2 provides a search example with the results across the databases.

Table 7.1 Databases employed to collect literature related to recreation, leisure, sport, and tourism

DATABASE SOURCES	WEB ADDRESS
SPORT Discus	www.ebsco.com/products/research-databases/sportdiscus
ProQuest	www.proquest.com/
Web of science	www.webofknowledge.com/
Scopus	www.scopus.com/home.uri
Business source complete	www.ebsco.com/products/research-databases/business-source-complete
Academic search complete	www.ebsco.com/products/research-databases/academic-search-complete
ABI/INFORM Collection	www.proquest.com/products-services/abi_inform_complete.html

Table 7.2 An example of a search record on “volunteer management” and “recreation industry”

DATABASE SOURCES	WEB ADDRESS	RESULTS
SPORT Discus	("volunteer management" or "volunteer management practice*") AND ("leisure")	14
ProQuest	("volunteer management" or "volunteer management practice*") AND ("recreation")	8
Web of science	("volunteer management" or "volunteer management practice*") AND ("sport")	13
Scopus	("volunteer management" or "volunteer management practice*") AND ("tourism")	7
Business source complete	("volunteer management" or "volunteer management practice*") AND ("recreation therapy" or "therapeutic recreation")	0

The initial literature search revealed 10,839 articles. The next step of the process was to set inclusion and exclusion criteria to further narrow down the number of articles. With inclusion and exclusion criteria, the researchers had to make a decision about what articles should be excluded or included when reading the title, abstract, introduction, and/or conclusion sections of an article. In the report, the researchers set and followed inclusion or exclusion criteria outlined in Table 7.3.

Table 7.3 Inclusion and Exclusion Criteria

INCLUSION CRITERIA	EXCLUSION CRITERIA
English language	Non-English
North American, European or Australian context	Outside of North American, European or Australian context
Peer-reviewed, or grey literature, e.g., reports, non-academic research	
Labour-related issues	Physical education, skill acquisition, pedagogy, athletes, exercise physiology
Leisure, sport, recreation, recreation therapy, tourism	Hospitality, or other fields

After going through the inclusion and exclusion process, the researchers synthesized the results.

Findings

The results are organized around four important topics in HRM: Employee recruitment, employee selection or development (e.g., job competence, job performance), employee retention (e.g., job satisfaction, organizational commitment), and volunteer management. The researchers provide key information from the articles in the appropriate topic areas below.

Recruitment.

Borowka (2009) provided suggestions for recreation organizations in regards to recruiting top-talent people. For example, she proposed to (a) use an in-depth work style and personality assessment during the hiring process and for current staff, (b) use the data to manage, which in turn will reduce the learning curve for new hires and help to better understand current staff members. (c) Place individuals in positions where they can succeed based on their strengths. (d) Take the time to constantly mentor and create plans to help individuals grow. (e) Identify traits of individuals whom you want in your organization, and target those individuals through specific messages in ads, on the Web, and through networking. Borowka (2009) also provided some suggestions on how to manage recreation talents:

1. Play to the strengths of your A players (your major contributors) and help them grow. Don't ignore them just because they are doing well. If these individuals don't feel engaged in helping the organization to continue to grow and improve, they'll leave.
2. Nurture your B players through mentoring so they can become A players down the road.
3. Measure and possibly remove your C players if they are eating up your time. **Never spend 80 percent of your time and energy on the people who are producing 20 percent of your results.**

Similarly, Reese (2008) pointed out that for hiring qualified sport sales professionals, these following aspects should be considered: previous sales experiences, general sport habits, customer-service experiences, extra-curricular activities in college, suitable psychological characteristics, and strong verbal communication skills.

“To look at municipal parks departments and find accountable, trained leaders in the departments is important and [a] challenge. Cities need to shift their approach and find the right people/skills for the sector.”

LABOUR IMPLICATION HIGHLIGHTS

- *Staffing strategies – Diversity of Staff*
 - *Create recruitment processes that allow for the hiring of good people*
 - *Hire upon individual characteristics and attributes. Followed by the training of necessary skills*
- *Develop your team! Play to the strengths of your A players, nurture your B players, and measure and possible remove your C players.*

Recruitment Barriers.

Barriers to recruiting employees represent one key area of the literature. In the literature search, the results found three main areas of research on this topic. The areas are camps, tourism, and minority groups.

Recruitment barriers and suggestions for camps. Jordan and Aycock (2019) identified several staffing challenges faced by current camps in the United States, which include the population of Gen Z is much smaller than that of previous generations, camps have to compete for staff with higher-paying and simpler (eight-hour shift) jobs, and there are increased occurrence of “ghosting” as staff accepted interviews but not call in or answer or committed to a position but not showing up for work.

They provide several recruitment strategies for recreation camps:

1. Create flexible job positions (job-sharing, scheduled time off from camp).
2. Increase marketing the “perks” of working at camp (internship setting, 21st-century skill development, personal wellness, diverse and global experience, networking opportunities, professional development, room and board).
3. Provide formal mentors for camp staff.
4. Hire someone as a staff health and wellness coordinator to attend to burnout and MESH concerns.
5. Create online application, hiring, and evaluation processes that work equally well on a smartphone, tablet, or computer.
6. Text staff as part of an early communication plan; make use of virtual connections; communicate often.
7. Enhance staff engagement through social media and other Internet based platforms.
8. Offer formalized opportunities to help staff translate camp work to a personal resume as part of career preparation.
9. Hire the person and train for needed skills.
10. Post job announcements well in advance of the camp season.
11. Hire retirees to mentor staff and provide intergenerational connections.
12. Consider contracting out for specialized activity staff.
13. Utilize personal contacts (staff, universities) to recruit; focus less on job fairs and more on informational tables set up in building lobbies focused on a variety of majors (e.g., education, nursing, recreation, kinesiology, social work, psychology, criminal justice, foreign languages, counseling).

Note. Adopted from Jordan and Aycock's (2019) article, p.62

LABOUR IMPLICATION HIGHLIGHTS

- *Recruitment into the future may change in part due to differences in generations. Be mindful of smaller Gen Z pool and increase in “ghosting” before or after interviews.*
- *Recruitment can benefit from adapting training and staff development approaches and creating positive images and working environments.*

Recruitment barriers and suggestions in tourism jobs. In the tourism industry, Andrew (2006) discussed recruitment barriers in the tourism industry in Scotland.

These barriers included **extrinsic factors** affecting tourism recruitment and retention: pay or working conditions, e.g., tourism jobs tend to be repetitive, experience-based, rely on easily acquired skills, with low or no qualifications. In addition to extrinsic **factors**, the (b) intrinsic factors affecting employee recruitment and retention include motivation and social stigma (i.e., unfavorable image with tourism). Some recreation or leisure jobs may face similar issues; thus, it is important for organizations within the industry to consider making improvements including changing training and staff development approaches and creating positive images.



Recruiting Employees from Minority Groups.

Through the literature search, articles were found discussing strategies recruiting people from minority groups. For example, Parks and Recreation magazine (2002) suggested the following strategies to achieve successful recruitment and retention for people from different ethnic groups. Some important and relevant strategies they proposed including educating high school students about parks, leisure, and recreation studies and related opportunities (e.g., speaks in classrooms, attend job affairs in high schools, provide part-time jobs), *encouraging local initiatives employing community residents surrounding local recreation centers, posting job positions on a wide array of sources (e.g., listservs, jobnet websites, community news/magazines), providing more paid internships for ethnically diverse college students, posting recruitment campaign materials with minority leaders/participants, and ensure minority representation and inclusion on the board of Directors and Advisory committees.*

Within the Indigenous space, culture shifts are required to embrace duality. Organizations have to adapt and change in response to community needs, with staff educated how to work with diverse communities.

Respondents in the Indigneous sub sector indicate that finding Indigneous professionals to fill roles can be challenging given high demand for these staff and few applicants. Competition for qualified staff in this sub sector can be significant.

In the meantime, they also mentioned strategies for retention including having a strong policy statement supporting Equal Employment Opportunity, establish employment policies including professional training and career development event to part-time or seasonal staff, encourage individual creativity, exit interviews should be conducted with all employees (Parks and Recreation, 2002).

Looking specific at recruiting females, White (2004) examined the profiles of female recreation directors who were employed at four-year higher education institutions in the United States. White (2004) found that the average profile of the majority participants was aged between 41 and 50, white/Caucasian, unmarried with no children, hold a master's degree related to health, physical education or recreation. These female recreation directors believe that a bachelor's and master's degree was highly important, the most common perceived job competencies were communication, budget, and creative management; the major challenges were competition for space, facilities and resources, decreased financial support. To retain them, these following most common barriers identified by respondents to reaching their current director position may want to be addressed: lacking available positions, lacking role model, and gender stereotyping.

LABOUR IMPLICATION HIGHLIGHTS

- *Have in place an Equal Employment Opportunity policy which extends into professional training and career development for all employees. Consider paid internships for ethnically diverse college students or posting recruitment campaign materials with minority leaders/participants.*
- *Decrease identified gender barriers in the work place through increasing available positions, instituting role models and eliminate gender stereotyping.*

Demographic Characteristics

“The Indigenous population is the largest growing demographic in Canada. With the huge amount of youth and kids coming into play in the next 10-20 years, the recreation sector needs to be prepared. This includes making sure facilities are creating safe and ethical spaces for indigneous users to embedding indigneous practices into all elements of programming and education efforts. Efforts have to move from ‘tokenism’ to embrace genuine efforts to support and embrace diversity of all kinds.”

LABOUR IMPLICATION HIGHLIGHTS

- Recreation and park industry professionals being aware of the increasing age and diversity of Alberta’s population in creating and developing facilities and programming to be accessible, equitably, and culturally safe to work and participate.

Aging Demographics

The population of seniors in Alberta is rising faster than that of any other age group. **As of June 2019, there were over 615,000 Albertans over the age of 65. This number is expected to double before 2040. That 615,000 accounts for 14% of Alberta’s current population.** By 2031 it is projected that about 20% of Alberta’s population will be senior citizens. This is due, in a large part, to the Baby Boomer generation coming up on retirement age in the next two decades, with the last of the baby boomers turning 65 in 2031. In 2014, around 16% (6 million) of Canada’s population consisted of senior citizens, and by 2030 this number will likely be closer to 23% (9.5 million). This puts Alberta lower than the national average for senior citizen population currently, but Alberta is likely to close that gap in the coming decades. This increasing percentage of senior citizens creates opportunities, such as jobs opening up for Alberta’s younger population, as well as challenges, such as increased strain on social services.

LABOUR IMPLICATION HIGHLIGHTS

- The workforce will be aging too which will have implications for succession planning and ensuring the passing of essential position specific knowledge. Plan for succession.
- With the growing age of Canada’s and Alberta’s general population, services will need to be adjusted for the growing demand in recreation and park services. (ex. Phone registration for programs and services instead of solely online.
- Consider utilizing seniors to fill seasonal positions in customer service, front desks, registrations, etc.



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Out of

7,540,830

Immigrants in Canada

845,220

(11.2%)

live in Alberta

Immigration

According to the 2016 Census, there are 7,540,830 immigrants living in Canada, comprising 21.9% of the population. **Of this 7,540,830 in Canada, 845,220 (11.2%) immigrants are in Alberta.** Although substantially lower than Ontario's 3,852,145, Alberta has more immigrants than the bottom 7 provinces combined. This is due largely to Alberta's largest two cities; Calgary and Edmonton. Calgary has the 4th largest immigrant population in Canada, with 5.4% (404,700 people) of the total immigrant population of Canada. Edmonton is not far behind, with 4.1% (308,605 people) of the total immigrant population of Canada. These two cities account for 9.5% of Canada's total immigrant population, and 84% of Alberta's total immigrant population.

LABOUR IMPLICATION HIGHLIGHTS

- *Ensure the services and employees reflect the diversity within the community.*
- *Increase awareness of career opportunities with new Canadians as recreation and park professions may not have been a career choice until now.*



Health

Obesity

According to Alberta Health Services, in 2016, 39% (>1.9 billion) of adults were considered overweight worldwide. Of this 39%, 13% (>650 million) were considered obese. These percentages are much larger in Alberta and Canada as a whole. Alberta has a prevalence of adults who are overweight or obese with 67% being categorized as overweight in 2014. This is nearly double the national average. Albertans are above the Canadian average for obesity as well, with 28% of adults in Alberta being obese, compared to the range of 23.3%-25.4% for all Canadians. It is more prevalent in males than in females with over 30% of males being obese compared to the population average of 28%.

Childhood obesity rates in Canada have decreased slightly over the past 13 years, going from 35% of children aged 2-17 being considered overweight or obese, to 30%. This lowers the risk of children developing type 2 diabetes, asthma, and a variety of heart diseases. Obesity is more commonly found in the northern areas of Alberta and is lowest in the urban areas of Calgary and Edmonton. Thus, the role of recreation and parks for health will play an increasing role in Alberta with the labour market adjusting to that increasing role.

Changing Healthcare System

Alberta Health Services (AHS) is Canada's first and largest provincially wide, fully integrated health system and in 2018 was identified as being in the top five most integrated health systems in the world, with the Netherlands receiving top honors.

Alberta's single healthcare system is unique in that it brings together acute care, continuing care, home care, public health, addictions and mental health, emergency medical services and cancer care under a single authority.

Additionally, the Primary Health Care Integration Network was launched in 2017 to support better integration of primary care with acute, emergency and specialty care as well as with social care organizations and other key services and programs.

Meanwhile, Connect Care, the provincial electronic medical records system, and the new provincialized lab model, will enable greater integration when they come on stream in the next few years.

The role of parks and recreation in Alberta's health care paradigm has increased lately due to initiatives such as the Blue Zones Project (BZP) and the Prescription to Get Active (RxTGA) and other groups that focus on the connection between rising healthcare costs and an increasingly sedentary lifestyle. BZP has been successful in demonstrating the connection between health prevention activities and health care spending, shifting the focus from health care to health. Prior to the Covid-19 Crisis Alberta was spending \$22B annually on health care. Both the BZP and RxTGA recognize the negative impacts of lifestyle diseases such as diabetes, heart disease and hypertension and work to change the outcomes by highlighting the importance of active living.

Through the RxTGA program in 2017 over 14,000 prescriptions were written by health care providers for patients to take part in a more active lifestyle. These prescriptions were redeemed at participating facilities (gyms, fitness centres etc). This initiative resulted in 73 per cent of patients indicating that they have become more active as a result.

LABOUR IMPLICATION HIGHLIGHTS

- *Recreation and park industry professionals increase the partnership and collaboration with AHS in the role the industry can play in the physical and mental wellbeing of all.*
- *Increase awareness of the positive physical and mental health implications that recreation and parks provides to individuals and communities.*
- *Employers have a role/responsibility to support and encourage employees physical and mental health through programs, flexible work arrangements, walking meetings, etc.*

SPOTLIGHT ON SIKSIKA NATION:

In 2018, Siksika Nation made the historic move to merge together their Health and their Recreation Departments. The very first First Nation in Alberta to do so, this action championed upstream and preventative strategies integral to both recreation and health systems.

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Behavioral Patterns

The recreation industry is increasingly responding to the changing patterns in program demand as well as facility and outdoor space usage. While well-structured recreation opportunities remain necessary and important there is an increasing demand for spontaneous, unstructured pursuits. In addition to this demand, there is also a call for an increase in a more diverse cultural offerings to meet the traditional interests of our Province's immigrant population.

The integration of technology into Albertan's leisure pursuits is increasing rapidly. This ranges from the use of personal fitness trackers to the addition of augmented reality and virtual reality into one's recreational pursuits, it also includes online registration portals and live webcams at parks and trail systems. Apps such as Geocaching and Map My Run turn fitness into interactive games where even when a participant is alone, they are connecting with others and more likely to remain motivated. This was especially true for the Pokemon Go phenomenon that saw park, open, and public space filled with individuals!

CASE STUDY

The use of technology was increasing in use before COVID and will become a further trend in the recreation and parks industry post COVID. The City Nature Challenge is a world wide event taking place in the spring with cities from all over the globe participating through the iNaturalist App.

"The City Nature Challenge is an international celebration of biodiversity in and around urban areas."

Participants are encouraged to get outside and take pictures of flora and fauna in their neighbourhoods to share through the iNaturalist App. Since 2016 there have been over 2.3 million observations, 84,000 species, and 95,000 observers. The use of technology in recreation and parks has been and will be a continuing part of the industry.

<https://citynaturechallenge.org/>

The use of technology in the labour market is increasing also for the recreation and parks industry. The use of technology to guide in development and maintenance decisions has increased dramatically since 2005. For instance, the use of counters. The use of counters in parks and recreation facilities guide employees in making informed and data driven decisions to best fit the use of those spaces and places. More recently, the use of drones. This industry wide trend is primarily seen by users of parks and recreation spaces for drones but has now begun to be used by the labour force. Parks Canada had to develop an Unmanned Aerial vehicle (UAV) policy for national parks as it posed a risk to visitors, disturbing wildlife and could lead to negative visitor experiences. This policy has an enforcement action of a fine up to \$25,000. However, there are now instances where the recreation and parks industry are using drones for tasks. Examples include using drones for pollination which can increase fruit and cut crop yields by 20-60 percent (NRPA, 2019). In recreation centres,

organizations and employees are adapting spaces for eSports, which is a growing trend with millions of dollars associated with it. The use of biometric identification for recreation centre admission is a possibility for future technology use too. In park settings technology is being used for automated mowers with sights set on snow removal. The City of Edmonton pilot tested automated mowers in 2019 with the anticipation at the time to expand the program to not only larger grass areas but snow removal too. A 2013 Oxford study ranked 700 positions on the likelihood of them becoming computerized and Landscaping and Grounds keeping ranked at 623 with a 95 percent likelihood of atomization (Frey & Osborne, 2013). However, recreation and park positions are ranked differently through this report, for instance, Recreation Therapists are the single least likely position to become computerized out of the 700 ranked. The use of technology in the recreation and parks industry still has a long way to go to impact significant job losses.

LABOUR IMPLICATION HIGHLIGHTS

- *It can be difficult to predict the impact of technology on the labour market, although, with technology positions may be lost but new positions will be created.*
- *Employers look to repurpose/shift staff whose position may be impacted by technology.*

Safety, Security, Liability and Risk Management

There is no doubt that many recreation pursuits are inherently risky and often we see those risks lead to injury. Fortunately, solid risk management policies coupled with strong safety and security measures help mitigate risk and allow participants and providers to focus on the fun.

Alberta municipalities and recreation providers have had to increase their risk management policies to include:

PLAYGROUND SAFETY TOBOGGANING RISKY PLAY VISITOR RISK EVENT SAFETY NEIGHBOURHOOD

Institutions and organizations dealing with these (and similar) issues have become increasingly concerned about the need to operate in a safety-focused manner. In many instances, they have faced soaring insurance costs as a result of accident settlements. In an effort to control rising costs of insurance, organizations have begun to grapple with ways of preventing accidents in the first place. In addition, as societal fears have grown, so have expectations that institutions and organizations serving the public will adopt viable accident prevention strategies through risk management programs.

LABOUR IMPLICATION HIGHLIGHTS

- *Employers to ensure the safety of their workforce and participants in recreation and park services and facilities.*
- *Employers to properly train and certify staff in programming and equipment use.*
- *Employers to always work within OH&S & AHS guidelines, including COVID safety.*

Environmental Responsibility, Accountability and Stewardship

In Canada, the design and maintenance of recreation facilities and spaces have taken a leading environmental approach. As guidelines for general construction evolve, the industry follows multiple standards of excellence.

Recreation was one of many service areas identified in a comprehensive review of Alberta's Municipal Government Act (MGA) as a place where there was demand for increased collaboration and efficiencies. Intermunicipal Collaborative Frameworks (ICFs) are now mandatory and must exist between municipalities who share common boundaries. The intent of the ICFs is to:

Provide for integrated and strategic planning, delivery and funding of intermunicipal services;

Allocate scarce resources efficiently in the providing of local services; and

Ensure municipalities contribute funding to services that benefit their residents.

An original deadline of April 2020 for collaboration in creation of documentation was extended due to Covid-19 and municipalities now have until April 2021 to produce their documented frameworks to the Minister.

LABOUR IMPLICATION HIGHLIGHTS

- *Industry shifting to include climate change and the subsequent adaptation to climate change (ex. Flood mitigation for park staff and departments).*
- *Utilize renewable resources of energy for recreation and park facilities.*

Institutional Change: Devolution of Government Services

The devolution of government is not a new trend in the recreation and parks industry as the trend has continued since 2005 both provincially and nationally. A recent example of the devolution of government services in Alberta includes the 2020 budget cuts of \$4 million over a three-year period from parks. As a result of these budget cuts Alberta is actively seeking partnerships with municipalities, Indigenous communities and not-for-profit groups to hand off the management **of +/-164 provincially run parks**. Government officials indicate a need to “modernize Alberta’s parks systems,” citing the continued subsidization of the financially struggling system year after year as a motivation to seek out operational partnerships. In response to COVID-19, the province has altered the devolution and closure of 17 parks this year to give Albertans more opportunities to camp and connect with nature over the summer.

In addition to the above, other devolution examples within the realm of Alberta parks and recreation includes the closures or partial closures of twenty Alberta parks and the discontinuation of government funded maintenance and grooming of cross country ski tracks in the Peter Lougheed and Kananaskis village areas. These services and others will perhaps be picked up by volunteer or not-for-profit groups as seen in other provinces and territories.

User Fees

User fees of recreation and park facilities from arena or field rentals to day/annual passes to recreation facilities is a balance of cost-recovery by private and community organizations to providing equitable services for the community. The practice of user fees is balancing the cost of running not only the facility but services in those facilities. The goal of not burdening either the individual utilizing the service or facility through user fees to not burdening the larger community through property taxes who may or may not be utilizing those services. The rationale for adopting a user fee structure is identified by one major Alberta city through the following,

- **EQUITABLY DISTRIBUTE SERVICE COSTS**
- **LIMIT TAX INCREASES**
- **ENABLE FREEDOM OF CHOICE**
- **MORE EFFICIENT ALLOCATION OF GOVERNMENT DOLLARS**
- **REGULATE DEMAND**
- **USING PRICING TO ACHIEVE DESIRED GOALS AND OBJECTIVES**
- **FUND INFRASTRUCTURE**

The goal in a municipal setting is not to make money from the user fees but to offset the subsidy provided by property taxes or other sources. For instance, in 2015 the city of Edmonton had an approximate operating cost for its recreation facilities and services as \$122.8 million with user fee revenue coming to approximately \$62.2 million, which would leave a subsidy amount of \$60.6 million to be filled by other sources. Furthermore, another Alberta city identified that they would like to see their property tax support of recreation be maintained (70%) with a smaller proportion of households identifying they would like their user fees to be maintained (66%). A larger percentage of households would like to see their user fees decrease (19%) than increase (15%). The same trend is identified for property taxes. Furthermore, 45% of households in this community stated they were not in favor of an increase in property taxes for activities or facilities they utilize. That percentage increases to 63% for activities or facilities those households may not participate or use (Okotoks Master Plan, 2017).

“The recreation and parks sector continues to flow and adjust to current circumstances of government service contributions. Municipalities have responded in many ways including, but not limited to, developing partnerships (non-profit and for-profit partnerships), increasing the user-pay model (Crompton & Kaczynski, 2003; Glover 1999), and delaying capital expenditure with an increase in the continued use of aging facilities beyond original life-cycles.”
(Jonah, 2019).

The balance between user fees and subsidies from other sources in a municipal setting were brought to the limelight during COVID-19. With the lack of revenue from user fees combined with the further lack of subsidy revenue (ex. Property taxes, transit fares, etc.) the closure of facilities and the ability to open under stricter public health guidelines will become an increasing challenge for the future of operation costs.

LABOUR IMPLICATION HIGHLIGHTS

- *Employee skill development to deliver more with less resources. Skills, such as, diversifying revenue sources through sponsorships, partnerships, and business development.*

Facility Deterioration

The Canadian Infrastructure Report Card that was published by the Federation of Canadian Municipalities (FCM) in 2016 identifies that the recreation and park infrastructure in Canada is in the worst condition of all municipal infrastructure (46 - 47% in very poor, poor and fair condition). The replacement cost of these facilities nationally is estimated to be \$16 billion dollars.

The sector has seen roofs fall in three different recreation facilities in Alberta and we are aware of the ice plant tragedy in Fernie, British Columbia. These incidents have drawn attention to the condition of recreation and parks infrastructures, not just in terms of the age, but also structural deterioration, changing program demands and deferred maintenance, but also in terms of insufficient or antiquated technology.

Collectively Albertans spend significant amounts of time in community recreation and parks facilities and the universal goal is to increase the current level of physical activity. Research has shown that the health of urban Alberta youth, while not desirable, is better than rural Alberta youth. Compounding this evidence in many cases is that the state of rural Alberta's recreation facilities is in worse condition than that of urban recreation facilities.

Currently there is no accurate database of the state of Alberta's recreation and parks infrastructure. The solution is not just replacing what exists with a new version. Informed decision making would be responsive to changing demographics, lifestyles and community needs. Recreation and parks facilities are huge consumers of energy and given the age of many facilities extremely wasteful consumers of energy.

LABOUR IMPLICATION HIGHLIGHTS

- *Employee safety due to deteriorating facilities. Mitigate risk for employees safety (ex. Recreation facility roof collapses).*
- *With increase in urban populations and large recreation facilities, the maintenance needs will need to be met through staff training and/or hiring.*
- *Closing of deteriorating facilities will see the loss of positions, especially in rural communities.*

Volunteer Retention

The retention of an organization's volunteers is paramount to the success of their volunteer program and often to the success of the organization as a whole. The recruitment of highly skilled volunteers who have a vested interest in the success of an organization is the first step in ensuring the ability to achieve a high level of retention. Providing volunteers with the appropriate direction and tools required to fulfil their commitment is another essential component to retention, as is the ability to recognize volunteers and show appreciation towards their commitment and involvement.

Often volunteers can be driven by their own interest (ie) a cross country skier with the right equipment and time will be more likely to volunteer to set down a track and maintain it than someone who is not engaged in the sport.

Within the human services, the field of parks and recreation has long been heavily dependent on voluntary support. Barnes and Sharpe (2009) found that park volunteers, rather than doing work solely for the benefit of the providing agency, were engaged in initiatives that were driven by their own interests, skill-based, and

offered personal and professional benefits that extended beyond the voluntary context. They investigated park volunteer retention, they found that volunteers' decision to become and remain volunteers was tied to (a) the ability of the volunteer to integrate the work in the park with their personal lives (e.g., park user), interests (e.g., a gardener in personal lives), and vocations (e.g., building work skills). (b) the effort to reduce the net cost of volunteering to the volunteer (e.g., parking pass, free on-site childcare).

Cuskelly, Taylor, Hoye, and Darcy (2006) introduced seven volunteer management constructs (i.e., planning, recruitment, screening, orientation, training and support, performance management, and recognition), and how these constructs predict sport volunteer retention. Their examination concluded that the clubs more extensive use of organizing and planning for volunteers (e.g., identifying potential volunteers before season commences, maintain a database of volunteers' skills, qualifications, and experiences), or more use of training and support (e.g., mentor volunteers, provide support to volunteers in their roles), the less likely they were to report perceived overall problems in the retention of volunteers.

Leadership

Job Competencies and Job Performances

Job competencies are a set of observed elements, consisting of individual knowledge, skills, abilities, and other characteristics that are associated with high performance (Campion et al., 2011). Job competencies describe what individuals need to know to execute their responsibilities. It can help to identify the necessary background characteristics of effective individuals at the job application stage. It also can serve as the foundation for training, performance evaluations.

Job Competencies in Different Recreation, Leisure, Sport, Tourism Jobs.

The available literature in this area focuses on several jobs within the industries. Some of these jobs and the subsequent findings are outlined below.

Camp counsellors. Epley, Ferrari, and Cochrane (2017) developed a competency model for 4-H camp counselors (teen volunteers age between 14 and 19) whose main responsibilities are caregiving, programming, and teaching. Epley et al. (2017) suggested that job competencies for a high performance camp counsellor include

teaching and facilitating **COMMUNICATION**
 Child and Adolescent Development Knowledge
CULTURAL AWARENESS **THINKING AND PROBLEM SOLVING**
Role Model **TEAMWORK AND LEADERSHIP**
SUPPORTIVE RELATIONSHIPS **Program Planning**
PROFESSIONALISM **UNDERSTANDING THE ORGANIZATIONAL**
personal commitment **AND CAMP ENVIRONMENT. SELF-DIRECTION**
PROFESSIONAL DEVELOPMENT **HEALTH** **Wellness and Risk Management**

Executive officers in YMCAs. Hurd and Buschbom (2010) identified six general competency categories including business acumen (e.g., knowledge of business principles), communication, community relations, leadership and management, professional practice, and volunteer/board management, which are needed by CEOs in YMCAs.

Entry-level positions in municipal recreation agencies. Fulthorp and D'Eloia (2015) asked recreation supervisors, managers, directors to rate competencies in Entry Level Competency Framework (ELCF) in the order of perceived importance when hiring decisions for entry-level full-time positions in municipal recreation agencies. For entry-level full-time employees, communication and interpersonal skills were rated as the highest important competencies.

Campus recreation directors and professionals. Schneider, Stier, Kampf, Haines, and Wilding (2006) summarized the highly sought-after job qualifications for hiring campus recreation professional employees are excellent language/speaking skills, prior experience in campus recreation, neat overall appearance, excellent writing skills, and possession of a graduate degree. Turnis and Jordan (2019) investigated collegiate outdoor recreation (COR) professionals' level of affect toward their program duties (general office, personnel management, interpersonal, and program-specific) and their personalities. They found that individuals with a higher rating on extroversion would be well suited to work in a COR setting. Such professionals would be creative problem solvers who work well within a group. The overall scoring patterns found indicate that COR professionals are less interested in typical "desk work" as they prefer the fieldwork and interpersonal/social aspects of the job. Results suggested that interpersonal skills are vital to success in the COR profession. When hiring, employers may focus on applicants' personality traits, such as sociable, outgoing, and who possess an open mind and agreeable demeanor.

Researchers observed that effectively trained program leaders are of great importance to facilitate learning transfer and to achieve developmental outcomes in youth programs. Schaumleffel and Backlund (2009) found that attitudes, subjective norms, perceived behavioral control, and behavioral intent of program leaders to transfer their training to process recreation experiences to achieve targeted outcomes with participants at a structured youth development day camp. Having strong processing skills means that a program leader has the capacity to foster the transfer of learning from an activity that is fun for youth to other life contexts.

Table 7.4 Adopted from Fulthorp and D'Eloia's (2015) article, p.18, the most important job competencies in recreation jobs

The 10 Highest Rated Competencies

COMPETENCY DOMAIN	INDIVIDUAL COMPETENCY	MEAN	S.D.
1. Leading People	Ability to make ethical decisions	4.58	-.697
2. Professional Practice	Knows how to act professionally	4.50	0.730
3. Interpersonal Skills	Ability to work well with people	4.47	0.669
4. Communication Skills	Ability to clearly communicate with customers	4.39	0.830
5. Community Relations	Have the ability to deal with the public	4.38	0.778
6. Communication Skills	Have the ability to listen to staff and customers	4.36	0.794
7. Interpersonal Skills	Be enthusiastic and have a positive attitude	4.36	0.711
8. Communication Skills	Ability to clearly communicate with staff	4.35	0.820
9. Inclusion Skills	Demonstrates openness to serving all members of the community	4.31	0.829
10. Leading People	Ability to work in team environments	4.26	0.787

Note. 1= I would hire someone without this skill, 5= I would never hire someone without this skill;

Sport facility managers. Case and Branch (2003) identified the job competencies that are essential for entry- and upper-level sport facility managers. For entry-level managers, the competencies include written and oral communication skills, recognizing facility safety hazards, problem solving, decision-making, computer knowledge, time management, and risk management. They reported that for upper-level directors, the top-rated competencies are *budgeting, communication skills, setting priorities, ability to delegate, decision-making, goal setting, problem-solving, understanding legal issues, and personnel evaluation skills.*

Tourism employees. Tourism service workers may engage in surface acting (e.g., regulating facial expression, voice tone to display unfelt emotion) or deep acting (e.g., display appropriate emotion for a given situation) to manage their emotions and fulfill organizational expectations (van Dijk & Kirk, 2008). The job-environment characteristics consist of *frequency, variety, intensity, and duration of customer service interaction can influence the performance of surface or deep acting.*

Job Performance

Lyons (2000) investigated the factors that can influence job performances of camp counsellors. Lyons (2000) suggested that ethics and morals were predictors of job performance. Six motivation factors: social enjoyment, future development, practical advantages, normative influence, external influences, and ethical interests. Six performance factors were: **personal competence, interpersonal skills, task orientation, demeanor, use of knowledge, and teamwork.** Practical advantages (e.g., ability to organize, plan) negatively predicted task orientation and teamwork. Thus, individuals who are motivated by practical advantages appear to focus on what is advantageous to them directly. External influences (e.g., extrinsic advantages that are not directly job-related) predicted teamwork positively which can be explained by the assumption that individuals who are motivated by external influences seemed to be open to suggestions and willing to give suggestions. This is compatible with the notion of being a good team worker. Ethical interests (e.g., individuals' values, morals, altruistic views) predicted interpersonal skills and application of knowledge.

Internships and Job Competencies

Beggs, Ross, and Knapp (2006) reported students' and practitioners' differences in perceptions and expectations of undergraduate internships in recreation. Practitioners of community, campus, or commercial recreation services believed that internship students should be stronger in *developing, leading, and budgeting programs.* In contrast, students felt that internship agencies should be willing to hire interns full-time and aid in job placements. Grabel and Lee (2005) surveyed internship supervisors from four major North American Professional Sport Leagues regarding what skills students should have prior to pursuing internships. They found that *conceptual skills or problem-solving skills, and oral communication skills* are the most important skills interns should possess.

In the tourism area of the industry, Zehrer and Mössenlechner (2009) surveyed tourism organizations that provided internships to students to examine the most important competencies tourism graduates should possess from the tourism internships. *The companies examined suggested that communication, problem-solving skills and conceptual skills are the most relevant competencies to internships.* Thus, colleges may consider design courses to develop these skills in students to prepare them for internships.

Job Attitude: Job Satisfaction, Organizational Commitment, Retention

The next major area found in the literature related to job attitudes. Within this topic, how job attitudes impact individual's satisfaction, commitment and retention are among the topics explored.

Employee Retention

Employee turnover is an unavoidable part for most organizations. Retaining employees is a critical goal for many organizations in the industry. One reason is that separation of employees is expensive. McKinney, Bartlett, and Mulvaney (2007) proposed a turnover costing model for public park and recreation agencies (see the project website for full literature review). They noted the separation costs (separation pay, exit interview cost, administrative costs) are two to three times larger than replacement costs (i.e., advertising job availability, screening of applicants, interview costs, expenses, reference check, testing/medical examinations, additional costs) making it increasingly important for managers to help their employees stay longer. To increase employee retention, the academic literature offered several suggestions. These are outlined below.

"Some challenges are around enticing qualified employees to our municipality. The other part is once they are here how do you keep them from looking elsewhere..."

Organizational Mission as a Core Dimension in Employee Retention

The mission of an organization is more than a symbol or statement. It can attract resources and guide decision-making. Brown, Yoshioka, and Munoz (2004) investigated how employee attitudes toward the mission statement related to employee satisfaction, and to what extent such attitudes can influence intention to stay with a recreation organization (YMCA). Brown et al. (2004) reported that employees expressed positive attitudes toward the organizational mission and these positive attitudes can positively influence employee satisfaction and intention to remain with the organization. However, dissatisfaction with pay had a stronger influence on people's intention to remain with an organization. Thus, a mission statement is important for retention, but the organization's mission should be utilized with other intrinsic factors to help dampen the impact of perceived lower salaries.

Organizational Culture and Retention

Organizational culture is typically conceptualized as the values, beliefs, and basic assumptions that help guide and control member behavior. Organizational culture is suggested to have a significant impact on staff attitudes and behaviors. MacIntosh, Doherty, and Walker (2010) examined the Canada fitness industry's organizational culture's influence, covering eight dimensions of industry-wide culture in the fitness domain: staff competency (e.g., knowledge, credentials, positive attitudes), atmosphere (e.g., club is welcoming and fun), connectedness, formalization (e.g., policies, procedures), sales (emphasized, rewarded), service equipment (e.g., good variety, quality, availability), service programs, and organizational presence. They found that the sales part of organizational culture is the only predictor of employees' intention to leave (for-profit organization), the revenue maximization goal of operations can negatively influence staff's retention. However, for fitness staff in non-profit organizations, although sales can increase staff's intention to leave, while connectedness was inversely associated with intention to leave.

*"Creating a work environment for staff retention
- when you're dealing with some of the staff
and younger staff - creating a workplace that
people enjoy while still being professional,
providing training opportunities, illustrating
opportunities for internal promotion - young life
guard becomes a shift manager, then a facility
supervisor, then maybe a manager someday
- these opportunities do exist and tend to
promote internally whenever."*

The Organizational Climate

The organizational climate provides valuable information about the work environment perceived by employees, directly influencing job satisfaction, organizational commitment and performances (Escamilla-Fajardo, Nunez-Pomar, Prado-Gasco, and Ratten, 2019).

Employee Engagement as a Key Strategy to Increase Retention

Yost (2014) suggested that increase employee engagement is the long-term strategy to increase employee's retention in parks and recreation agencies. Yost (2014) introduced the key strategies used by Ryan Brookes, a youth/family director for Virginia's McLean Community Center, who successfully retained the part-time employees of his community center at least 3 years. These key strategies include **(a) praise and provide recognition to employees as often as possible, (b) empower employees, (c) offer growing opportunities, (d) accountability.**

The Importance of Training in Retention.

Popp, Simmons, and McEvoy (2019) found that ongoing sales training can increase sport sales employees' job satisfaction and decrease their intention to leave. In the tourism industry, Vinerba (2013) also suggested that to reduce labour turnover rate, delivering the right type of training is a priority. Vinerba (2013) proposed that organizations should provide training addressing individual needs (e.g., people management, finance) rather than early-career level generic skills. Also, providing training on an ongoing basis can encourage people to stay and develop a career in the tourism sector.



Job Satisfaction and Factors Influencing Job Satisfaction

For campus recreation administrators, job satisfaction was determined by supervision, relationships, and the nature of work, whereas demographic information was not significant to explain the overall level of job satisfaction (Kaltenbaugh, 2009). Zhang, DeMichele, and Connaughton (2004) surveyed 284 mid-level campus recreation program administrators and found that institutional size, institutional classification (private, public), and years on service is related to job satisfaction. Stier, Schneider, Kampf, and Gaskins (2010) later found that for campus recreation staff, supervisors' expectations, salary, hours worked, salary, budget allocation, and a desire to leave their present position or job can influence job satisfaction.

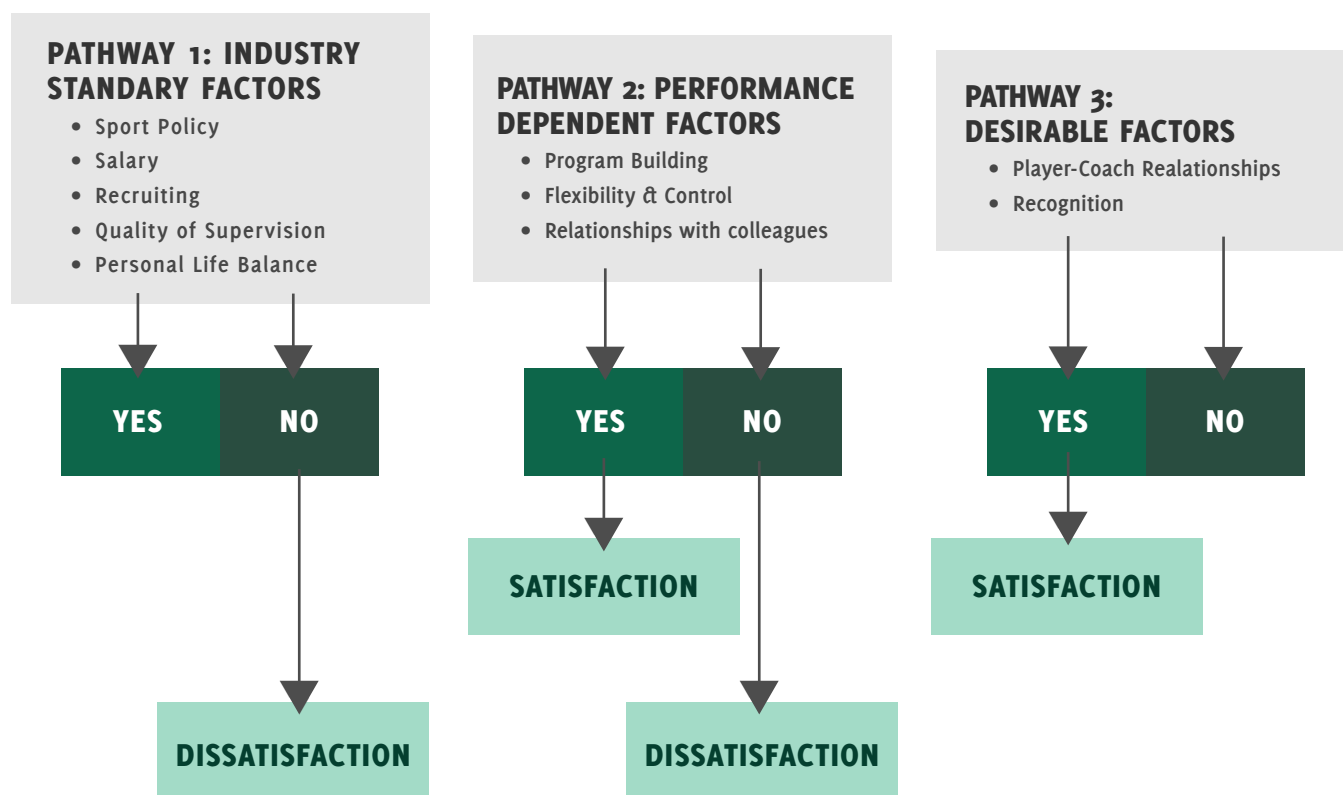
Kong, Jiang, Chan, and Zhou (2018) reviewed 143 refereed journal papers on job satisfaction in the field of tourism and hospitality. They found that the factors influencing job satisfaction can be categorized into four groups: (a) individual perspective: education, interest, and skills; (b) organizational perspective: organizational support and culture can contribute positively to job satisfaction. (c) social and family perspective, family-work supportive

policies can influence job satisfaction. (d) psychological perspective, psychological issues (e.g., stress) were found to be closely related to job satisfaction.

Similarly, Lillo-Bañuls, Casado-Díaz, and Simón (2018) reported that individual factors (e.g., gender, age) can influence job satisfaction. For example, women were found to enjoy their job more than men. They also found that objective occupation and workplace characteristics can influence job satisfaction. Furthermore, pay has a positive effect, while the number of hours worked per week, work schedule, and commuting time has a negative effect on job satisfaction.

From the psychological perspective, Dixon and Warner (2010) interviewed university sport coaches and found if their expectations of the following job features including industry standard features (e.g., supportive sport policies), performance dependent features (e.g., program building, relationship with colleagues), and desirable features (recognition) can be met, they obtain job satisfaction. Figure 7.2 presents their findings.

Figure 7.2 Adopted from Dixon and Warner's (2010) study on job features and job satisfaction, p.159



Organizational Commitment

Organizational commitment can mean an individual's willingness to dedicate efforts and loyalty to an organization (Wagner, 2007). It can be positively related to professional development, job satisfaction, the satisfactory level with supervisory guidance for career planning, satisfaction with the progression of their career. Several factors influence organization commitment that are outlined below.

Factors influencing organizational commitment (leadership, demographic information, evaluation of others, leisure ethics).

Leadership trait and demographic characteristics. Kent and Chelladurai (2003) found that charismatic leadership of executive and middle-level managers is a critical component to influence the affective and normative commitment employees. London and Howat (1979) examined organizational commitment of park and recreation employees. *They found that demographic characteristics including age, number of children, salary, and community size are positively related to organizational commitment in this setting.*

Other factors influencing employees' commitment. Subordinates' commitment to the organization increased as their commitment to the profession decreased. Supervisors' commitment to the organization increased as their commitment to the community increased. Subordinates' commitment to the organization increased the more they perceived their supervisors as effective on the job. Supervisors' commitment to the organization increased the more they perceived their subordinates as following agency rules and regulations.

Employees' organizational commitment was also related to how they viewed others' performance. Supervisors were more committed to the agency when they believed that their subordinates followed rules and regulations. Similarly, subordinates were more committed to the agency when they believed that their supervisors were high on task performance and high on following rules and regulations. Organizational commitment increases for employees who perceive their coworkers as good performers. Some methods to *enhance professional commitment include encouraging attendance at professional meetings, subsidizing journal subscriptions and memberships in professional organizations, and trying to regularly discuss recent advances in the field.*

ENHANCING PROFESSIONAL COMMITMENT

This project was developed in partnership with sector leaders who work in providing, among other outcomes, professional development for the Alberta recreation and parks industry. Consider joining or subsidizing employee membership to these professional organizations.

- Alberta Recreation and Parks Association
 - Alberta Association of Recreation Facility Personnel
 - Alberta Therapeutic Recreation Association
 - Alberta Fitness Leadership Certification Association
-

Leisure ethics, money ethics.

Cunningham, Tang, Frauman, Ivy, and Perry (2012) looked at specific components of public parks and recreation employee's occupational commitment. The difference between occupation and organizational commitment is that occupational commitment looks at the professional rather than just a single organization. The specific components examined by Cunningham et al. (2012) were affective, continuance, and normative. The authors noted that "Employees remain with the "occupation" because they want to (affective commitment), they need to (continuance commitment), and they ought to (normative commitment)" (Cunningham et al., 2012, p. 424).

The authors reported leisure ethics (e.g., one's involvement in leisure, relaxation, playfulness) was positively related to affective commitment while money ethics (e.g., love of money) was negatively related to affective commitment. They also found that females had a high leisure ethic, low money ethic, and low continuance commitment. For males, leisure ethic was positively related to affective commitment, whereas money ethic was negatively related to affective commitment, but positively associated with continuance commitment.

Different Circumstances Influence Retention, Job Satisfaction, Organizational Commitment.

Reasons employees wanted to leave an organization. Bartlett and McKinney (2004) asked participants to describe the circumstances that would make respondents feel like they should leave an organization. They also examined how professional development can influence recreation and park employees' intention to turnover. The most frequently reported circumstances caused managers to leave include the **compensation and benefit levels, overly demanding or incompetent supervisors, and perception of injustice or unfair treatment in the workplace.**

When asked for the main reasons that made respondents feel they should leave, the most frequently reported response is the need for greater job challenge, opportunity for further professional advancement to a senior position, and a desire to reduce burnout and low motivation that was feared by not moving. The second most frequently mentioned reason for leaving was compensation, followed by uncontrollable external forces such as relocating to new city, organizational downsizing, or retirement due to poor health. Other reasons leading to turnover include a lack of supervisory support, ethical conflict with agency, lack of recognition or respect from supervisors.

Retaining Seasonal Employees/Hourly Employees.

Attracting and retaining seasonal employees is one challenge faced by leisure service organizations. Particularly, the improved retention rate can save cost and time a recreation organization should devote to employee management. McCole, Jacobs, Lindley, and McAvoy (2012) proposed and confirmed that individual's sense of community toward work organization and year-to-year retention. Ismert and Petrick (2004) examined how management attitudes, rate of pay, employee benefits, job satisfaction, job challenge, and camaraderie have on seasonal employee intention to return to work at ski resorts.

They observed that satisfaction with camaraderie was the best indicator of intention to return for first-year employees, while satisfaction with money, management attitude, and benefits were the best indicators of returning employees.

Thus, organizations should use different incentives to attract new employees than for retaining employees for the long run. In addition, both first year and returning employees' job satisfaction was predicted by satisfaction with job challenge and satisfaction with camaraderie.

For hourly employees, Milman (2002) reported that hourly employee's retention can be impacted by self-fulfillment and working conditions rather than monetary rewards. Milman and Dickson (2014) observed that for hourly employees, their retention was predicted by employees' level of satisfaction, better experience with pay, and better experience with employee development training classes. However, hourly employee retention was also predicted by the employees' negative experience with flexible working hours and performance reviews. In addition, Spoor and Hoyer (2014) suggested that top management perceived support for gender equity is a strong and consistent predictor of various outcomes including both the employee's intention to stay and organizational commitment. Gender-related barriers were negatively related to organizational outcomes. This relationship was partially influenced by perceived organizational support.

LABOUR IMPLICATION HIGHLIGHTS

- *Leadership development is a job competency for industry professionals which is one among a variety of soft skills.*
- *Employers, recreation and park professionals are poached by other industry because of the wide breadth of soft skills developed among professionals in the industry.*
- *Employers, investigate the feasibility of job sharing within and among organizations.*

Seasonal Staff's Commitment

In many leisure delivery systems, the seasonal employees' commitment is very important. Meldrum and Mccarville (2010) examined the level and types of organizational commitment of seasonal employees and the variables that can influence commitment. They found different types of commitment towards the organization, supervisor, occupation, workgroup, and client of the work setting. However, participants' attention was focused primarily on the client and on their respective supervisors. Interactions with either could have dramatic implications for their commitment levels. They found that these employees could be profoundly influenced by the setting in which the work took place and by the activities that dominated their workday. They believe that providing support, trust, responsibility, recognition, and respect can influence organizational commitment.

Other Job Attitudes

Todd and Andrew (2006) found that for sport retailing employees intrinsically satisfying tasks and perceived organizational support would positively impact job satisfaction and affective commitment.

Job expectations can influence job satisfaction

Marchand (2010) suggested that the job demands, or characteristics of the workload associated with field instructing in wilderness therapy includes physical and emotional burdens associated with working in the wilderness with youth at risks and unconventional work schedules which often leads to extensive time away from friends and families. They found that job satisfaction scored lower for individuals who underestimated their job demand stressors had lower job satisfaction. They reported lower scores in the following areas of job satisfaction: pay, promotion, fringe benefits, specific tasks to perform and communication, such as job expectations and work assignment.

Organizational trust, justice, and organizational deviant behavior and employees' deviant behavior. Deviant behavior, e.g., theft, abusive supervision, sexual harassment, unexcused absences, sabotage, bullying, and taking long breaks are not uncommon in organizations (Demir, 2011). They can be behaviors against the structure or system of an organization. Demir (2011) found that organizational trust and organizational justice can positively influence affective, continuance, and normative commitment. Organizational trust and justice can negatively influence organizational deviant behaviors.

Psychological capital and work engagement

Psychological capital (e.g., hope, optimism, resilience, and self-efficacy) can help to strengthen the relationship between workplace fun (e.g., recreational tasks, interesting activities creating a fun working environment) and work engagement. (Tsaur, Hsu, & Lin, 2019) found that workplace fun can help tourism or recreation frontline service employees to improve social relationships and induce more positive emotions, which can trigger people to have higher work engagement.

Corporate social responsibility and organizational commitment.

Wong and Gao (2014) suggested that corporate social responsibility can help organization to create a desirable culture to increase employee's commitment and reduce turnover, particularly, CSR initiatives directed towards employees, customers, and community stakeholders could help to build a stronger culture with organization.

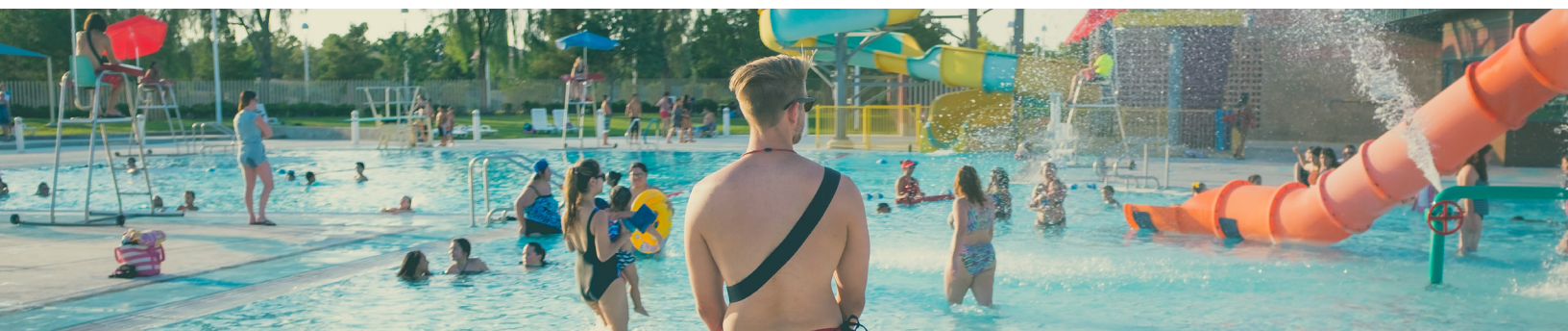


Literature Review Summary, Suggestions & Further Research Topics

In summary, the researchers systematically searched and reviewed publications (i.e., peer-reviewed journal articles, or non-peer-reviewed dissertations, books, or news articles) discussing human resource management related topics in the recreation, leisure, sport, and tourism industry. The researchers conclude the report by identifying key suggestions for recreation and leisure organization practitioners and important areas for future research or investigation.

The results suggest the following key takeaways that can benefit recreation and leisure organization practitioners when dealing with labour issues:

1. In the process of recruiting and selecting, using tests, such as personality tests (e.g., 16PF, Cattell & Mead, 2001) and work-style tests can be beneficial for recruiting suitable recreation or leisure staff. These tests can help organizations to recruit candidates that fits an organization's environment or culture. Also, the data generated from tests help to assign tasks to people with relevant skills.
2. Recreation employers may want to pay attention to recruitment barriers. The population of Gen Z'ers (Jordan & Aycok, 2019) is smaller than previous generations which may make it difficult for camps to recruit staff. Camps or similar recreation facilities may need to develop specific strategies to deal with the issue.
3. The literature search and subsequent analysis indicate that for recreation, leisure, sport, and tourism employees, important job competencies associated with high job performance include interpersonal skills, communication skills, and professional knowledge.
4. Practitioners who worked for community, campus, and commercial recreation services perceived and recommended that students preparing for an internship should focus on both conceptual/problem solving skills and oral communication skills. (Gabel & Lee, 2005).
5. In recreation industry, employees' retention level is shaped by: (a) organizational culture, mission, and climate; (b) delivering trainings that can address individual needs; (c) job satisfaction and employee engagement.
6. Some psychological characteristics of employees are important for performance, commitment, or retention. For example, employee's psychological capital (e.g., hope, optimism), emotional regulation, and personality.
7. Seasonal employees and volunteers are an important part of the recreation labour mix. Satisfaction with camaraderie, money, management attitude, and benefits were best indicators of seasonal workers' return intention. Volunteers' retention was largely shaped by their own interests, or the offered professional or personal benefits.



In the process of the literature search and synthesize, the researchers identified the following areas that needs more attention from both scholars and practitioners:

1. The literature review suggests that more human resource related investigations or research should be done to investigate issues faced by recreation or leisure organizations and their staff. As of the data collection dates (i.e., June 25th, September 10th, 2019), the researchers found that the majority of studies examining labour issues in the areas of recreation, leisure, or parks were published before 2015 (refer to the Appendix document- Literature Lists), though we acknowledge that the fields of tourism and sport provides more recent studies.
2. More research should be conducted to understand different labour issues, including recruitment, selection, training, job performance, and retention, in the therapeutic recreation area. The researchers search identified limited amounts of articles discussing human resource management topics in therapeutic recreation or recreation therapy field. Most therapeutic recreation related research conducted looked to understand the outcome of a variety of therapies or participants' experiences.
3. To have a better understanding of human resource management process in the fields of recreation, leisure, sport, or tourism, we believe the following topics are worth to be investigated in the future:
 - Regarding the recruiting and selection process, we found no article examining the uses, types, benefits, or differences of and between external recruitment and internal recruitment. Also, the researchers found few articles discussing the use of selection tests for recruiting qualified employees. In the future, evaluating different recruitment channels and developing test banks (e.g., cognition, personality, work-related ability) for recruiting and selecting recreation staff can be of importance.
 - Although every organization can develop their own standards to measure job performances, a synthesize or review of key domains evaluating job performance of recreation, leisure, sport, and tourism jobs can be important, because these pieces of information can facilitate job training and job recruitment.
 - A review of recreation, leisure, sport, and tourism labours' job satisfaction can be conducted to know the sources or antecedents that can facilitate or hinder job satisfaction. Job satisfaction is of importance for predicting turnover and retention.
 - The interaction between expatriate-local employees can receive more scholarly attention, given it is not uncommon for recreation, leisure, or tourism organizations to recruit overseas employees. Knowing the depth, type, frequency, breath of their contact can increase management efficiency.

In short, the researchers have systematically searched, reviewed, and summarized articles discussing human resource topics including recruitment, training, job performance appraisal, employee retention, and volunteer management in the recreation, leisure, sport, and tourism industry. The data and nature of the research hinders the abilities to answer empirical questions including: what are the critical human resource challenges faced by Alberta's recreation organizations and their employees? What are the key abilities, knowledge, and skills should be possessed by employees working in Alberta's recreation organizations? However, this report builds a solid foundation to help develop plans and research to answer these questions and inspire future research and plans that can solve labour issues in and beyond Alberta.

Conclusion

As the world enter a new age of living with the restriction and realities presented by COVID-19 the need for recreation as a proven stress reliever has never been more apparent yet perhaps the future of the industry (and many others) has never been more unpredictable. While the trends identified combine with an enormous number of unknowns- there is little doubt that continuing to remain abreast of the trends in the labour market will assist parks and recreation providers with planning for the future.

Those in the recreation industry will have to continue to create creative partnerships, seek solutions to healthcare issues and curbing health care costs while increasing the credibility of the industry and raising awareness of the correlation between overall physical and mental health and recreation.

Perhaps with the government focus on COVID-19 relief efforts an increase in reliance on the volunteer sector will emerge thus making the volunteer recruitment, management, and retention component even more important.



EMPLOYMENT HISTORY IN ALBERTA

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Employment History in Alberta for the Recreation Industry

Overview

The chapter outlines the publicly available data provided by Statistics Canada related to the employment and wages for the recreation industry in Alberta. Canada, like many other countries, relies on industry classification codes to separate firms by industry type. In Canada, the North American Industry Classification System (NAICS) is one of the classification system used by Statistics Canada. For the recreation industry, the industry falls within **NAICS code number 71, entitled Arts, Entertainment, and Recreation**. The two digit code is the basic building block of the system. From the two digit code, the NAICS system further defines the industry using three-, four-, and six-digit classifications.

Overall, NAICS code 71 encompasses several specific areas including theater and dance, sports teams, museums, and casinos. From the NAICS Association's (2020) website, the broad description for NAICS code 71 is:

"The Arts, Entertainment, and Recreation sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises (1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; (2) establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and (3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests." (n.p.)

Within code 71, there is a 3-digit NAICS code which is entitled **"Amusement, Gambling, and Recreation Industries" (Code 713)**. Within that 3-digit code, there are several 4-digit codes where some employment data is available. Specifically for the recreation industry, the key NAICS code is 7139 entitled **"Other Amusement and Recreation Industries."** In this 4-digit code, businesses such as golf courses, ski facilities, fitness, and recreation sports centres are included.

This report relies on the Survey of Employment, Payrolls, and Hours. According to Statistics Canada, "The Survey of Employment, Payrolls and Hours is Canada's only source of detailed information on the total number of paid employees, payrolls, hours and job vacancies at detailed industrial, provincial and territorial levels". This section attempted to gather additional data from Canadian Business Counts (formerly Canadian Business Patterns) and the Labour Force Survey. However, due to time, cost constraints and lack of access to confidential data, it was not feasible to get the necessary data to further assist the historical element of the project.

The remainder of the report is going to focus on three broad areas. The first area is going to present the general overview and historical trend as it relates to the components of NAICS code number 71. The second area compares Alberta to the provinces of Alberta, British Columbia, Saskatchewan, and Ontario. We choose these provinces both due to geographical proximity, population, and public data available which Statistics Canada rated as being of good quality or better. The final area provides general comments, limitations of the data, and opportunities for additional research and examination in the future.

Employment Count and Wages in Alberta

To begin, we look broadly at NAICS code 71 which encompasses the recreation industry. As stated earlier, the classification uses three-, four-, and six-digit classification systems to further define the industry. Figure 8.1 presents the historical trend for the three main subcategories of NAICS 71 for Alberta. The three main areas are labeled “Performing arts, spectator sports and related industries” (NAICS Code 711), “Heritage institutions” (NAICS Code 712), and “Amusement, gambling and recreation industries” (NAICS Code 713). As can be seen in Figure 8.1, we see some increase in both the heritage and performing arts subcategories. The amusement, gambling, and recreation subcategory not only encompasses the largest number of employees, but it has also seen the most consistent upward trend of employment growth during the time period.

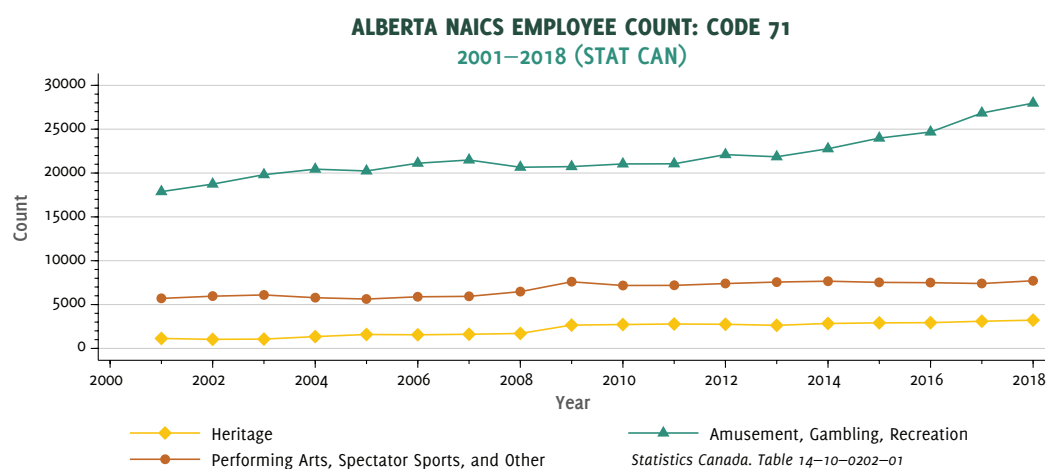


Figure 8.1

It would be reasonable to assume that much of that growth comes in the recreation portion of that code. The reason being is presented as follows. First, when one looks at the subcomponents of amusement, much of amusement is going to be seasonal business. Second, gambling is a heavily regulated industry in Alberta. While previous gambling impact studies in the province has seen employment growth (Humphreys, Soebbing, Wynne, Turvey, & Lee, 2011), the regulation of the industry does limit the number of casinos and other gambling facilities. This limitation will constrain employment numbers and probably does not lead to the majority of the growth numbers noted in Figure 8.1. As a result, it is our belief given the publicly available data that the recreation industry is going to be one of the main drivers to the growth seen since 2000.

In order to further look at the growth within Amusement, Gambling, and Recreation, we rely on the 4-digit classification. For this area, there are three main areas: **Amusement parks and arcades (NAICS 7131), Gambling industries (NAICS 7132), and Other amusement and recreation industries (NAICS 7139)**. Figure 8.2 presents the count of all employees during the period 2001 through 2018 for those three subcategories. Notice from 2001 through 2018, the employee count for the amusement park classification remains relatively flat. For the gambling industry, one does see a slight increase over the course of the last two decades. For the recreation industry, we see the steady increase over the time period of publicly available data. In 2001, the total count was roughly 13,000 employees. In the last reporting year (2018), there are over 20,000 employees in the industry within the province. **This increase represents an increase of almost 58%.**

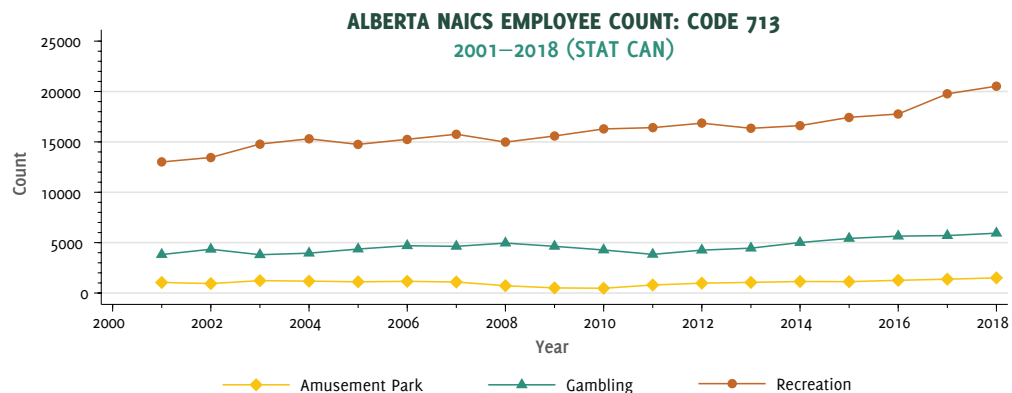


Figure 8.2

The final area to look at annual employment counts within the recreation industry of Alberta is by business size. Statistics Canada breaks down businesses by the following sizes: 0 to 4 employees, 5 to 19 employees, 20 to 49 employees, 50 to 99 employees, 100 to 299 employees, 300 to 499 employees, 500+ employees. From Statistics Canada, most of the data during the time period for the two highest categories were too unreliable to publish. As a result, the researchers look at the first five categories. It is important to note that we do not have the number of businesses in each category. This data would be available through Canadian Business Counts (formerly Canadian Business Patterns). This data used to be publicly available. As of March 2020, it is available for a fee. Table 8.1 presents the summary statistics for these business sizes. Notice that the highest average annual employee count is with firms that employ between 100 and 299 individuals. The next highest average employee count is from firms that employ between 5 and 19 individuals. As anticipated, there is more variation in employee counts as one increases the size of the organization. We can see this variation when looking at the standard deviation column.

LABOUR IMPLICATION HIGHLIGHTS

- COVID has changed the current status and growth of the industry but the historic growth of the industry will assist with adapting to current circumstances.
- Recreation makes up the majority of growth in NAICS code 713 Amusement, Gambling, and Recreation.
- On average, organizations with 5 to 19 employees contribute a significant portion of possible positions in the industry.

BUSINESS SIZE	AVERAGE	STND DEV	MIN	MAX
0 to 4 employees	1,463	63	1,354	1,575
5 to 19 employees	4,054	343	3,543	4,741
20 to 49 employees	3,814	301	3,267	4,400
50 to 99 employees	3,683	442	2,719	4,418
100 to 299 employees	5,390	723	4,325	6,623

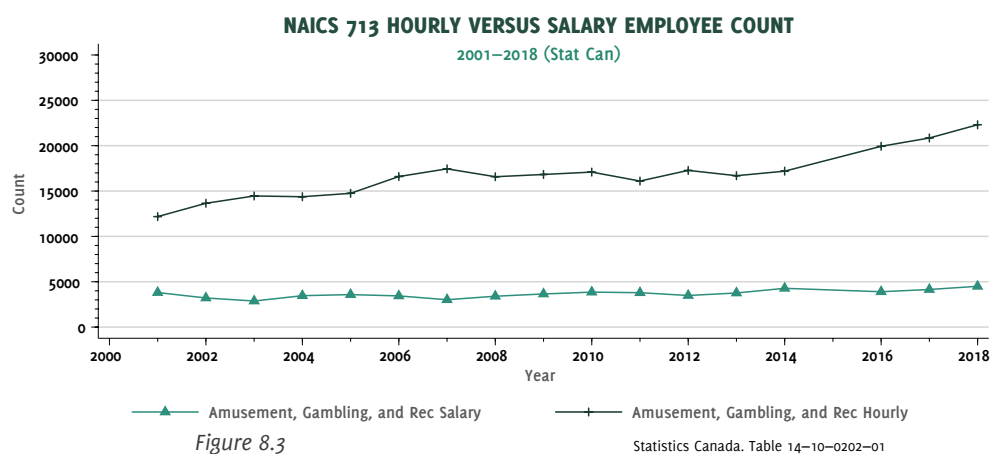
Table 8.1 | Statistics Canada, Table 14-10-0215-01

In conclusion, we see that annual employee counts in the Arts, Entertainment, and Recreation industry (NAICS 71) generally increased over the course of the last two decades. Within the broader code, we see that both the highest employee count and the largest increase is in the area of recreation (NAICS 7139). Looking at different business sizes, we see higher variation in employee counts in firms of larger sizes. We do see a good number of average annual employee counts throughout all 5 enterprise sizes as partitioned by Statistics Canada.

Salary versus Hourly Employees

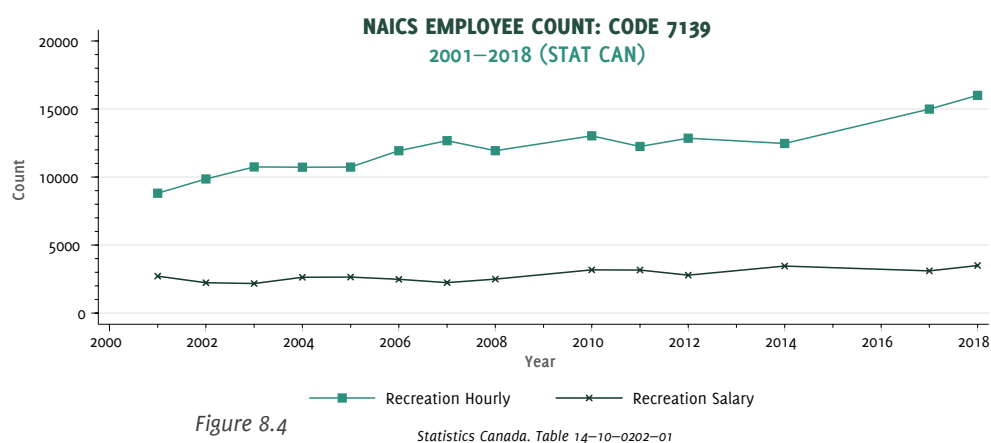
One of the elements of the recreation industry is the difference between salary and hourly employees (Chelladurai & Kerwin, 2017). The Survey of Employment, Payrolls, and Hours provides an opportunity to look at the employee count between these two labor groups. Figure 1.3 presents the annual employee counts for the 3-digit NAICS code. Three important things to note from Figure 8.3. First, there is roughly **3 to 4 times the amount of hourly workers as there are salary workers**. This difference should come as no surprise for this industry as it relies heavily on employees paid by the hour as part of the labor mix. The second important thing to notice is the increase in the number of hourly employees over the time period compared to salary employees. Examining the data more closely, we see an **83% increase in hourly employees over the 2001 to 2018 time period compared to a 15% increase in salary employees over the same time period**. The final important point to note is the omitted employee count in 2015. According to Statistics Canada, the data was graded an “F” meaning it was too unreliable to be published.

The 4 digit NAICS code (7139) can be used to examine the aforementioned trends more specifically. It is important to note that the project cannot compare the recreation code (7139) with the other 4 digit codes under NAICS 713 because the data for amusement and gambling stopped being published following 2009. As a result, this section can only look at the trend for recreation specifically. Figure 8.4 provides the annual counts from 2001 through 2018. Similar to the 3 digit code, this section saw the number of salary employees growing slower than hourly employees. From 2001 to 2018, the annual salary count is about 28% while the hourly employee count grew around 82%. The hourly employee count estimates are consistent with the 3-digit code while the salary employee count is higher than the overall category.



LABOUR IMPLICATION HIGHLIGHTS

- With a higher growth and number of hourly positions compared to salary, the longevity of the sector as a profession as well as retention and recruitment of qualified staff should be focused on in the coming years.
- The longevity of the industry as a career among qualified individuals may be in jeopardy as hourly positions outgrow salary positions.



Wages

The next area of employment that this section wants to examine is wages. The publicly available data from Statistics Canada through the Survey of Employment,

Payrolls and Hours provides a look at average weekly wages. From the Statistics Canada website for the survey, this section is going to use the information on average weekly wages by month. The reference period is from January 2001 through November 2019 which is the complete reference period available from Statistics Canada. Figure 8.5 provides the average weekly wage for both hourly and salaried employees by month according to the 3-digit NAICS code number 713. Recall that NAICS code 713 includes recreation along with amusement and gambling. As stated at the beginning of the report, there are two other 3-digit codes that comprise NAICS code 71. These two codes look at performing arts, spectator sports and heritage institutions. Unfortunately, Statistics Canada did not make that data publicly available for the reference period for the Province of Alberta.

The weekly wages presented are calculated in current dollars according to Statistics Canada in order to compare time periods appropriately. It is also important to note that these figures are not adjusted for seasonality and does not include any overtime wages an individual may earn working in their job. In examining Figure 8.5, one notices the general positive trend in average weekly wage for both hourly and salary workers. The growth in average weekly wage is higher for salaried workers compared to hourly workers during that time. As anticipated during an 18-year time period, there are certainly decreases in average weekly wage during the time period. Some of that decline could be due to seasonality while others would be changes to economic conditions inside and outside of the province.

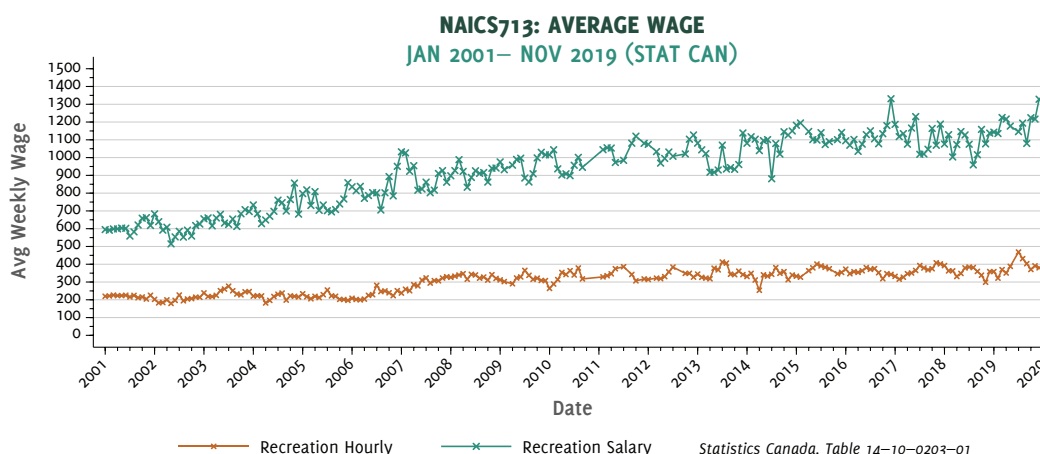


Figure 8.5

While Figure 8.5 provides a general look at amusement, gambling, and Figure 8.5: NAICS 713 Average Weekly Wage recreation within the province, this section is able to use the 4-digit codes to gain a better idea of average weekly wages during the reference period. Two graphs are constructed due to the nature of the data provided by Statistics Canada. The first graph looks at the time period from 2001 through 2008. During this period, information from recreation, gambling, and amusement. During that time, Figure 8.6 illustrates how hourly workers average weekly wage was similar throughout the three components of the NAICS 713 classification code.

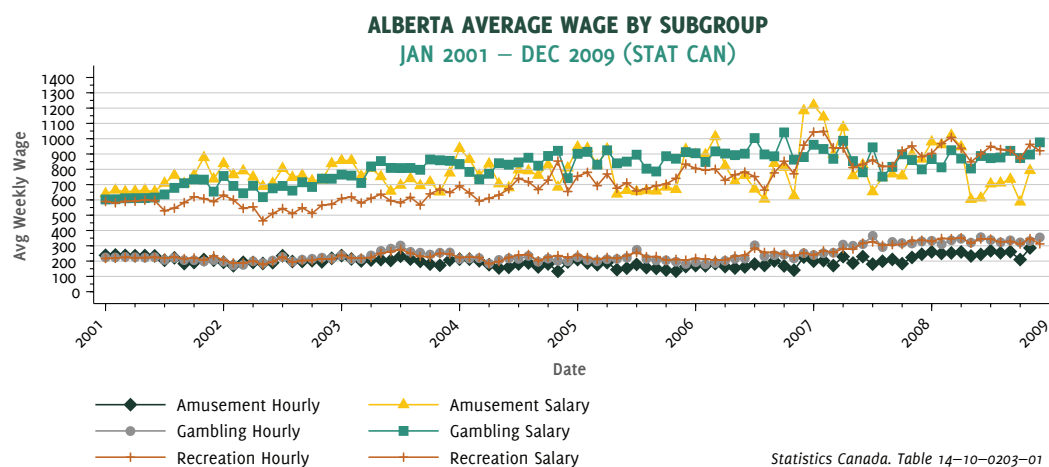


Figure 8.6

For the salary workers, individuals working in recreation made slightly less in their weekly wage in the early part of the sample. Starting in about 2006, one can see the average wage among all three of the subgroups become consistent. The second graph looks at the time period from 2010 until the present. Since 2009, the wage data for gambling and amusement has not been consistently published by Statistics Canada for hourly or salary workers. Starting in 2009, one does see an increase in the average weekly wage for salary workers. We also see an increase for hourly workers, however, this increase is much less than salary workers.

In summary, the payroll data that is publicly available shows an increase since 2001 in the average weekly wage for both hourly and salary workers in the recreation industry. While additional information for the recreation industry is not publicly available, the detailed data along with the information on employee counts from the previous section does provide some anecdotal information of an industry that is growing in terms of both the number of employees as well as wages.

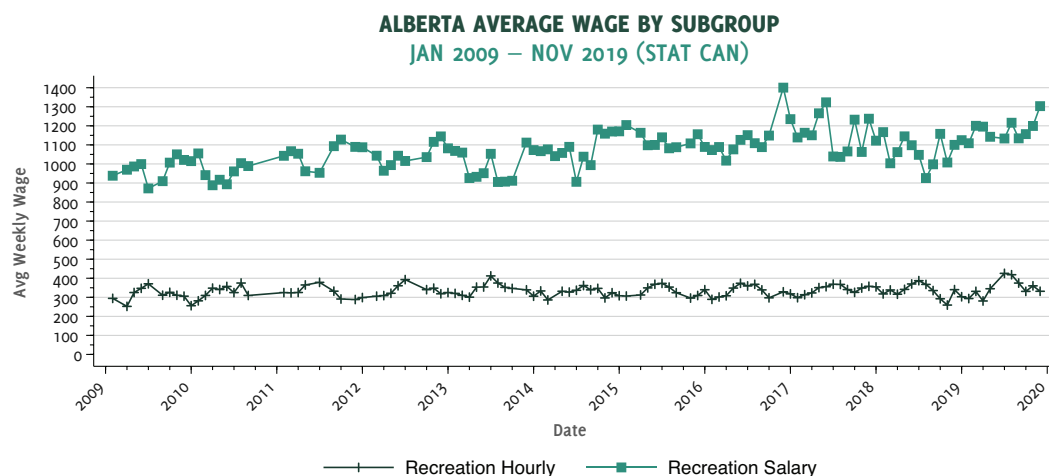


Figure 8.7

LABOUR IMPLICATION HIGHLIGHTS

- Growth in salary and hourly wages for the industry have implications on budgets, which during economic difficulties will be vulnerable to cuts.

Alberta Compared to Other Provinces

The previous sections of this report looked specifically at Alberta and its historical trend from 2001 to 2019. This section specifically compares Alberta to other provinces throughout Canada. As stated at the beginning of this report, this section specifically look at the provinces of British Columbia, Saskatchewan, and Ontario due to similarities related to geography and population. Figure 8.8 presents the annual employee count for the 2-digit NAICS code for the 4 provinces as well as national count for the category. There is a growth in the total number of employees in the industry over the last two decades nationally. Specifically looking at the provinces, Ontario has the highest number of employees. This finding is not surprising given the large population in Ontario compared to the other three provinces. Looking specifically at British Columbia, Alberta, and Saskatchewan, one notices that Alberta and British Columbia are similar to the total number of employees in the industry with Saskatchewan being lower than the other two provinces.

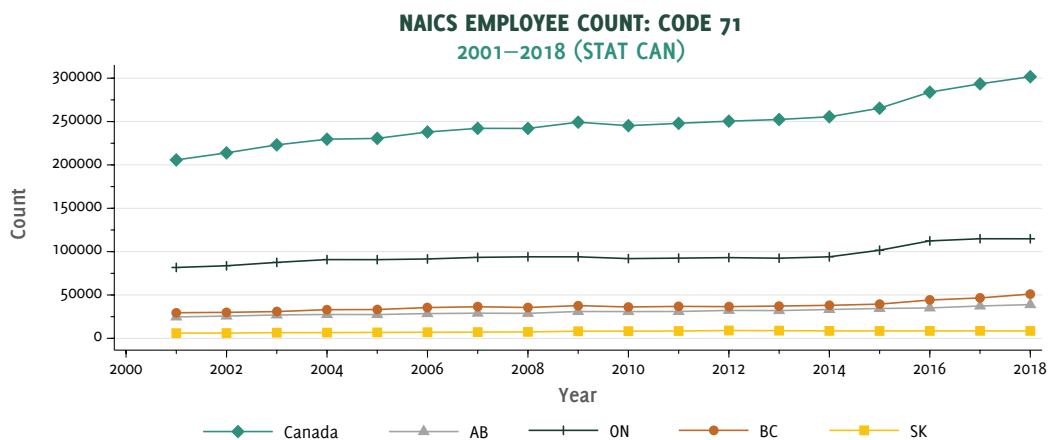


Figure 8.8



Figure 8.9 further partition the data into the four-digit NAICS code to specifically look at recreation. Looking at the graph, one sees that Alberta is slightly behind British Columbia as it relates to employee counts over the course of the sample period. Ontario, as anticipated, leads in the amount of employees in the recreation industry.

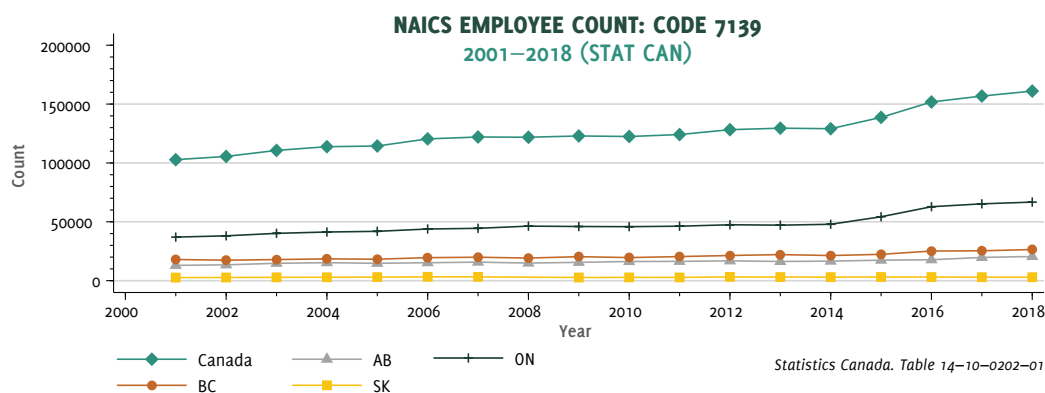


Figure 8.9

Business Size

The following tables look at the summary statistics of the annual employee counts by business size. Recall, this count is only publicly available at the two digit NAICS level (Code 71). Table 8.2 looks at the smallest two categories, companies with 0 to 4 employees and companies with 5 to 19 employees. As one can see, Alberta's average annual count is below the average annual count of Ontario and British Columbia and ahead of Saskatchewan. This observation is true for the remaining business size categories: 20-49 employees, 50-99 employees, 100-299 employees, 300-499 employees, 500 and greater employees.

Wages

The next area compared is the recreation industry in Alberta to other provinces in the area of wages. Recall, there is publicly available data regarding the recreation industry (NAICS 7139) for average weekly real wages, excluding overtime for a 20-year period. Table 8.6 presents the median, minimum, Table 8.2: Province Statistics, Annual Employee Count 0-19 Employees (NAICS 71). Table 8.3: Province Statistics, Annual Employee Count 20-99 Employees (NAICS 71) and maximum values for Alberta, British Columbia, and Ontario. The data for Saskatchewan was not publicly available. When looking at the median value, one notices that the value of Alberta is between that on Ontario and BC for hourly recreation employees. For salary employees, Alberta has the highest median value. Overall, anecdotal evidence suggest that Alberta is comparable as it relates to wages to some of the other provinces in Canada. Table 8.4: Province Statistics, Annual Employee Count 100-499 Employees (NAICS 71). Table 8.5: Province Statistics, Annual Employee Count 500+ Employees (NAICS 71).

	0 TO 4 EMPLOYEES				5 TO 19 EMPLOYEES			
PROVINCE	AVERAGE	STND DEV	MIN	MAX	AVERAGE	STND DEV	MIN	MAX
Alberta	1,463	63	1,354	1,575	4,054	343	3,543	4,741
British Columbia	2,697	197	2,350	3,030	5,766	397	5,374	6,780
Ontario	4,646	348	4,078	5,220	11,944	542	11,035	13,210
Saskatchewan	438	30	395	500	1,350	99	1,200	1,509

Table 8.2: Province Statistics, Annual Employee Count 0-19 Employees (NAICS 71)

	20 TO 49 EMPLOYEES				50 TO 99 EMPLOYEES			
PROVINCE	AVERAGE	STND DEV	MIN	MAX	AVERAGE	STND DEV	MIN	MAX
Alberta	5,390	723	4,325	6,623	2,765	1,057	1,335	4,040
British Columbia	5,694	1,062	4,323	7,967	1,738	291	1,473	2,157
Ontario	11,962	770	10,773	13,354	4,274	1,000	2,696	5,734
Saskatchewan	976	198	768	1,265	—	—	—	—

Table 8.3: Province Statistics, Annual Employee Count 20-99 Employees (NAICS 71)

	100 TO 299 EMPLOYEES				300 TO 499 EMPLOYEES			
PROVINCE	AVERAGE	STND DEV	MIN	MAX	AVERAGE	STND DEV	MIN	MAX
Alberta	3,814	301	3,267	4,400	3,683	442	2,719	4,418
British Columbia	5,279	355	4,821	6,003	4,277	262	3,825	4,723
Ontario	11,873	629	10,912	13,519	9,311	607	7,976	10,874
Saskatchewan	1,071	109	868	1,246	733	89	583	850

Table 8.4: Province Statistics, Annual Employee Count 100-499 Employees (NAICS 71)

	GREATER THAN 500 EMPLOYEES			
PROVINCE	AVERAGE	STND DEV	MIN	MAX
Alberta	9,741	1,657	7,292	12,425
British Columbia	11,158	2,825	7,231	15,355
Ontario	41,305	7,081	31,390	55,083
Saskatchewan	—	—	—	—

Table 8.5: Province Statistics, Annual Employee Count 500+ Employees (NAICS 71)

LABOUR IMPLICATION HIGHLIGHTS

- The median salary rates in Alberta for the recreation industry are the highest in the country. The higher rates of pay can make competition for positions stiffer, decrease turn over rates, and impact employer budgets. However, higher rates are a recruitment tactic to compete with higher paying industries found in Alberta (ie. Oil & Gas).

Conclusion

The report looked to provide a description of the historical data publicly available on the recreation industry in Alberta. In addition to this description, it looked to place Alberta's historical numbers into context by comparing them to three other provinces across the country.

While one cannot make any definite claims as it relates to cause and effect relationships with the publicly available data, one can notice several trends. The first trend was the increase in the number of employees over the sample period in the recreation industry. As anticipated, the majority of these employees are paid by the hour compared to the being salaried employees. In comparison to other provinces, Alberta is close to British Columbia as it relates to some of the numbers. The researchers also found that the highest number of employees each year in the industry are working for businesses that have between 5 and 19 employees.

As it pertains to wages, there is some increase in wages throughout the sample period. This increase occurs for both hourly and salary employees with the latter seeing a higher increase during the time period. In comparison to other provinces, we see Alberta having a slightly higher salary for hourly workers than Ontario and slightly less than British Columbia. For salary workers, it has the highest median value.

This report is not without its limitations. As mentioned a number of times in the report, the researchers were only able to use publicly available data available through Statistics Canada. Getting access to private data would have led to additional insights such as the number of recreation businesses in the province, the movement of individuals into and out of the industry, and the specific wages and job characteristics of these individuals who enter and exit the industry.

Another limitation is that some jobs that would be considered part of the recreation industry are not part of the two-digit NAICS classification number 71. For example, recreation therapists are included in NAICS code number 62 which includes other individuals within health care and social assistance. Thus, even with access to private data, one would not get a complete picture of the industry.

The final area of future examination relates to the current COVID-19 pandemic. As economies around the world are shut down until the virus subsides, it is unclear how this shock to the industry will change the employee counts and wages seen over the last two decades.

PROVINCE	TYPE	MEDIAN (\$)	MIN (\$)	MAX (\$)
Alberta	Hourly	308.04	177.28	425.67
Alberta	Salary	953.04	463.12	1,400.60
BC	Hourly	314.11	202.79	426.68
BC	Salary	879.56	636.72	1,292.49
Ontario	Hourly	282.42	161.49	451.69
Ontario	Salary	842.43	499.47	1,290.54

Table 8.6: Summary Statistics, Wages for Recreation

ALBERTA LABOUR MARKET SCAN

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Alberta Labour Market Scan

Introduction

The purpose of this section is to build on the macro level trends previously identified by focusing on the Alberta context specifically. The following will highlight the importance of the trends in defining the specific labour context of the Alberta recreation and parks industry.



11.6%
INCREASE IN
POPULATION
BETWEEN
2011 & 2016

Human Geography

Once the fastest growing province in Canada in terms of income employment and overall economic activity, Alberta has weathered numerous economic storms in the past two decades. A 2008 recession was followed by a 2014 oil slump that led to job losses and a decline in the real estate market. With the economy set to rebound in 2020, prior to the Covid-19 pandemic, the tumultuous economic environment will require recreation service providers to become even more creative in their service delivery methods. While economic growth might have been stifled of late, population growth continued to climb with a 11.6% increase in population between 2011 and 2016. However, with the economic downturn as a result of COVID, Alberta will have a high unemployment rate in part to the oil and gas slump which makes up a large part of the provinces employment figures.

Urban Growth

Alberta has a population of 4.3 million people with a projection of reaching 5.89 to 7.8 million people by 2046. The majority of economic and geographic growth is expected along the **Edmonton-Calgary Corridor** and in the major resource-based economies of Grande Prairie and the Wood Buffalo Region. These areas are expected to have an average population increase of 1.5% to 1.17 % annually. This is reflected in the economic growth conditions that are expected to continue in the urban corridors of Calgary, Red Deer, Edmonton, Lethbridge, Grande Prairie and Wood Buffalo. This is also reflected by Indigenous populations centralizing around the major urban areas in Alberta.

The population growth in the outlined areas will increase the demand for further creation, expansion and redevelopment of recreation spaces and facilities to meet the evolving requirements of these areas. The industry is beginning to see an increase in multi-use facilities and hub type spaces that are easily adaptable for sport, recreation, arts, and culture needs.

It is expected that the urbanization of the Edmonton-Calgary Corridor will continue as the population increases. The corridor covers 6% of the land in Alberta but is home to 76% of the population. This number is expected to grow to 80% by 2046. Canada's national average for populations living in metropolitans is 71.5% in 2018, making Alberta slightly above the national average.

The Edmonton-Calgary corridor covers

6% of the land
in Alberta

but is home to **76%**
of the population.

Its expected to grow to
80% by **2046**

LABOUR IMPLICATION HIGHLIGHTS

- *With urban growth, recreation demand will grow which means an increase in labour demand for the industry to fulfill the demand.*
- *Urbanization can lead to an increase in the labour pool for those communities, which leads to stiffer competition and an increase in local unemployment.*

“There tends to be high turnover as our wages are often not comparable to other industries like oil and gas; we usually can get returning lifeguards for several years while they are going through high school/university but then they move on to other full-time work opportunities or they stay in the cities where they are going to school and work for higher wages.”

UNEMPLOYMENT RATE
FOR INDIGENOUS PEOPLE
OFF RESERVE IS
12%

EDMONTON REGION HAD
HIGHEST % OF INDIGENOUS
PEOPLE OFF RESERVE BY
ECONOMIC REGION
39.2%

INDIGENOUS PEOPLE
OFF-RESERVE LIVE IN
URBAN AREAS AT
73.6%

26.4%
OF THE INDIGENOUS
POPULATION OFF THE
RESERVE LIVE IN
RURAL AREAS

ALMOST **HALF** ALBERTA'S
INDIGENOUS POPULATION
RESIDES IN COMMUNITIES
FOUND ALONG THE
EDMONTON-CALGARY
CORRIDOR

Rural Regions Population & Migration

Alberta is one of Canada's most urban provinces and continues to urbanize. With Canada's third highest proportion of urban population behind British Columbia and Ontario, rural regions in Alberta account for only 16% of the province's total population, this is 3% under the national percentage of 19%.

LABOUR IMPLICATION HIGHLIGHTS

- *With decreasing rural populations, the number of employees in the industry within those communities may decrease due to the decrease in demand for local services.*
- *Rural recruitment and retention for qualified professionals can struggle with the increase in urbanization.*

Indigenous Population Distribution

Alberta is home to 48 First Nations Communities and eight Metis Settlements. To date, 4.9 % of Alberta's population is Indigenous people living off reserve, the fourth highest in the working age population across Canada (Open Alberta).

Indigenous people living-off reserve make the highest average hourly wage in Canada at \$28.31. Alberta has the fourth highest unemployment rate for Indigenous people living off reserve at 12%. Edmonton region had the highest percent of Indigenous people off reserve by economic region at 39.2% of the total population. A majority of Indigenous people off-reserve live in urban areas with 73.6% of the population. Only 26.4% of the Indigenous population off-reserve in Alberta live in rural areas. Almost half Alberta's Indigenous population resides in communities found along the Edmonton-Calgary Corridors (Open Alberta).

LABOUR IMPLICATION HIGHLIGHTS

- *Indigenous population is growing fast in urban settings. Employers acknowledging and adapting programs, services, and facilities to be a safe and welcoming place for participants and employees is essential.*

Age-Distribution

Alberta's population is expected to continue to age due to below replacement fertility and rising life expectancy. These factors combine to increase the provinces projected average age to 41.2 by 2046, up from 38 in 2018. In 2018, 22% of Alberta's population were 55 to 72 years old, with 13% of the population being 65 or older. This trend is already occurring on a national level.

With the rising senior (65+) population in Alberta, the population of working age Albertans (15 to 64) is expected to fall from 68% in 2018. Young children and adult populations are expected to continue to grow at a stable rate of 2% (Open Alberta).

The Indigenous population in Alberta was young at 46.7% of the population under the age of 25 in 2016 (Open Alberta). The average age of the Indigenous population in Alberta was

29.8 years. The portion of the Indigenous population of 65+ in Alberta increased from 2.8% in 2006 to 5.2% in 2016 and the portion of the Indigenous population of 45-64 increased from 16.5% in 2006 to 19.7% in 2016. This trend shows the aging rate of Indigenous people in Alberta as the portion of Indigenous population above 45 has increased by 23.1% from 2006 to 2016.

LABOUR IMPLICATION HIGHLIGHTS

- *With an aging population the labour market will need to adapt to stay current. This includes, increasing service levels for seniors, the use of retired individuals for seasonal, casual or part time work, and succession planning.*

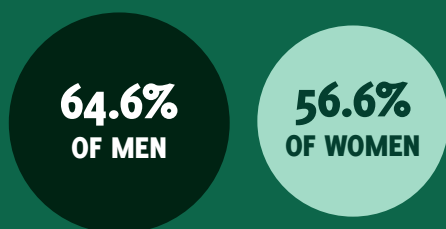
Gender Distribution and Employment Rates

Alberta's gender ratio is expected to increase from 101 males per 100 females, to 102 males per 100 females due to the migration of working age males to the province (Open Alberta). Indigenous females outnumber Indigenous males in Alberta with a 94.2 male per 100 female ratio (Open Alberta). This is comparable to the national ratio of 94.6 Indigenous males per 100 Indigenous females.

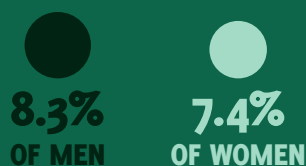
The provincial employment rate in Alberta was 66.6% in 2017 for both genders. 71.8% of men were employed compared to 61.3% of women (Open Alberta).

The provincial employment rate of Indigenous people (off-reserve) was 64.6% of men compared to 56.6% of women (Open Alberta). The average unemployment rate in Alberta for men was 8.3% compared to 7.4% for women (Open Alberta). The average unemployment rate of Indigenous people in Alberta for men was 12.8% compared to 11.1% for women.

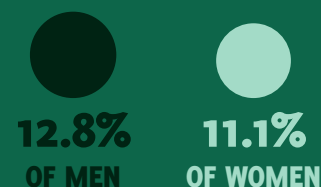
EMPLOYMENT OFF RESERVE



AVERAGE UNEMPLOYMENT RATE (All of Alberta)



AVERAGE UNEMPLOYMENT RATE (Indigenous People)



All data is pre-Covid

LABOUR IMPLICATION HIGHLIGHTS

- *The gender distribution of Alberta should be reflective in the leadership positions and general employment of the industry.*

Unemployment Rates

As of February 2020, Alberta's unemployment rate is 7.2%. This is 1.6% above Canada's national unemployment rate of 5.6%. The average difference between Canada and Alberta's unemployment rates is 1.3% over the past year. Based on current trends, Alberta's unemployment rate is rising while Canada's national unemployment rates are staying about the same.

In the past year, Alberta's unemployment has fluctuated almost two times what the national rate has. Alberta is consistently in the worst 5 provinces for unemployment, along with the Eastern provinces of Newfoundland and Labrador, Prince Edward Island, New Brunswick and Nova Scotia. Alberta's high unemployment rates can possibly be attributed to the struggling oil patch, with over 100,000 oil workers losing their jobs after 2014's oil price downturn. Unemployment rates were as high as 9.1% in Alberta around 2017, with a slight decline over the last 3 years.

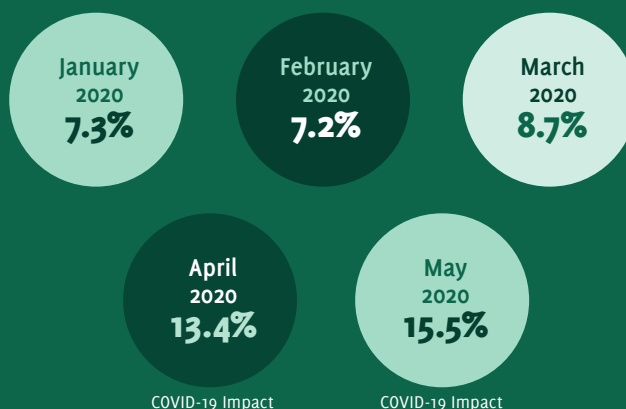
The unemployment impact due to COVID-19 is addressed in the COVID-19 Impact Section.

LABOUR IMPLICATION HIGHLIGHTS

- *Alberta unemployment is tied into the oil and gas industry, which will cause higher unemployment numbers.*
- *Higher unemployment will mean a larger pool of candidates to fill positions in the industry.*
- *High unemployment may cause an increase in career changes among individuals which can have positive or negative implications for the industry.*

2019 UNEMPLOYMENT AVERAGE: 6.9%

Unemployment in the first 5 months of 2020, which includes the COVID-19 unemployment consequences.



Level of Education

The percentage of Alberta's labour force who has attained a diploma, certificate or degree was at 90.1% in 2017. In 2017, 28.5% of Alberta labour force held the highest education level of a bachelor or graduate degree. Those with a trade certificate, diploma, or certificate made up 34% of the labour force in Alberta.

A total of 43.3% of Indigenous people living off-reserve who were 15 years and older have post-secondary education.

LABOUR IMPLICATION HIGHLIGHTS

- *Alberta has a highly educated workforce which means as an employee holding a diploma, certificate, or degree is crucial to employment success.*
- *Employers, invest in professional development among staff to maintain qualified and educated workforce.*

Income Distribution

In 2015 the median total income of households Alberta was \$93,835, which is above the national average of \$70,336. In 2015, 62% of Albertans were in the top half of the family income decile group, compared to the national average of 50%.

Alberta has a rate of 7% of its working age group in the prevalence of low income, which is lower than the national average of 9.2%.

Information, culture, and recreation had a lower average hourly rate of \$23.8 compared to \$30 average hourly rate across all industries in Alberta (Open Alberta). Recreation and Sport Administrators made an average annual salary of \$67,177 in 2017.

Information, culture,
and recreation
had a lower average
hourly rate of
\$23.8
compared to
\$30
across all industries
of Alberta

LABOUR IMPLICATION HIGHLIGHTS

- *Alberta has the highest salary rate of pay among the industry, household income, and hourly wage in Canada. High wages has a number of implications for the labour market; a) higher pool of candidates wanting positions in Alberta, b) higher retention of employees, and c) less turnover in management and supervisor positions*

Cultural Origins and Immigrant Populations

In 2016, 23.6 % of visible minorities living in Alberta were born outside of Canada. Alberta had a population of 933,165 visible minorities or 23%. Of this population, 89% live in the Calgary or Edmonton corridor. The visible minority groups with the highest proportions in Alberta were of Asian Origins at 5%, Indigenous origins at 2%, and African origins at 1%.

According to the 2016 Census, there are 7,540,830 immigrants living in Canada, comprising 21.9% of the population. Of this 7,540,830 in Canada, 845,220 (11.2%) immigrants are in Alberta. Although substantially lower than Ontario's 3,852,145, Alberta has more immigrants than the bottom 7 provinces combined. This is due largely to Alberta's largest two cities; Calgary and Edmonton. Calgary has the 4th largest immigrant population in Canada, with 5.4% (404,700 people) of the total immigrant population of Canada. Edmonton is not far behind, with 4.1% (308,605 people) of the total immigrant population of Canada. These two cities account for 9.5% of Canada's total immigrant population, and 84% of Alberta's total immigrant population.

LABOUR IMPLICATION HIGHLIGHTS

- *Employers being aware of community demographics to ensure employees are reflective of the community.*
- *Employees being aware of community demographics to ensure programs, services, and facilities are reflective of the community.*



HOUSEHOLDS

96%

at



INDIVIDUAL ADULTS

95%

participated in some
sort of active living
activity in 2017

WALKING

is the most common
activity with

80%

of the population
saying they go
on walks in

2017

Trends in Leisure Preferences and Participation

Albertans who responded to the Alberta Recreation Survey indicated that nearly all households (96%) and individual adults (95%) participated in some sort of active living activity in 2017. Active living accounts for nearly a quarter of recreational and leisure activities. Walking is the most common active living activity, with 80% of adults saying they had gone for walks in 2017. Walking is one of the top three favourite activities for 23% of Albertans. Most who go for walks do so outdoors, using the time to connect with nature and to relax while getting fresh air. 59% of Albertans' favourite activities take place outdoors, with municipal and private recreational facilities taking the second and third spots, respectively. All but 1% who responded stated that pleasure/fun was at least somewhat important in their recreation choices, with all but 3% stating relaxation was at least somewhat important as well.

Participation rates are lower among families from households with annual incomes below \$50,000, but still 87% of this demographic participated in some sort of healthy living activity in 2017. It is predominantly households with incomes above \$110,000 a year who are most likely to have started new activities, as they are more willing and able to spend money on new experiences. The biggest reason that most choose not to start new activities is that they are already busy with current activities and don't have the time to pick up new hobbies. In a close second, the cost of equipment/materials/supplies is another large barrier to partaking in new activities.

LABOUR IMPLICATION HIGHLIGHTS

- *Employees must keep on top of activity trends to be reflective of the communities needs and wants. This may require shifting service provisions. (ex. Less structured play with more drop in opportunities. More parks than facilities)*
- *Employers must keep on top of activity trends of the community to adapt service provisions to current needs and wants.*



The Federal Government Contribution

The government contribution to recreation and parks amongst all three levels is difficult to determine. The largest financial contribution among all three levels of governments are municipalities. The download of services to municipalities is not a new revelation as it is not mandated or required for federal or provincial governments to provide recreation services. Parks are an entirely different story but in regard to urban centres and the federal government, there is only one urban national park in Canada (Rouge National Urban Park). Furthermore, Parks Canada had a sister organization called Recreation Canada in the 1980s, but it did not last long dissolving soon after its development. Federally, there has not been a similar program or department equivalent to Recreation Canada since. The federal recreation portfolio resides within the Ministry of Canadian Heritage.

The latest federal government contribution to recreation is amongst the infrastructure grant program. The Canadian Parks and Recreation Association (CPRA) advocated on behalf of the provincial and territorial associations to have a dedicated stream of funds for recreation infrastructure. The 2019 Canadian Infrastructure Report shows around 30% of Canadian recreation facilities as very poor, poor, or in fair condition.

“Biggest challenge for the MD [Municipal District] is that they have a host of facilities that require maintenance and operating costs, capital replacement costs - when you have a significant infrastructure of facilities, costs are substantial. If the economy continues to trend downwards, biggest challenge is keeping facilities open.”

Canada has routinely spent 4.6% of the country's gross domestic income on recreation and culture initiatives. Through the federal government's \$180 billion Investing in Canada Infrastructure Program, Alberta is set to receive \$140.6 million for community, culture, and recreation projects between 2018 and 2028.



The Provincial Government Contribution

The Government of Alberta plays several indirect roles in the delivery of recreation services and programs in the province on an annual basis. Within the provincial government, The Ministry of Culture, Multiculturalism, and the Status of Women is responsible for recreation. The ministry supports the development and sustainability of Alberta's creative and cultural identities, artists and arts community, recreation and sport, and non-profit/voluntary sector.

Provincially, Alberta does support recreation directly, but this is primarily done through supporting municipalities and the non-profit sector. As in federal budgets and expenditures, recreation is difficult to track. Table 9.1 shows the recreation expenditures (in millions) associated with the Recreation & Physical Activity Branch (formerly, Recreation and Sport). A further and more comprehensive dive into the provincial spending on recreation and parks is warranted as the last study to do so is over 10 years old.

TOURISM, PARKS & RECREATION						CULTURE & TOURISM				CULTURE, MULTICULTURALISM & STATUS OF WOMEN
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
54.4	45.8	27.9	27.6	27.8	25.4	34.6	29.4	28.3	26.6	21.9

Table 9.1

Recreation and Parks were under the same Ministry until 2015. Recreation was then moved under the Culture and Tourism Ministry with parks going under the Environment and Parks Ministry. Furthermore, recreation was transferred to another Ministry in 2019, which saw the recreation & physical activity branch reside under the Culture, Multiculturalism & Status of Women Ministry. The Alberta government's pre Covid-19 2019-23 fiscal plan would see capital expenditure on sports and recreation go from 93 million to 43 million by 2022-23.

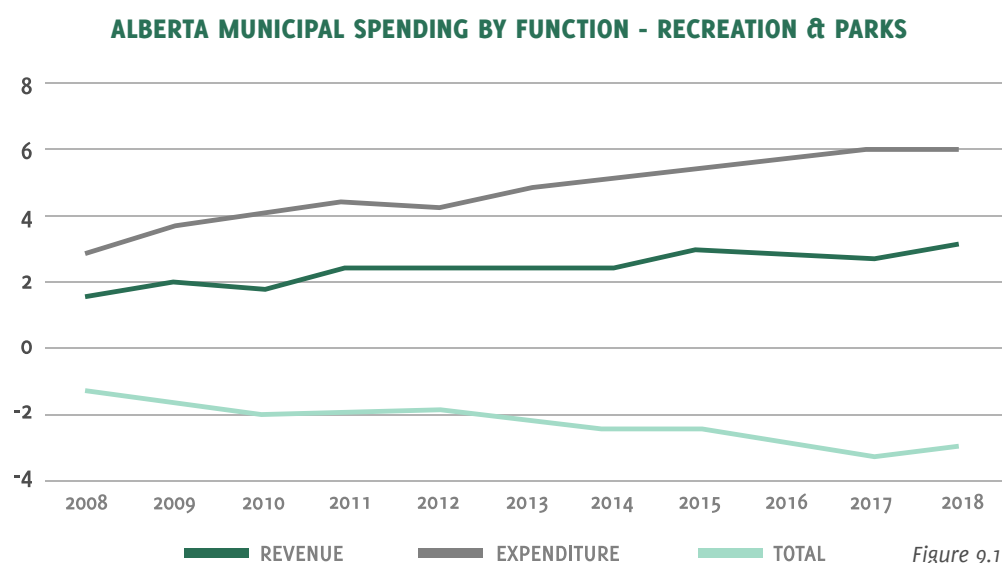
Provincial grants included: Community Spirit Program, the Community Facilities Enhancement Program (CFEP), Community Initiatives Program (CIP), Other Initiatives Program (OIP), Alberta Foundation for the Arts (AFA), Alberta Historical Resources Foundation (AHRA), and Human Rights Education and Multiculturalism Grant (HREMFG).

The Municipal Government Contribution

Municipal spending on recreation warrants its own full study. No report or study has been developed for the sector on recreation spending since 2006.

Figure 9.1 shows the revenue, expenses and overall total of recreation spending among Alberta municipalities (Cities, Municipal Districts, Towns, and Villages).

Recreation spending was taken from the open source Alberta municipal financial and statistical data. The areas included in this short analysis were money received or spent on recreation boards, parks and recreation, culture: libraries, museums, halls, convention centres and other recreation and culture. Since 2008, recreation has not broken even, which should not be a surprise to anyone in the industry. However, spending has increased at a steadier rate since 2012. Joint use partnership agreements are either in place or being discussed as part of the updates to the Municipal Government Act (MGA) of Alberta. Joint use partnership agreements can lessen the financial burden of municipal recreation.



“Lack of resources - dollars and people; people not understanding the value of recreation and sports so how do you sell the importance of investing in it to: Band Council, community members, and government?; Generational understanding in community of recreation and sports, its benefits, and how activities can be implemented. This variation in response makes it difficult to find staffing that is responsive to diverse needs. Residential school survivors see recreation differently as it was something that was forced upon them and so has negative connotations. But sport also saved many survivors’ lives as it offered a way out of the system that repressed and abused them.”

LABOUR IMPLICATION HIGHLIGHTS

- Municipal governments are the largest employer of recreation and park professionals in the industry.

The Contribution of the Not For Profit Sector

The non-profit/voluntary sector (NPVS) plays a crucial role not only for Alberta in general but the recreation and parks sector specifically. In 2018, there were more than 26,200 NPVS organizations. Of those, sport and recreation made up the largest group of NPVS at 25%. NPVS play a crucial role for the labour market and the economy. “Charitable organizations in Alberta spend approximately \$18.4 billion on salaries and other compensation, and contribute a total of \$33.4 billion in total expenditures to our economy” (Open Alberta). In Alberta, the number of recreation associations both provincially and locally, is in the hundreds. Active recreation societies or associations are close to 300 active and recognized by the provincial government all contributing to recreation in Alberta. The

funding models for these societies and associations vary from competing for the same grant dollars to membership fees or a combination of the two. With decreasing grant dollars and a decrease in economic activity the competition for operating and capital dollars is only going to become stiffer among recreation organizations.

The majority of funding for the non-profit recreation sector comes from the Ministry of Culture, Multiculturalism, and Status of Women. The funding has remained somewhat stagnant over the past 20+ years although an increase of 15% in 2007 was recorded followed by a 19% decrease in 2010.

LABOUR IMPLICATION HIGHLIGHTS

- *NGOs and the volunteer sector are also considerable employers of recreation and park professionals in the industry.*

SPORT AND RECREATION
MAKE UP

25%
NPVS

The Contribution of the Private Sector

As identified in the 2005 study, the private sector is playing an expanding role in the provision of recreation services in Alberta. Private companies are engaged in wellbeing and health and fitness services where user fees can generate a profitable return on investment (ex. Cross-fit). Private organizations and business are also involved in partnership agreements for the design, construction and operation of public recreation facilities. Cost-benefit analyses are being used to determine the most viable business model that can be developed to keep costs manageable while maintaining public access and user affordability.

Barriers to Recreation and Participation

Barriers to attendance and participation vary based on numerous factors including age, geographic location and economic situations. When it comes to youth sport in Canada, the 2014 CIBC-KidSport Report Helping our Kids Get Off the Sidelines identifies that one third of Canadian children aged 3-17 do not participate in any form of organized sport largely due to cost. In the report, cost is followed by time commitment for parents and availability of programs when discussing factors affecting participation.

Recreation is presented in many forms other than organized sport. Refer to the 2017 Alberta Recreation Survey graph for more details (Figure 9.2)

BARRIERS TO TAKING PART IN ACTIVITY

Schedule and cost are biggest barriers to starting a new activity

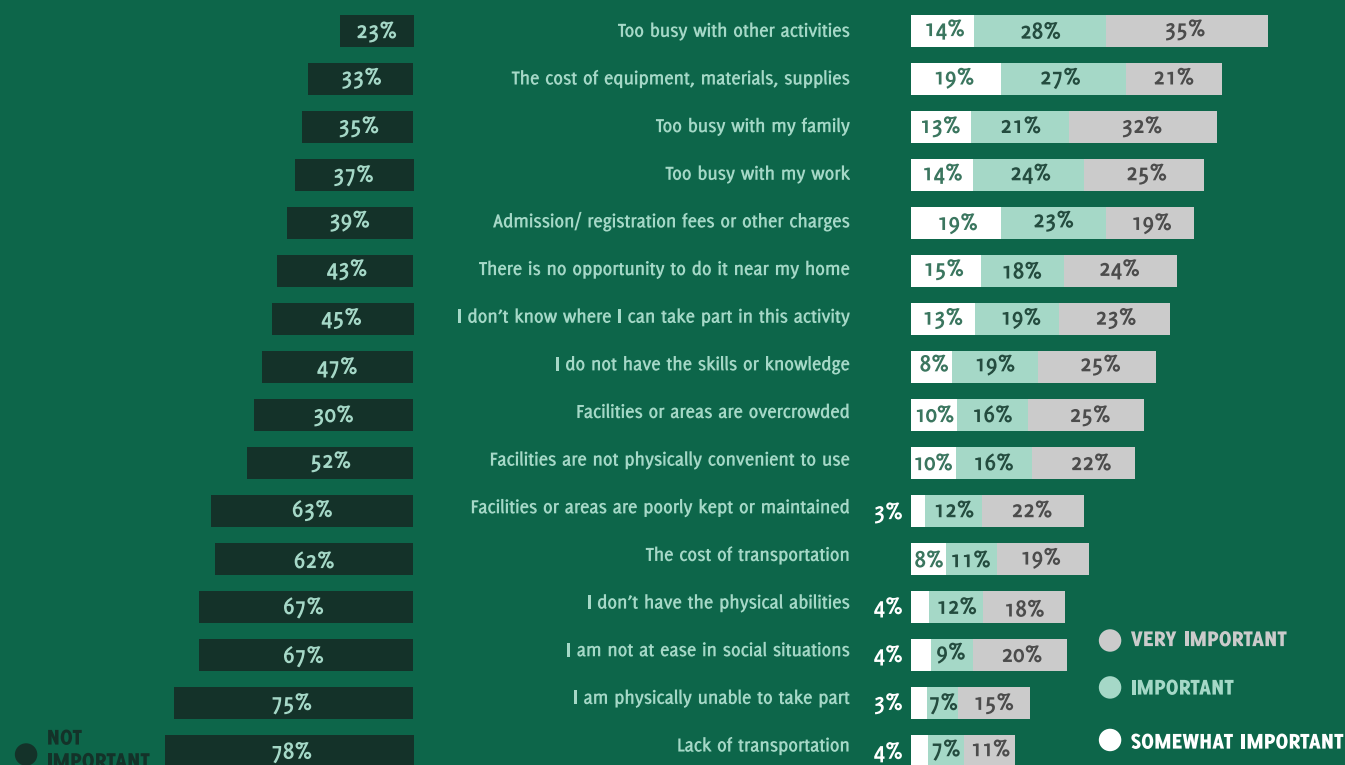


Figure 9.2

Equity in recreation and parks can be difficult for community members to access because of culture, inclusion and access, finances, racism and many others. Equitable investment to parks was evaluated by a recent report from the City Parks Alliance and released in July 2019. They provided five recommendations “critical to developing, implementing, and evaluating a data-driven equitable investment strategy”

1. Leverage leadership from one or more sectors.
2. Define equity goals, and collect data to support those goals.
3. Educate and engage the community on equity data.
4. Establish and sustain equitable funding practices.
5. Institute consistent tracking and evaluation procedures.

Equity in recreation and parks environments is increasingly coming to the forefront for many professionals. In Canada, equity in recreation and parks must include indigenous communities in both rural and urban settings.

LABOUR IMPLICATION HIGHLIGHTS

- *Employers need to be aware of trends in barriers to participation and adjust employees and staffing to reflect the community with a change in service provision.*
- *Employees need to be aware of trends in barriers to participation to adjust service provisions in the community.*

Tourism

Municipalities within Alberta have begun to realize the outstanding benefits of engaging in sport tourism activities. This ranges from engaging in the bidding on and hosting of larger scale events such as the Canada Winter Games (Red Deer 2019) or smaller scale initiatives that prove to be successful economic engines for communities of various sizes (hockey tournaments, gymnastic competitions). According to the Canadian Sport Tourism Alliance (CSTA) the positive change in a local economy stems from three main factors:

1. THE SPENDING OF OUT-OF-TOWN VISITORS WHILE THEY ATTEND THE EVENT

2. THE EXPENDITURES OF THE EVENT ORGANIZERS IN PRODUCING THE EVENT

3. CAPITAL CONSTRUCTION COSTS THAT ARE DIRECTLY ATTRIBUTED TO HOSTING THE EVENT

Tourism as it relates to recreation also includes the maintenance and marketing of natural attractions such as trails and waterways as well as outdoor activities including festivals and fairs.

LABOUR IMPLICATION HIGHLIGHTS

- *Tourism is not to be in a silo as recreation and parks play a role in tourism, which extends to recreation and parks departments labour needs. Investment in sports tourism, general tourism, or using large recreation and park centres as tourist destinations can increase the need for part time, casual, or seasonal employees to fill demand.*

Students

Students from the University of Alberta partook in a short survey about their perception of the current labour market for the Alberta recreation and parks sector. The questions were adapted on the findings and suggestions in the 2005 Labour Market Study. The overall perception of students has improved since the focus group conclusions, however, there are still areas of concerns that remain.

“Need more University graduates with the required degrees for recreational programming. This is provided that governments (all levels) do not continue to look at recreational programming as an expendable service for the communities in which they serve.”

The responses of students that related to how they felt about their education will/has affected their ability to start a career in the recreation and parks industry had positive implications. 86% of students surveyed feeling they were equipped to enter the labour force specifically in the Alberta recreation and parks industry upon graduation from a post-secondary program. In 2005, students identified education and training as a challenge. Contrary to the 2005 Labour Market Study, the majority of students did not face constraints in transferability of courses when switching programs or majors. The student’s feelings of being equipped to handle the ‘soft skills’ of the recreation industry as personnel was met from the 2005 results as today 94% felt equipped for those ‘soft skills.’

The most identified concern from students was the apparent lack of understanding of recreation and park industry certifications and the lack of opportunity for effective applied learning and integrated training during student’s studies. As in 2005, students wanted a higher appropriateness and relevance of the sets of courses they are taking with more direct links between the competencies developed through their training and the costs of education. Additionally, only 42% of students who participated had adequate awareness of the career opportunities that exist in the recreation and parks industry. The finding of inadequate awareness of opportunities is comparable to the 2005 Labour Market Study which ultimately came to the same conclusion. However, 53% of students who participated believed it was easy to find a summer/part-time job in the recreation and parks sector while in school, but only 50% thought the job provided relative sector experience.

“Turnover is a big challenge. Lots of part-time staff are students - hire someone early on in their program and have them for a few years; or, 3rd and 4th year students may only be there for a few years. Spend a lot of time onboarding new staff, but strong ability to recruit due to the calibre of students within the Faculty. Full-time staff: hired a few good people this year, had some strong candidates - great pool of students graduating from the U of A with diverse skillsets. More niche skill set hires more difficult. For example, tried to hire a para-swim coach and had to tap outside networks (Swim Alberta, Swim Canada) to try and find the right candidate. Their programming is very specialized and it can be challenging to find those with specific skillsets in some instances.”

Students were also asked about potential strategies when it came to retention and recruitment. When asked about what would be a retention issue in a current or future role, 43% of students identified the location of the position would be their largest issue. While 31% of students identified career advancement prospects would be a retention issue for them. Compensation and lack of professional development opportunities were the lowest issues with retention at 14% and 11%, respectively. Students were asked about their favored recruitment strategies, 48% of students participating identified higher than industry standard payments and provision of additional benefits would be the most attractive strategy. Advancement opportunities and promotions from within the organization was identified by 27% of participating students as attractive when applying for positions. Only 18% found the provision of training, education and professional development opportunities was attractive when applying for positions. However, there was still a lack of current recreation students who actually want to enter the sector, as only 52% responded with planning to enter the recreation industry upon graduation. 22% of current recreation students had plans for further education, and 19% were looking to enter the work force in another industry.

Alberta recreation and park students who participated feel like they are well prepared to begin their career in the industry. Students believe they have adequate soft skills and are equipped to enter the labour force. Additionally, the current student perception of the recreation and parks sector is positive for those looking to graduate and find work in the Alberta recreation and parks sector. However, this was conducted pre-COVID.

LABOUR IMPLICATION HIGHLIGHTS

- *The industry must advocate directly with students to showcase the value and opportunities of a recreation and park profession as a valuable and rewarding career. Furthermore, the opportunities available through certifications and continuing education courses/credits.*
- *Employers can work directly with secondary institutions to recruit qualified new professionals.*
- *Increase the relevancy of internships for students to gain practical and relative sector experience.*



EMPLOYER SURVEY



Alberta
Recreation & Parks
Association

**The Province of Alberta is working in partnership with
the Government of Canada to provide employment
support programs and services.**

Funded by:



Employer Survey

Alberta Recreation and Parks Industry & Sub Sectors

Introduction

The Alberta Labour Market Project on the recreation and parks sector was long overdue as the only previous work done specifically for this industry was done in 2005. Furthermore, the recreation and parks sector is divided into different federal and provincial labour market classifications making analysis and comparison difficult. The employer survey conducted as part of this overall project looked to provide a defined big picture of the recreation and parks industry of Alberta for analysis. As the employer survey was not conducted in 2005, this survey attempted to begin the collection of data that will assist in sharpening the focus for the Alberta recreation and parks industry. The employer survey was designed in collaboration with industry partners and from the Workplace Survey by Statistics Canada. The collected information at the organization level, sector specific, and position specific. Position specific information is not standardized across the industry, which influenced the methods utilized. Collecting through positions built the position profiles and collected position responsibilities and types into a standard overarching list of positions for the Alberta recreation and parks industry. Information from the employer survey is to act as a beginning for future collection and comparisons. The employer survey was conducted to empower the decision and facilitation of labour decisions for the Alberta recreation and parks industry for employers, professionals, students, and volunteers alike.

Industry Sub-Sector Overviews

1. Industry Overview
2. Fitness, Health & Active Living Overview
3. Amateur Sport Overview
4. Outdoor Recreation and Parks Overview
5. Community Recreation Overview

Industry Overview

Introduction

The aforementioned recreation and parks industry working definition for Alberta sets the guidelines for the overview of the industry in the employer survey results. The overview of the Alberta recreation and parks industry included the sectors of Fitness/Health and Active Living, Amateur Sport, Outdoor Recreation and parks, and Community Recreation. The sectors of the Alberta recreation and parks industry are complex and consist of full-time, part-time, casual, seasonal and volunteer staff whom range from youth, students, professionals, and retired individuals. The information presented here reflects a portion of the industry of those who responded with the submission of positions.

Industry Profile

The recreation and parks industry of Alberta and even Canada is not, to date, adequately defined. Recreation and parks industry fits into a variety of industry classifications through the NAICS and is different between the provincial and federal government. Among the provincial and federal industry classifications there are the hospitality sector, gambling industry, information industry, software, and internet industry. The recreation and parks sector industry, as utilized in this project and defined in collaboration with industry partners, will look to pull specifically out recreation and parks. With that said, the industry profile definition will build on what was utilized in 2005. The recreation and parks sector is defined through its industries which include Fitness/Health and Active Living, Amateur Sport, Outdoor Recreation and Parks, and Community Recreation. These sectors of the industry are derived from Service Skills Australia and Skills Active Aotearoa. Table 10.1 shows the sectors of this project adjusted for a Canadian context and how the industry is defined by the sectors in Australia and New Zealand.

CANADA	AUSTRALIA	NEW ZEALAND
Community Recreation	Aquatics & Community Recreation	Sport & Community Recreation
Fitness, Health & Active Living	Fitness	Fitness
Outdoor Recreation & Parks	Outdoor Recreation	Outdoor Recreation
Amateur Sport	Sport	Dive
Table 10.1		Snow Sports
		Performing Arts

The sub-sectors among the recreation and parks industry include everything from fitness centres, recreation therapists, provincial sport organizations, public open spaces, commercial parks, recreation facilities, guides and outfitters, arts and culture, public and community based organizations for active and passive recreation, and everything in-between! This section of the project will continue the exclusion criteria of professional athletes. As stated in the Framework for Recreation's definition of recreation, recreation is the freely chosen participation, which can arguably exclude professionals in such areas as sports, arts, and culture.

The following information is from the employer survey and contains data from organizations that fit the definition of the recreation and parks industry. The information is at an organization and/or department level depending on the respondent's organizational structure.

Community Employment

Alberta has a variety of communities that all require different strategies to ensure the community thrives. The labour market is no different! An urban community requires a different strategy to retain a qualified employee than a rural community. The following table shows the recreation and park specific data for different communities (Large Population Centres, Medium Population Centres, Small Population Centres, & Rural). The following sub-sector sections are also articulated in this manner.

	LARGE POPULATION CENTRE	MEDIUM POPULATION CENTRE	SMALL POPULATION CENTRE	RURAL
FTE 2019	205.6	83.4	24.6	8.9
FTE 2018	202.1	82.5	25.4	8.2
FTE Percentage	48%	30%	45%	40%
PTE Percentage	30%	32%	19%	19%
Seasonal Percentage	12%	17%	21%	31%
Casual Percentage	10%	22%	16%	11%

Table 10.2

The full-time equivalent employees (FTE) are largest in a Large Population Centre (LPC). The LPC saw the largest increase in FTE's from 2018 to 2019 by approximately 3 FTE's. Subsequently, the highest percentage of FTE's was found to be in LPCs (48%). Furthermore, rural communities relied the most on seasonal employees with medium population centres (MPCs) relying the most on casual positions (22%).

INDIGENOUS COMMUNITY HIGHLIGHT

FTE 2019	FTE 2018	% WOMEN	% INDIGENOUS	FTE	PTE	Seasonal	Casual
4	4	75%	50%	40%	10%	30%	20%

Table 10.3

Workforce Breakdown

The percentage of women in the **Alberta recreation and park organizations/departments workforce is 52%** among 161 responding organizations. In comparison to the Canadian labour market, which saw a gender split of 47.5% female and 52.5% male.

Furthermore, the percentage of the workforce in the Alberta recreation and park organizations/departments who are identified as indigenous from those who participated is **0.3%** among 103 responses. The **percentage of the workforce that are designated as new Canadians is 4%** among 101 responses. Visible minorities make up 3.1% of the workforce from 106 responding organizations.

Earnings

The earnings of Alberta recreation and park industry employees were collected for both salary and hourly earnings from the positions submitted. The average salary range for earnings was **\$70,211 to \$86,144**. Furthermore, the average hourly range for earnings was **\$27.27 to \$30.15**. In comparison to average earnings in the province of Alberta for hourly employees is \$29.70.

The results of earnings may be skewed by full-time professional positions when comparing seasonal/casual positions, which may not see as high of an hourly wage.

44

ORGANIZATIONS
USE A VOLUNTEER BOARD

at

77

RESPONDENTS
DO NOT

Volunteer Boards

Volunteer Boards are used in the Alberta recreation and parks sector with little to no collation of data on the number of recreation and/or park boards existing. Based on 121 responses, 44 organizations use a volunteer board and 77 respondents do not. Out of the 44 organizations that do use a volunteer board, the average number of hours spent by volunteers is 12.3 hours/month .

LPC's were less likely to utilize a volunteer board with only **17.7%** of respondents in that community size indicating the use of a volunteer recreation and/or park board.

VOLUNTEERS SPEND
AN AVERAGE OF

12.3

HOURS/MONTH

Collective Agreements

Of the 168 responding organizations/departments from the Alberta recreation and parks industry, an average of only **28% of employees** are covered under a collective agreement. However, 21 participants had 100% of their employees covered under a collective agreement, which included participants from all community sizes with nearly half of them government organizations (municipal/provincial).

Human Resource Priorities

In comparison to other industries, the results by employers of the Alberta recreation and park industry show a strong and growing industry for employees. However, based upon the results in this survey, priorities for human resource staff should be on recruiting and retaining qualified staff. The recreation and park sector requires a vast amount of different certifications and education spread across a number of organizations and institutions. Human resource staff should be aware of the certifications and/or at least be aware of the organizations that provide these qualifications. The knowledge and relationship building with those organizations can lead to recruitment and retention of qualified staff.

LABOUR IMPLICATION HIGHLIGHTS

- *Staff retention can be positively affected by focusing on areas such as professional development, job satisfaction, career planning and career progression.*
- *Soft skills are a key component of hiring in the industry, including recruiting for specialized/niche positions.*
- *Recruit with universities to advocate for recreation and parks as a career path.*
- *The most noted recruitment/retention indicator are salaries and wages.*
- *Investigate the possible integration of a volunteer recreation and parks volunteer board to assist with trend identification, program development, facility development, and employee decisions.*
- *Before the onset of COVID-19, the Alberta industry was growing in number of positions.*



Fitness, Health & Active Living

Introduction

The Fitness, Health, & Active Living sub-sector of the industry has seen growth. With the health and active lifestyles of many coming to the forefront for all ages and generations, especially during the COVID-19 pandemic. In 2016, the Canadian fitness club revenue was estimated to be \$2.5 billion over an estimated 6,156 fitness clubs nationally. The fitness, health and active living sub-sector plays a crucial role in not only the life of Canadians but the labour/economic market of Canada.

In total, the employer survey had 67 submitted positions from organizations that fit into the sub-sector of fitness, health & active living. The results outlined in this segment of the labour market project provide a snap-shot to the sub-sector based upon those organizations that participated.

Fitness, Health & Active Living Profiles.

The fitness, health & active living sub-sector of the Alberta recreation and parks industry includes a wide breadth of organizations from personal trainers in recreation facilities to therapeutic recreation professionals. The Fitness, Health & Active Living sub-sector reflect Goals 1 & 2 from the Framework for Recreation which are Active Living (Goal 1) and Inclusion and Access (Goal 2). Table 10.4 shows these two goals and their connection to the industry.

FRAMEWORK FOR RECREATION GOAL AREA	CONNECTION TO RECREATION
Goal 1 – Active Living	“Foster active living through physical recreation”
Goal 2 – Inclusion & Access	“Increase inclusion and access to recreation for populations that face constraints to participation”

Table 10.4

As outlined in Table 10.4, those recreation and park employers/employees that foster active living through physical recreation are considered a part of this sub-sector for the purpose of this project. Likewise, those recreation and park employers/employees that foster inclusion and access to recreation for at risk populations are considered a part of this sub-sector for the purpose of this project. Overall, the fitness, health & active living sub-sector include,

- Fitness centres
- Sport and recreation centres
- Fitness and health programs in educational and health institutions
- Corporate fitness services, facilities, and programs
- Fitness/Recreation – community service professions
- Fitness/Recreation – health related (recreation therapists)
- Manufacturing, retail, and wholesale trade related to fitness and active living

The following information is from the employer survey and contains data from organizations that fit the working definition of the fitness, health & active living sub-sector. The information is at an organization and/or department level depending on the respondent's organizational structure. The data listed here is from those who responded to our call for participation and reflect their labour market circumstances. As in other forms of research, we employ caution when making comparisons to local situations.

*“Seeing more and more through Capital Carte Group (long term care)
- looking at hiring more recreation staff to be supervisors than nurses
- very good leadership skills, strength-based approaches focused on
community rather than health maintenance.”*

Community Employment

The community centre breakdown for the organizations who participated in this project from the fitness, health & active living sub-sector are primarily found in small population centres. The percentage of submitted positions were primarily categorized in small population centres (65%) compared to large population centres (26%). Large community representation in the fitness, health and active living sub-sector was the largest among all sub-sectors. Rural had a 6% representation among respondents. The remote index for the fitness, health and active living sub-sector is 0.2097, which on average puts these respondents in small urban centres.

Workforce Makeup.

The workforce makeup percentage among the fitness, health & active living sub-sector submitted positions were 63% full-time positions, 15% part-time positions, 5% seasonal positions, and 13% casual positions. The fitness, health & active living sub-sector has a higher percentage of part-time and casual positions than other sub-sectors. This form of employment is not a surprise for the sub-sector when compared to the other sub-sectors of the Alberta recreation and park industry. Fitness centres positions tend to rely upon this type of workforce makeup due to the general age and type of professionals that are recruited (i.e. students, new professionals), the format of fitness centre programs and classes (i.e. contracted to run a class(s) only), and by the health programs and sessions run by therapeutic recreation professionals.

The community breakdown of the workforce in the fitness, health, and active living sub-sector are listed in Table 10.5. This table articulates the percentage of full-time, part-time, seasonal, and casual employees in community recreation positions in large, medium, small, and rural communities. The geographical breakdown was not conducted in 2005 and the information here provides a snapshot into the workforce makeup of community recreation employment as submitted by employers. Part time, seasonal, and casual positions makeup a higher percentage of the workforce than any other sub-sector. This is in line with the majority of organizations that fit into this category including, but not limited to, fitness instructors, camp staff, and personal trainers which rely upon part-time, seasonal and casual employment.

2020 TENURE

<1 Year: **13%**

1-5 Years: **45%**

6-10 Years: **19%**

11-20 Years: **11%**

More than 20 Years: **12%**

2005 SURVEY FINDINGS

*12 years. Average years
in the fitness, health and
active living industry*

	FULL-TIME	PART-TIME	SEASONAL	CASUAL
Large	68%	21%	1%	3%
Medium	21%	79%	0%	0%
Small	65%	11%	7%	17%
Rural	23%	13%	44%	21%

Table 10.5

Gender

The average percentage of positions among the fitness, health, and active living sub-sector which were filled by males was 24% compared to 76% of positions being filled by females. In comparison to the overall industry the number of women in the sub-sector is high and the largest percentage among any of the sub-sectors. The community breakdown of this sub-sector indicates that the positions are filled by a majority of female staff, which is evident in larger communities (73%). The fitness, health and active living sub-sector saw the largest split between males and female employees. This is in part due to the sub-sectors inclusion of Therapeutic Recreation positions.

	MALE	FEMALE
Large	26%	73%
Medium	-	-
Small	24%	75%
Rural	40%	60%

Table 10.6

Hires/Terminations

On average, 2 full-time equivalent positions were hired in 2019 based upon 197 responses. Furthermore, 1.3 full-time equivalent positions were terminated based on 157 responses. This does not include the end of contracts or seasonal positions. Subsequently, this trend continues through the community breakdown of full-time positions submitted. This data is not adjusted for seasonal employment.

	HIRES	TERMINATIONS
Large	2.32	1.31
Medium	-	-
Small	1.27	0.52
Rural	1.5	2

Table 10.7

Earnings

The earnings of Alberta recreation and park industry employees were collected for both salary and hourly earnings. The average salary range for earnings was \$62,306 to \$78,001 based on 81 position responses for fitness, health, and active living positions. Furthermore, the average hourly earnings were \$27.21 based on 116 position responses. In comparison

to average earnings in the province of Alberta for hourly employees the fitness, health, and active living employees are \$2.49 less than that provincial hourly average. The hourly wage for the fitness, health and active living sub-sector is also \$3.29 above the average for the Alberta information, culture, and recreation industry.

Retention/Recruitment Issues

The identification of retention and recruitment issues will play a larger role for individual sub-sectors and specific position profiles, but for the overall industry this data sets a benchmark on the pulse of hiring and retaining qualified professionals in this sub-sector.

Of a total 218 responses, 18 responded that retention was indeed an issue. However, 200 responded that retention was not an issue (8% retention issues; 92% retention is not an issue).

Of a total 220 responses, 34 responded that recruitment was indeed an issue. However, 186 responded that recruitment was not an issue (15% recruitment issues; 85% recruitment is not an issue).

The geographical breakdown of communities follows the same trajectory of retention and recruitment. The notable distinctions are that recruitment is more difficult, especially in rural settings for fitness, health, and active living positions (50%). Furthermore, retention is most difficult in rural community settings (13%).

	RETENTION ISSUE	NO RETENTION ISSUE
Large	0%	100%
Medium	-	-
Small	4%	97%
Rural	13%	88%

Table 10.8

	RETENTION ISSUE	NO RETENTION ISSUE
Large	11%	89%
Medium	-	-
Small	14%	86%
Rural	50%	50%

Table 10.9

Recruitment Strategies

The recruitment methods for fitness, health, and active living in 2005 relied upon organization technology, media advertising (i.e. newspapers), and referrals. With employee referrals job and career fairs less likely to be utilized.

“Living in northern Alberta, it is difficult to find qualified employees to fill roles that require certain skills. It is also expensive to send employees to training as the distances to major centers are significant. Training is usually performed on the job unless certain certificates are required by regulation or law.”

2005 SURVEY FINDINGS:

Employment trend identified in 2005 was a concern on recruiting qualified applicants into vacancies. A leading contributor is the sub-sector’s inability to pay competitive wages.

Over the past decade, recruitment in newspapers have dropped from being selected by two thirds of the time in comparison to today where only 43% of respondents chose it as a strategy. The top recruitment method today is maintaining an organization job opportunities page.

The community breakdown of recruitment is driven by small and rural communities with large and medium communities utilizing little recruitment strategies from the options provided. This is in line with large and medium communities indicating very little recruitment or retention issues. The most utilized recruitment strategy for small and rural communities was maintaining a job opportunities page and posting in newspapers. While the most utilized recruitment strategy for large and medium communities was seeking internal candidates.

	LARGE	MEDIUM	SMALL	RURAL
Post in Newspapers	10%	33%	73%	100%
Maintain a job opportunities page on organization's website	39%	33%	75%	100%
Seek internal candidates	44%	33%	66%	75%
Post jobs with regional colleges and universities/attend university job fairs	25%	17%	18%	0%
Employee referrals	39%	17%	23%	38%
Use an online job search service or agency (Ex. Indeed, Monster, etc.)	37%	33%	43%	38%
Attend job/career fairs	14%	33%	1%	0%
Use a professional recruiter or head-hunter	3%	0%	10%	0%
Social Media	27%	33%	59%	75%
Post on AFLCA job board	23%	33%	13%	0%
Post on ARPA/RFP job board	14%	33%	55%	13%
Post on ATRA job board	10%	0%	10%	0%

Table 10.10

Retention Strategies

Developing and implementing effective retention strategies can assist in retaining high quality employees. The employer survey builds on what was conducted in 2005 for strategies utilized for retention. As noted in 2005, employees emphasized the importance of training and education opportunities as their highest priority. Results from the employer survey show that training, education, and professional development opportunities are the most utilized strategy in the positions submitted at 87%. Likewise, the importance of promoting from within the organization and/or providing advancement opportunities was highlighted in 2005, which holds true today with 72% of the positions submitted utilizing this retention strategy.

The least utilized strategies for retention in the fitness, health & active living sub-sector were paying employees according to productivity (16%), providing bonuses (10%), and providing assistance with difficult-to-locate housing or relocation (10%). Understanding and properly utilizing retention strategy among specific sub-sectors of the recreation and parks industry and for specific positions can increase the retention of quality and trained staff.

The community breakdown of retention strategies closely resembles that of the sub-sector. The distinction in this breakdown is that of the provision of training, education, and professional development opportunities. As this strategy is driven by the small and rural communities with large and medium communities less likely to implement. Furthermore, rural communities were more likely to recognize additional training and certification with advancement on wage grids and promotion from within an organization than any other community.

	LARGE	MEDIUM	SMALL	RURAL
Provide training, education, and professional development opportunities	45%	40%	79%	71%
Pay higher than industry standard and provide additional benefits	15%	40%	13%	57%
Promote from within the organization/provide advancement opportunities	43%	0%	60%	71%
Provide recognition and rewards for creative/innovative ideas or creating best practices	18%	0%	13%	0%
Pay employee according to productivity	15%	0%	10%	14%
Promote/provide quality of life benefits	34%	40%	47%	14%
Provide pay on a wage range based on qualifications	20%	0%	44%	43%
Recognize additional training and certification with advancement on wage grid	14%	0%	24%	71%
Provide bonuses	11%	0%	0%	14%
Provide assistance with difficult-to-locate housing/relocation	0%	0%	1%	0%

Table 10.11

Challenges in Maintaining Appropriate Staff/Staff Levels

- Budget constraints are limiting organizations to create new positions, provide staff training, and adapt to trends
- There are often few opportunities available for staff to move up within the sub-sector, as many staff in senior positions tend to stay in their roles for a long time
- Attracting and retaining qualified staff is challenging in more rural or remote areas compared to larger urban centres
- High cost of living in some communities can force staff to exit the sub-sector due to wages not covering living expenses
- Program enrolment dynamics can create pressure to hire or let staff go quite quickly. Hiring for summer camps and programs requires a rapid hiring of dozens or hundreds of staff

Pension

Pension information is important for employees, employers, and even unions in making labour market decisions. For the fitness, health, and active living sub-sector pension is offered to 60% of the positions submitted from 220 responses. While only 15% of those pensions were administered by the organization itself. The pension type offered among the positions submitted were nearly evenly split between RRSP plans (50.45%) and Formula plans (49.55%).

The community breakdown for pension follows inline with the sub-sector as a whole with the majority of positions having pension offered. The exception being rural communities which saw a higher percentage of the positions submitted as not being offered pension. However, this should be taken with caution as this section is impacted by the type of positions submitted by participants (e.g. full-time, part-time, seasonal, and casual) as this sub-sector is associated with more part-time, seasonal and casual positions than the other sub-sectors.

	LARGE	MEDIUM	SMALL	RURAL
Pension (Yes)	51%	-	70%	25%
Pension (No)	49%	-	30%	75%

Table 10.12

Professional Development

Professional development (PD) comes in a variety of forms and is influenced by a number of different factors. Among the survey respondents only 26% of the positions submitted in the fitness, health & active living sub-sector require PD. The commitment of organizations is only one factor that influences the extent of PD professional development for employees. As identified in 2005, PD is constrained by such factors as location, time, budget, and the availability of relevant options. Of the respondents, 23% of positions have a PD budget of \$100 - \$400, while 21% have a budget of more than \$1000. However, 18% of positions submitted to not offer or support any PD.

When PD is supported, the top PD training offered was on the job training (89%). While in 2005 the top training offered was attending conferences and seminars (85%). Following on the job training was both mentorship and workshops (66%). Compared to 2005, attending conferences and seminars dropped to the fourth most utilized training for PD (62%). The least utilized PD training was other or university/college courses. However, as stated in 2005, the lack of use or desire for university/college courses is most likely due to the fact that these are professionals established in their career who would have difficulty returning to the classroom (physical or virtual) for an extended period of time.

2005 SURVEY FINDINGS:

The certification or professional development among the fitness, health and active living sub-sector in 2005 identified that employers were less likely than others to leave employees to take training on their own time or to leave training at the discretion of the employee. However, it was identified that there is not a lack of interest among employees for taking certifications or PD.

As in 2005, lack of time and money were contributing factors to certification and PD. The fitness, health, and active living sub-sector is influenced by the types of certifications and PD. Like in 2005, the Alberta Fitness Leaders Certification Association (AFLCA) delivers courses and certifications for the sub-sector.

Formal Recreation/Fitness Qualifications (2020)

Fitness, Health and active living: 79% Yes; 17% No; 4% Unsure.

Other PD supported is as follows,

- Varies - Depending on Budget
- No specific amount. PD is on a needs basis
- No set amount, depends on whether the employee wishes to pursue PD

Among the community breakdown, large communities required the most PD of their employees. The budgets for PD in communities varied with no consistent budget source offered. The community breakdown of training offered follows that of the sub-sector as a whole with on the job training, mentorship, and workshops the highest utilized PD opportunity by employers. However, large and small communities utilized conferences and seminar opportunities more than any other community in the sub-sector. Certification is a significant distinction of this sub-sector with fitness, health, and active living employees needing to hold and maintain a number of position specific certifications. The requirement of PD by large community centres in the fitness, health & active living sub-sector was the highest percentage among any community breakdown in all of the sub-sectors in the Alberta recreation and parks industry.

	LARGE	MEDIUM	SMALL	RURAL
PD Supported (Yes)	47%	-	8%	25%
PD Supported (No)	53%	-	92%	75%
Highest PD Funding/Budgeted	More than \$1000	-	\$100-\$400	No support for Professional Development
On the Job Training	90%	-	90%	100%
Mentorship	65%	-	68%	38%
Job Shadowing	44%	-	34%	13%
Online Modules/training videos	65%	-	46%	25%
Conference/Seminars	63%	-	64%	25%
University/College Courses	37%	-	23%	0%
Workshops	74%	-	68%	13%

Table 10.13

Human Resource Priorities

The fitness, health, and active living sub-sector consists of a significant portion of part-time, seasonal and casual staff. For instance, the number of employees in the fitness workforce who are contractors as compared to organization employees is 85%. This unique characteristic of this sub-sector influences the type of strategies and options provided. The recruitment and retention of qualified or certified contractors or employees is made more difficult due to the parameters of contract employment and the need to hold and maintain a number of certifications. However, the flexibility of contract and shift work is attractive to some, especially younger or new to the sub-sector individuals.



LABOUR IMPLICATION HIGHLIGHTS

- *The fitness, health, and active living subsector is comprised by a significant portion of part-time, seasonal, and casual staff. Adjust recruitment and retention strategies to reflect this workforce.*
- *Certification and PD are an important factor of the fitness, health, and active living subsector. Employers, look to support training in staff. Employees, look to maintain and acquire new certifications and training.*
- *Employers can utilize flexible working environments to recruit and retain qualified staff.*

Challenges Requiring Attention within 10-20 Years

- Broader sense that health, rehab, and therapeutic sub-sectors are not valued appropriately, with funding levels reflecting this. Effort is needed to better communicate the value proposition
- Long-term funding stability is needed for organizations to adequately adapt to aging populations, support healthy aging, and meet new cultural preferences resulting from greater immigration – significant concerns
- Indigenous employers note that holistic approaches to sport, fitness, health and recreation are emerging. Understanding broad factors affecting participation, including social determinants, is an important step to addressing systemic, historic challenges communities are facing
- Demand for and affordability of long-term care and affordable, accessible recreation opportunities
- Greater focus on facility design and programming to create new opportunities for cross-training and hybrid-type positions, particularly within Indigenous communities. New skillsets (e.g. crisis prevention training) and blended services are needed (e.g. psychology services within rec/sports centres) to have a positive impact on Indigenous youth through recreation

Amateur Sports

Introduction

The amateur sport sub-sector of the Alberta recreation and parks industry is compiled primarily of provincial sport organizations (PSOs). PSOs are smaller organizations funded primarily through government grants and memberships. These unique organizational characteristics have several implications for the labour market. As stated in 2005, the amateur sport sub-sector mostly has the inability to pay competitive wages which limit the effectiveness of recruiting qualified staff. However, employees interviewed in 2005 were designated to be more relaxed than other sub-sectors

of the industry. The Alberta non-profit sub-sector comprises 25% sport and recreation organizations which is the largest of any other industry in Alberta non-profits.

In total, the employer survey had 57 submitted positions from organizations that fit into the sub-sector of amateur sport. The results outlined in this segment of the labour market project provide a snap-shot to the sub-sector based upon those organizations that participated.

Amateur Sport Profiles.

The amateur sport sub-sector reflect goals 1 & 2 from the Framework for Recreation which are Active Living (Goal 1) and Inclusion and Access (Goal 2). Table 10.14 shows these two goals and their connection to the industry.

FRAMEWORK FOR RECREATION GOAL AREA	CONNECTION TO RECREATION
Goal 1 – Active Living	“Foster active living through physical recreation”
Goal 2 – Inclusion & Access	“Increase inclusion and access to recreation for populations that face constraints to participation”

Table 10.14

As outlined in Table 10.14, those recreation and park employers/employees that foster active living through physical recreation are considered a part of this sub-sector for the purpose of this project. Likewise, those recreation and park employers/employees that foster inclusion and access to recreation for at risk populations are considered a part of this sub-sector for the purpose of this project. Overall, the amateur sport sub-sector include,

- Provincial sport organizations
- Non-profit and user-pay organizations offering access to sport and physical recreation to the public
- Sport programming in educational institutions (primary, secondary and tertiary)
- Manufacturing, retail, and wholesale trade related to amateur sport

Organizations who self-identified in this sub-sector and/or had positions within these types of environments were asked to participate. The data listed here is from those who responded to our call for participation and reflect their labour market. As in other forms of research, we employ caution when making comparisons to local situations.

Community Employment

The community centre breakdown for the organizations who participated in this project from the amateur sport sub-sector are primarily found in small population centres. The percentage of submitted positions were primarily categorized in small population centres is 67% compared to large population centres which saw a 25% representation. Amateur sport saw the highest percentage of positions submitted among any other sub-sector. Rural had a 6% representation among respondents. The remote index for the amateur sport sub-sector is 0.2264, which on average puts these respondents in small urban centres.

Workforce Makeup.

The workforce makeup percentage among the amateur sport sub-sector submitted positions was 80% full-time positions, 6% part-time positions, 11% seasonal positions, and 4% casual positions. The workforce makeup of the sub-sector is comparable to outdoor recreation and parks and community recreation with full-time and part-time being within a 2-4% range. Additionally, in 2005, growth was determined to be centred mainly around full-time positions.

The community breakdown of the workforce for the amateur sport sub-sector is depicted in Table 10.15. The larger the community centre, the higher percentage of amateur sport positions will be full-time. the smaller the community centre, the higher percentage of amateur sport positions will be seasonal.

	FULL-TIME	PART-TIME	SEASONAL	CASUAL
Large	87%	6%	7%	0%
Medium	-	-	-	-
Small	76%	6%	12%	3%
Rural	67%	0%	33%	0%

Table 10.15

Gender

The average percentage of positions among the amateur sport sub-sector which were filled by males was 78% compared to 22% of positions being filled by females. The percentage of positions filled by males was the largest in the sub-sector compared to any of the other sub-sectors in the Alberta recreation and parks industry.

The community breakdown follows the aforementioned trend with all community centres hiring more males than females for amateur sport positions.

	MALE	FEMALE
Large	79%	21%
Medium	-	-
Small	74%	26%
Rural	83%	17%

Table 10.16

Hires/Terminations

On average, 2.2 full-time equivalent positions were hired in 2019 based upon 54 responses. Furthermore, 0.7 full-time equivalent positions were terminated based on 39 responses. Table 10.17 articulates the average hires and terminations of community recreation full-time positions among those positions submitted. This data is not adjusted for seasonal employment.

	HIRES	TERMINATIONS
Large	1	0.9
Medium	-	-
Small	2.44	0.52
Rural	2.67	0

Table 10.17

Earnings

The earnings of Alberta recreation and park industry employees was collected for both salary and hourly earnings. The average salary range for earnings was \$65,461 to \$81,970 for amateur sport positions. Furthermore, the average hourly earnings were \$26.02. In comparison to average earnings in the province of Alberta for hourly employees the amateur sport employees are \$3.68 less than that provincial hourly average, which is the largest of any sub-sector in the Alberta recreation and parks industry. The hourly wage for the amateur sport sub-sector is also \$2.10 above the average for the Alberta information, culture, and recreation industry of Alberta.

2005 SURVEY FINDINGS:

A trend identified in 2005 that holds true today is the fear of organizations inability to pay competitive wages and competitive benefits and, consequently in participants opinion, the inability to attract qualified candidates to fill vacancies.

*“High volume of applications, selecting qualified people from resumes for interviews.
Biggest challenge is salaries for non-profit vs. the municipal government.”*

Retention/Recruitment Issues

The identification of retention and recruitment issues will play a larger role for individual sub-sectors and specific position profiles, but for the overall industry this data sets a benchmark on the pulse of hiring and retaining qualified professionals.

Of a total 55 responses, 6 responded that retention was indeed an issue. However, 49 responded that retention was not an issue (11% retention issues; 89% retention is not an issue).

Of a total 55 responses, 8 responded that recruitment was indeed an issue. However, 47 responded that recruitment was not an issue (15% recruitment issues; 85% recruitment is not an issue).

The community breakdown follows the same trajectory of retention and recruitment generally not being an issue or concern. The notable distinction being the retention and recruitment for small communities having the largest retention and recruitment issues at 12% and 18% respectively.

	RETENTION ISSUE	NO RETENTION ISSUE
Large	8%	92%
Medium	-	-
Small	12%	88%
Rural	0%	100%

Table 10.18

	RETENTION ISSUE	NO RETENTION ISSUE
Large	8%	92%
Medium	-	-
Small	18%	82%
Rural	0%	100%

Table 10.19

Recruitment Strategies

The recruitment methods for Alberta amateur sport organizations in 2005 relied upon newspapers, website postings, and referral systems. With job fairs and third party recruiters utilized the least.

Over the past decade, the recruitment strategies have remained relatively consistent. The top recruitment strategy among all the positions submitted in the amateur sport overview is the maintaining of a job opportunities page on an organization's website (84%) with newspapers still a utilized method (75%). Internal candidates and social media were the next most utilized strategy in this sub-sector (69% and 67%).

Table 10.20 is the community breakdown of the recruitment strategies of organizations for the positions submitted in amateur sport. The recruitment strategies of the sub-sector correspond to the community breakdown with the maintenance of a job opportunities page on an organization's website utilized across all communities. However, large communities utilized newspapers approximately a third less than the other communities. Furthermore, large communities utilized posts with regional colleges and universities, employee referrals, online job search engines, and attendance at job/career fairs more than the other communities.

	LARGE	MEDIUM	SMALL	RURAL
Post in Newspapers	31%	-	100%	100%
Maintain a job opportunities page on organization's website	100%	-	82%	100%
Seek internal candidates	100%	-	56%	100%
Post jobs with regional colleges and universities/ attend university job fairs	85%	-	3%	33%
Employee referrals	85%	-	24%	0%
Use an online job search service or agency (Ex. Indeed, Monster, etc.)	100%	-	30%	33%
Attend job/career fairs	69%	-	0%	0%
Use a professional recruiter or head-hunter	31%	-	9%	0%
Social Media	100%	-	59%	33%
Post on AFLCA job board	15%	-	6%	0%
Post on ARPA/RFP job board	23%	-	65%	0%
Post on ATRA job board	8%	-	0%	0%

Table 10.20

Retention Strategies

The retention strategies for amateur sport sub-sector positions generally align with the other sub-sectors in the recreation and parks industry. As with the other sub-sectors, the provision of training, education, and professional development opportunities was the most used retention strategy at 90%. The promotion from within the organization or the provision of advancement opportunities was next at only 67%. Unlike most other sub-sectors, the amateur sport sub-sector struggles to keep up with others on paying competitive wages which can impact recruitment and retention. However, the amateur sport sub-sector utilizes the promotion/provision of quality of life benefits (61%), which was the highest percentage among all the sub-sectors. Those quality of life benefits are to assist a heavy non-profit sub-sector to retain qualified staff.

The community breakdown of retention strategies follows that of the amateur sport sub-sector as a whole. The provision of training, education, and professional development opportunities as well as the promotion from within an organization were both the most utilized retention strategies for the community centres.

	LARGE	MEDIUM	SMALL	RURAL
Provide training, education, and professional development opportunities	92%	-	89%	-
Pay higher than industry standard and provide additional benefits	8%	-	11%	-
Promote from within the organization/provide advancement opportunities	77%	-	71%	-
Provide recognition and rewards for creative/innovative ideas or creating best practices	38%	-	7%	-
Pay employee according to productivity	38%	-	18%	-
Promote/provide quality of life benefits	77%	-	64%	-
Provide pay on a wage range based on qualifications	23%	-	57%	-
Recognize additional training and certification with advancement on wage grid	38%	-	14%	-
Provide bonuses	38%	-	0%	-
Provide assistance with difficult-to-locate housing/relocation	0%	-	0%	-

Table 10.21

Pension

Pension information is important for employees, employers, and even unions in making labour market decisions. For the amateur sport sub-sector pension is offered to 71% of the positions submitted from 56 responses. While only 25% of those pensions were administered by the organization itself. The pension type offered among the positions submitted had a larger margin than the nearly even split found in the fitness, health & active living sub-sector. For the amateur sport sub-sector, RRSP plans were found to be in 44% of the positions submitted compared to 56% in a formula plan.

The community breakdown for pension follows inline with the sub-sector as a whole with the majority of positions having pension offered. However, this should be taken with caution as this section is impacted by the type of positions submitted by participants (e.g. full-time, part-time, seasonal, and casual).

	FULL-TIME	PART-TIME	SEASONAL	CASUAL
Pension (Yes)	62%	-	79%	67%
Pension (No)	38%	-	21%	33%

Table 10.22

Professional Development

Professional development (PD) comes in a variety of forms and is influenced by a number of different factors. Among the survey respondents only 15% of the positions submitted in the amateur sport sub-sector require PD. The commitment of organizations is only one factor that influences the extent of PD for employees. As identified in 2005, PD is constrained by such factors as location, time, budget, and the availability of relevant options. Of the respondents, 23% of positions have a PD budget of \$401 - \$700 with a budget of more than \$1000 and other which usually means no value is assigned to the PD budget (21%). However, 11% of positions submitted to not offer or support any PD. When PD is supported, the top professional development training offered was on the job training (89%). While in 2005 the top trainings offered were short seminars away from the workplace, internet-based systems, short seminars or workshops in the workplace, and mentorship. Following on the job training was workshops (72%). The least utilized PD training was other or university/college courses. However, as stated in 2005, the lack of use or desire for university/college courses is not unexpected (15%).

Other PD supported is as follows,

- As needed
- Up to management
- Depends on priorities and certification requirements
- Depends on budget and required courses vs. desired courses
- No specific value assigned

Among the community breakdown, rural communities required the most PD of their employees in the amateur sport sub-sector (33%). The budgets for PD in communities varied with no consistent budget source offered. The community training offered follows that of the sub-sector with on the job training and workshops. However, large communities utilized mentorship opportunities (92%), which is more than any other community in the sub-sector. Mentorship opportunities fall in line with the retention strategy of promoting from within, which is especially true for municipalities.

	LARGE	MEDIUM	SMALL	RURAL
PD Supported (Yes)	23%	-	12%	33%
PD Supported (No)	77%	-	88%	67%
Highest PD Funding/Budgeted	- \$100 - \$400 - More than \$1000	-	- \$401 - \$700 - No specific valued assigned	- \$100 - \$400 - \$401 - \$700 - \$701 - \$1000

Table 10.23



Human Resource Priorities

The amateur sport sub-sector consists mostly of PSOs and non-profits which rely on a number of volunteers for Board Members to coaches. The majority of these organizations have limited employees that work on cycles. Those cycles being, sport seasons or government grants which make up the greater part of budgets for these organizations. The employer tactics articulated in this section contribute to combating the inability to pay competitive wages. The employees who work in the amateur sport sub-sector are passionate and enjoy the flexibility that comes with this sub-sector in comparison to others. Those attributes assist in the human resource practices of this sub-sector.

	LARGE	MEDIUM	SMALL	RURAL
On the Job Training	100%	-	79%	67%
Mentorship	92%	-	59%	0%
Job Shadowing	54%	-	35%	0%
Online Modules/training videos	62%	-	44%	33%
Conference/Seminars	77%	-	68%	33%
University/College Courses	23%	-	12%	33%
Workshops	85%	-	62%	67%
Other	8%	-	12%	0%

Table 10.24

LABOUR IMPLICATION HIGHLIGHTS

- *Develop volunteer management skills among employees as the amateur sport sub sector relies upon volunteers.*
- *Diversify organizational income to lessen the burden on grants.*
- *Recruit on characteristics and attributes of employees (i.e. soft skills) who are passionate about PSOs and non-profits.*
- *Ensure organization mission and vision are defined and utilized for employees to connect to the associations overall social goal in the recreation and parks industry.*

Outdoor Recreation & Parks

Introduction

The outdoor recreation and parks sub-sector has seen a shift since it was first defined in the 2005 Labour Market Study. This change is due to a multitude of factors including but not limited to the global environmental trend, demographic changes (e.x. new Canadians, population increase, urban vs. rural), and change in government. The Outdoor Recreation and Parks sub-sector of the industry comprises positions that cover outdoor activities, campgrounds, parks, and much more. A large proportion of Canadians interact with nature and outdoor settings whether that be in a rural or

urban setting. The percentage of Canadians in 2012 who: spent time in nature was 70%, 45% reduced their ecological footprint, and 47% travelled to experience nature.

In total, the employer survey had 150 submitted positions in the sub-sector of outdoor recreation and parks. The results outlined in this segment of the labour market project provides a snap-shot to the sub-sector based upon those organizations that participated

Outdoor Recreation & Parks Profiles

The outdoor recreation and parks sub-sector reflects goal 3 from the Framework for Recreation in Canada which is Connecting People and Nature. Table 10.25 shows the goal and its connection to the industry.

FRAMEWORK FOR RECREATION GOAL AREA	CONNECTION TO RECREATION
Goal 3 – Connecting People and Nature	“Help people connect to nature through recreation.”

Table 10.25

As outlined in Table 10.25, those recreation and park employers/employees that foster a connection for people to nature through recreation are considered a part of this sub-sector for the purpose of this project. Overall, the outdoor recreation and parks sub-sector includes,

- Public, voluntary, and commercial parks, open spaces, and facilities for individual and group involvement in active and passive outdoor pursuits
- Guides and outfitters for parks use
- Provincial Recreation Associations
- Manufacturing, retail, and wholesale trade related to outdoor recreation and parks

The following information is from the employer survey and contains data from organizations that fit the definition of the outdoor recreation and parks sub-sector. The information is at an organization and/or department level depending on the respondent's organizational structure. As in other forms of research, we employ caution when making comparisons to local situations.

Community Employment

The community centre breakdown for the organizations who participated in this project from the outdoor recreation and parks sub-sector are primarily found in small population centres. The percentage of submitted positions were primarily categorized in small population centres (60%). Compared to large population centres which saw an 8% representation. Rural had a 19% representation among respondents, which is the largest of any sub-sector. Province wide organizations, those that don't function in a single geographical area but work provincially, was at 6% representation among respondents. The remote index for the outdoor recreation and parks sub-sector is 0.2347, which on average puts these respondents in small urban centres. The remote index of the outdoor recreation and parks sub-sector is the highest among all sub-sectors in the Alberta recreation and parks industry.

Workforce Makeup

The workforce makeup percentage among the outdoor recreation and parks sub-sector submitted positions was 82% full-time positions, 6% part-time positions, 10% seasonal positions, and 2% casual positions. The outdoor recreation and parks sub-sectors seasonal employment was comparable to the amateur sport sub-sector with a difference of only 1%. A trend identified in 2005 within the outdoor recreation and parks sub-sector was the increased use of job sharing. Job sharing is a strategy that can be utilized among seasonal staff positions to lessen the burden upon organization employment budgets. Outdoor recreation and park organizations are in an ideal position to increase the use of job sharing, which sits at approximately 1% among the positions submitted in this sub-sector.

2005 SURVEY FINDINGS:

Growth of the outdoor recreation and parks sub-sub-sector through the number of full-time, part-time, casual positions and increased use of job sharing and contracted positions.

As stated above, the utilization of job sharing can be developed more in the sub-sector.

The community breakdown of the workforce for full-time employment saw the percentage increase as the community centre size decreased. Furthermore, both part-time and seasonal position percentages increased while the community centre size increased. The rural full-time percentage of submitted positions was the largest percentage among any sub-sectors community size and workforce makeup (92%)

	FULL-TIME	PART-TIME	SEASONAL	CASUAL
Large	65%	19%	17%	0%
Medium	76%	16%	0%	8%
Small	87%	4%	8%	1%
Rural	92%	5%	4%	0%

Table 10.26

Gender

The average percentage of positions among the outdoor recreation and parks sub-sector which were filled by males was 63% compared to 37% of positions being filled by females. The percentage of males and females in the outdoor recreation and parks sub-sector saw more positions filled by males. Subsequently, this trend continues through the community breakdown. The closest split between males and females was in large community centres with the largest split being in rural settings.

	MALE	FEMALE
Large	52%	47%
Medium	74%	26%
Small	65%	35%
Rural	92%	5%

Table 10.27

Hires/Terminations

On average, 6.7 full-time equivalent positions were hired in 2019 based upon 122 responses. Furthermore, 0.6 full-time equivalent positions were terminated based on 74 responses. Table 10.28 articulates the average hires and terminations of community recreation full-time positions among those positions submitted. This data is not adjusted for seasonal employment.

	HIRES	TERMINATIONS
Large	10.9	2.3
Medium	-	-
Small	1.8	0.2
Rural	1.5	0.6

Table 10.28

Earnings

The earnings of Alberta recreation and park industry employees was collected for both salary and hourly earnings. The average salary range for earnings was \$71,500 to \$90,859 for outdoor recreation and park positions. Furthermore, the average hourly earnings were \$30.20. In comparison to average earnings in the province of Alberta for hourly employees the outdoor recreation and parks employees receive \$0.50 more than that provincial hourly average. The outdoor recreation and parks sub-sector has the highest range among salary employees for any of the Alberta recreation and parks sub-sectors. The hourly wage for the outdoor recreation and parks sub-sector is also \$6.28 above the average for the Alberta information, culture, and recreation industry of Alberta.



Retention/Recruitment Issues

The identification of retention and recruitment issues will play a larger role for individual sub-sectors and specific position profiles, but for the overall industry this data sets a benchmark on the pulse of hiring and retaining qualified professionals.

Of a total 141 responses, 4 responded that retention was indeed an issue. However, 136 (96%) responded that retention was not an issue (3% retention issues; 97% retention is not an issue).

Of a total 140 responses, 7 responded that recruitment was indeed an issue. However, 132 responded that recruitment was not an issue (5% recruitment issues; 95% recruitment is not an issue).

Of the community breakdown the retention issues are drawn largely from organizations in large communities (9%), while the recruitment issues are largely drawn from organizations in medium sized communities (30%). Overall, communities of all sizes in the outdoor recreation and parks sub-sector had the least difficulty retaining and recruiting employees among any sub-sector.

	RETENTION ISSUE	NO RETENTION ISSUE
Large	9%	91%
Medium	0%	100%
Small	1%	99%
Rural	0%	100%

Table 10.29

	RETENTION ISSUE	NO RETENTION ISSUE
Large	0%	100%
Medium	30%	70%
Small	5%	95%
Rural	0%	100%

Table 10.30

Recruitment Strategies

The recruitment methods in 2005 for organizations included a combination of strategies being newspaper postings, seeking internal candidates, and job postings to the organization's own portal.

The recruitment methods for Alberta outdoor recreation and park organizations relied upon the maintenance of a job opportunities page on an organization's own website (89%), newspaper postings (82%), and seeking internal candidates (70%).

Table 10.31 is the community breakdown of the positions submitted in the outdoor recreation and parks sub-sector. The top recruitment methods across the board was the maintenance of a job opportunities page on the organization's website closely followed by seeking internal candidates. Posting in newspapers was the lowest among organizations in large community centres (17%) when compared to all other community breakdowns.

	LARGE	MEDIUM	SMALL	RURAL
Post in Newspapers	17%	100%	90%	93%
Maintain a job opportunities page on organization's website	100%	100%	86%	100%
Seek internal candidates	100%	100%	63%	78%
Post jobs with regional colleges and universities/ attend university job fairs	100%	0%	23%	37%
Employee referrals	83%	0%	17%	41%
Use an online job search service or agency (Ex. Indeed, Monster, etc.)	83%	100%	43%	59%
Attend job/career fairs	67%	91%	9%	11%
Use a professional recruiter or head-hunter	33%	0%	16%	22%
Social Media	75%	91%	52%	59%
Post on AFLCA job board	0%	0%	8%	0%
Post on ARPA/RFP job board	0%	100%	60%	33%
Post on ATRA job board	0%	0%	8%	0%

Table 10.31

Challenges in Hiring/Recruiting

Both large and small/rural municipalities indicate that providing permanent, stable positions to staff is a major challenge for recruiting qualified staff. Budgets for hiring are declining given the broader economic downturn in the province.

Large Municipalities

- Hiring/recruiting challenges impacted by having to compete with private-sub-sector facilities operating within the sub-sector.
- Recruitment pools are generally robust in large urban centres, with employers noting that the appeal of working for ‘the city’ and competitive wages/perks (e.g. staff development, pensions) assists in recruitment
- Adapting to shifting public demand for programs and facilities can be challenging, as it is a constant process to ensure staff are appropriately trained and/or certified
- Some candidates at the supervisory level can lack ‘soft’ skills and administrative experience needed to be successful in leadership roles in large municipalities

Small/Rural Municipalities

- Often struggle with having smaller talent pools to recruit from compared to large centres
- Tend to have to compete with other sub-sectors that can pay higher wages (e.g. resource sub-sector, primary industries)
- Finding qualified staff within or willing to relocate to a small/rural community is the most commonly identified challenge
- Broader trend of rural to urban migration is making it more difficult to attract former residents back to small/rural communities upon completion of post-secondary studies
- Program enrolment dynamics can create pressure to hire or let staff go quite quickly. Hiring for summer camps and programs requires a rapid hiring of dozens or hundreds of staff

Retention Strategies

Retention strategies among employers for the positions submitted were in line with the other sub-sectors in the Alberta recreation and parks industry. In 2005, the retention strategies were to provide training and education opportunities, internal promotion opportunities, and employee benefits. Today, these strategies continue to be the top retention strategies utilized by employers for outdoor recreation and park positions. Providing training education, and professional development opportunities were the most utilized (92%), promotion from within/ advancement opportunities (67%), with promoting/providing quality of life benefits (48%) as the next closest strategies.

The community breakdown of retention strategies follows that of the overall outdoor recreation and parks sub-sector with the provision of training, education, and professional development opportunities as the highest strategy within all community sizes. Organizations in large communities were the only ones that indicated they provide bonuses as a retention strategy for employees among the positions submitted. Medium sized community centres in the outdoor recreation and parks sub-sector indicated they pay higher than industry standard and provide additional benefits.

	LARGE	MEDIUM	SMALL	RURAL
Provide training, education, and professional development opportunities	91%	91%	97%	84%
Pay higher than industry standard and provide additional benefits	18%	100%	19%	28%
Promote from within the organization/provide advancement opportunities	73%	0%	77%	68%
Provide recognition and rewards for creative/innovative ideas or creating best practices	27%	0%	5%	12%
Pay employee according to productivity	36%	0%	15%	12%
Promote/provide quality of life benefits	45%	100%	41%	48%
Provide pay on a wage range based on qualifications	45%	0%	47%	44%
Recognize additional training and certification with advancement on wage grid	36%	0%	22%	32%
Provide bonuses	55%	0%	0%	0%
Provide assistance with difficult-to-locate housing/relocation	0%	0%	3%	12%

Table 10.32

Pension

In outdoor recreation and park sub-sector positions, pension is offered to 80% from a total of 147 submitted positions. While only 27% of those pensions were administered by the organization itself, which is the highest percentage among all the sub-sectors in the Alberta recreation and parks industry. The pension type offered for the position submitted were 81% formula plans with only 19% being RRSP plans.

The community breakdown of pensions follow that of the outdoor recreation and parks sub-sector with exception of organizations in large communities. Those organizations do not offer pension to 73% of positions submitted. In comparison to the other community breakdowns of 0%, 13% and 22%. However, this should be taken with caution as this section is impacted by the type of positions submitted by participating organizations such as large seasonal workforces.

	LARGE	MEDIUM	SMALL	RURAL
PD Supported (Yes)	27%	100%	87%	78%
PD Supported (No)	73%	0%	13%	22%

Table 10.33

Professional Development

Professional development (PD) comes in a variety of forms and is influenced by a number of different factors. Among outdoor recreation and parks positions PD is required by only 9% of positions. Furthermore, the top budgeted amount for PD among community recreation positions is more than \$1000. The most utilized training offered by employers for submitted positions was on the job training (88%) which was followed by mentorship (69%) and conferences/seminars (66%). Of the training offered, job shadowing was utilized the least among positions (32%).

Other PD support is as follows,

- Depends on budget
- Budget dollar amount for section available for all employees
- No specific value assigned
- All Employees are eligible for training mandated by the County, internal corporate training, and Self-Funded Training. Other Training may be paid for at the discretion of the department Manager. Comments: All requested Training must be within budget, offered by a credible source in a cost-effective manner, and aligned with County priorities and needs.

Among the community breakdown, medium sized communities mandated PD the most (22%). While small sized communities mandated the least (6%). The budgets for PD in communities varied with no consistent budget figure offered. The community centre breakdown of PD training offered was led by on the job training and followed closely by mentorship. Job shadowing and workshops were utilized the most by medium sized communities.

	LARGE	MEDIUM	SMALL	RURAL
PD Supported (Yes)	8%	22%	6%	19%
PD Supported (No)	92%	82%	94%	81%
Highest PD Funding/Budgeted	No support for Professional Development provided	Budget dollar amount for section available for all employees	Varies, no specific value assigned	More than \$1000

Table 10.34

	LARGE	MEDIUM	SMALL	RURAL
On the Job Training	92%	100%	70%	78%
Mentorship	83%	100%	48%	52%
Job Shadowing	50%	100%	11%	15%
Online Modules/training videos	50%	100%	40%	70%
Conference/Seminars	67%	91%	59%	59%
University/College Courses	25%	0%	33%	41%
Workshops	58%	91%	60%	48%
Other	8%	100%	16%	4%

Table 10.35

2005 SURVEY FINDINGS:

Interviews of the outdoor recreation and parks sub-sub-sector revealed the importance of long-term resource planning and mentoring. 2020 professional development (PD) confirms this importance through the use of mentorship as a PD opportunity utilized by participants.

Human Resource Priorities

The human resource priorities among the outdoor recreation and parks sub-sector have unique characteristics. The seasonal work load of the sub-sector is higher than any others which comes with a unique set of recruitment and retention issues. For instance, the need for specific certifications for those seasonal positions can make filling seasonal positions more difficult. The information depicted in this section can assist with the long term strategic planning. One such long-term strategic planning option not utilized too much if any degree is job sharing. Sharing seasonal employees within and between organizations in the outdoor recreation and parks sub-sector. Lastly, a human resource priority that now exists in the outdoor recreation and parks sub-sector that did not exist as much in 2005 is the environmental specific positions and the environmental impact on all other positions. The specificity of the education for this segment of the workforce will require new and unique strategies among organizations and human resource departments to recruit and retain qualified staff.

LABOUR IMPLICATION HIGHLIGHTS

- *Organizations will need to search out creative ways to attract and retain seasonal staff including job sharing.*
- *Develop new human resource priorities through new and emerging industry trends (i.e. environmental, technology, etc.)*



Challenges requiring attention within the next 10-20 years. Facility maintenance and increased operating costs were identified by respondents. Aging infrastructure is a significant concern within municipalities, with many respondents indicating they are struggling how to determine whether to reinvest in existing facilities, develop new facilities, or close facilities all together.

Large Municipalities

- Financial challenges in the short- and long-term, including managing staff wage increases, unionized workforces, and keeping operating costs down
- Volunteerism as a major challenge, as hosting major events, community events, etc. requires a strong volunteer base for success – sense that volunteering is becoming less common
- Health, safety, risk management, liability and reporting requirements (e.g. incident reporting) are increasing costs and bureaucratic burden, limiting staff time for other tasks
- Finding alternative revenue streams is a challenge, as there is a tenuous balance between user fees, grant funding, taxation, and corporate sponsorships

Small/Rural Municipalities

- Attracting qualified staff to small/rural communities requires attention and a strategic approach
- Many amenities in small/rural communities are nearing or have exceeded operational lifespans, creating situations in which some facilities may have to be revitalized at significant cost or shuttered

Community Recreation

Introduction

The Community Recreation sub-sector was the largest represented segment of the respondents for the employer survey. Community Recreation primarily consists of municipal governments who serve all communities including urban, rural, remote, and indigenous. Within a municipal government setting, community recreation is associated with other areas of responsibilities including but not limited to social services, municipal administration, municipal infrastructure, protective services, and public services. As

stated in 2005, “Community recreation is often very broadly based and less distinctly definable,” which still holds true today! Employees among the community recreation sub-sector are often allocated to multiple priorities as municipal governments provide both facilities and programming. Municipal governments also partner with for-profit and non-profit organizations to provide recreation facilities and programming. The information presented here reflects a portion of the industry of those who responded.

Community Recreation Profiles

The community recreation sub-sector reflects goal 4 from the Framework for Recreation in Canada which is supportive environments. Table 10.36 shows the goal and its connection to the industry.

FRAMEWORK FOR RECREATION GOAL AREA	CONNECTION TO RECREATION
Goal 4 – Supportive Environments	“Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.”

Table 10.36

As outlined in Table 10.36 those recreation and park employers/employees that provide support to physical and social environments which encourage their community members to participate in recreation are considered a part of this sub-sector for the purpose of the project. Overall, the Community Recreation sub-sector includes,

- Public and community-based organizations, spaces, and centres that offer active and passive recreation opportunities at local and provincial levels
- Manufacturing, retail, and wholesale trade related to community recreation

The following information is from the employer survey and contains data from organizations that fit the definition of the community recreation sub-sector. The information is at an organization and/or department level depending on the respondent's organizational structure. As in other forms of research, we employ caution when making comparisons to local situations.

Community Employment

The community breakdown for the communities who participated in this project from the community recreation sub-sector are primarily found in small population centres. The percentage of submitted positions were primarily categorized as small population centres (60%) compared to large population centres (17%). Rural had the least representation among respondents (13%). The remote index for the community recreation sub-sector is 0.2210, which on average puts these respondents in small urban centres.

Workforce Makeup.

The workforce makeup percentage among the community recreation sub-sector submitted positions was 84% full-time positions, 4% part-time positions, 7% seasonal positions, and 5% casual positions. The community recreation sub-sector relies on full-time positions but has a close split among part-time, seasonal, and casual. Due to differences in organizational structures across the province in municipal governments the recreation and park positions may be integrated among a variety of departments making it more difficult to capture a clear picture of the workforce makeup.

The community breakdown of the workforce makeup is listed in Table 10.37. This table articulates the percentage of full-time, part-time, seasonal, and casual employees in community recreation positions in large, medium, small, and rural communities. The community breakdown to urban, rural, remote, and indigenous was not conducted in 2005 and the information here provides a snapshot into the workforce makeup of community recreation employment as submitted by employers. The percentage of the workforce makeup in full-time positions increases as the size of the community decreases. Furthermore, seasonal positions increase as the size of the community increases. This matches the same trends identified in the outdoor recreation and parks sub-sector.

	FULL-TIME	PART-TIME	SEASONAL	CASUAL
Large	78%	7%	15%	0%
Medium	87%	4%	0%	10%
Small	85%	3%	7%	4%
Rural	88%	4%	4%	4%

Table 10.37

Gender

The average percentage of positions among the community recreation sub-sector which were filled by males was 36% compared to 64% of positions being filled by females. The percentage of males and females in the community recreation sub-sector was one of two sub-sectors in the industry that saw a higher percentage of females than males in positions. Subsequently, this trend continues through the community centre breakdown.

	MALE	FEMALE
Large	28%	63%
Medium	24%	76%
Small	38%	62%
Rural	44%	56%

Table 10.38

Hires/Terminations

On average, 2 full-time equivalent positions were hired in 2019 based upon 161 responses. Furthermore, 0.6 full-time equivalent positions were terminated based on 91 responses. Table 10.39 articulates the average hires and terminations of community recreation full-time positions among those positions submitted. This data is not adjusted for seasonal employment.

	HIRES	TERMINATIONS
Large	4.47	0.5
Medium	-	-
Small	1.52	0.46
Rural	1.35	0.71

Table 10.39

Earnings

The earnings of Community Recreation employees were collected for both salary and hourly earnings. The average salary range for earnings was \$74,500 to \$90,859 for community recreation positions. Furthermore, the average hourly earnings were \$30.06. In comparison to average earnings in the province of Alberta for hourly employees the community recreation employees received \$0.36 more than that provincial hourly average. The hourly wage for the community recreation sub-sector is also \$6.14 above the average for the Alberta information, culture, and recreation industry of Alberta.



Retention/Recruitment Issues

The identification of retention and recruitment issues will play a larger role for individual sub-sectors and specific position profiles, but for the overall industry this data sets a benchmark on the pulse of hiring and retaining qualified professionals.

Of a total 209 responses, 14 responded that retention was indeed an issue. However, 195 responded that retention was not an issue (7% retention issues; 93% retention is not an issue).

Of a total 207 responses, 15 responded that recruitment was indeed an issue. However, 192 responded that recruitment was not an issue (7% recruitment issues; 93% recruitment is not an issue).

The community breakdown of organizations submitted positions follows the same trajectory of retention and recruitment generally not being an issue or concern. The notable distinction is that retention is more difficult in rural settings for community recreation positions (21%). Large sized community centres in the community recreation sub-sector had the most difficulty retaining and recruiting among any of the sub-sectors for that community size centre (18%).

	RETENTION ISSUE	NO RETENTION ISSUE
Large	15%	85%
Medium	-	-
Small	2%	98%
Rural	21%	79%

Table 10.40

	RETENTION ISSUE	NO RETENTION ISSUE
Large	18%	82%
Medium	-	-
Small	5%	95%
Rural	4%	96%

Table 10.41

Recruitment Strategies

The recruitment methods for Alberta recreation and park organizations relied upon organization job boards, internal candidates, and social media. With provincial association job boards, using a professional recruiter or head-hunter and attending a job/career fair utilized the least.

Over the past decade, recruitment in newspapers have dropped from 82% (top recruitment method overall) to 64%. Online job search service or agency increased from just 22% in 2005 to 48% today. The top recruitment method today is maintaining an organization job opportunities page (94%) while in 2005 it was the second most utilized recruitment method (66%).

Table 10.42 is the community breakdown of the recruitment strategies of organizations for the positions submitted in the sub-sector. The top recruitment method across the board was the use of an internal job opportunities board while external job posting methods (ATRA, AFLCA, ARPA, & AARFP) were used the least. Large communities seldom used newspapers while the rest utilized this means twice if not three times more. Furthermore, employee referrals among large communities (60%) were utilized more than in any other community.

	LARGE	MEDIUM	SMALL	RURAL
Post in Newspapers	31%	100%	66%	81%
Maintain a job opportunities page on organization's website	94%	100%	93%	100%
Seek internal candidates	74%	100%	66%	69%
Post jobs with regional colleges and universities/attend university job fairs	49%	0%	13%	25%
Employee referrals	60%	6%	16%	38%
Use an online job search service or agency (Ex. Indeed, Monster, etc.)	49%	100%	39%	31%
Attend job/career fairs	34%	94%	0%	31%
Use a professional recruiter or head-hunter	29%	0%	20%	25%
Social Media	74%	100%	57%	50%
Post on AFLCA job board	3%	0%	9%	6%
Post on ARPA/RFP job board	20%	100%	54%	19%
Post on ATRA job board	0%	0%	6%	0%

Table 10.42

Retention Strategies

The retention strategies in the community recreation sub-sector are consistent with others in the recreation and parks industry. As a sub-sector, the top retention strategy is providing training, education, and professional development opportunities (93%). The next most utilized strategy by employers is promoting/providing quality of life benefits (50%) and promoting from within an organization/providing advancement opportunities (49%). The top retention strategies among the community recreation sub-sector follows that of 2005.

The community breakdown of the retention strategies by the community recreation sub-sector follows the same trajectory of what was laid out from the sub-sector as a whole. The exception being that medium sized communities put more emphasis on paying higher than industry standard and provide additional benefits as well as promoting and providing quality of life benefits.

	LARGE	MEDIUM	SMALL	RURAL
Provide training, education, and professional development opportunities	88%	100%	91%	100%
Pay higher than industry standard and provide additional benefits	19%	100%	7%	13%
Promote from within the organization/provide advancement opportunities	56%	0%	53%	47%
Provide recognition and rewards for creative/innovative ideas or creating best practices	38%	0%	7%	0%
Pay employee according to productivity	25%	0%	14%	0%
Promote/provide quality of life benefits	34%	100%	51%	20%
Provide pay on a wage range based on qualifications	31%	0%	35%	33%
Recognize additional training and certification with advancement on wage grid	25%	0%	6%	7%
Provide bonuses	25%	0%	0%	0%
Provide assistance with difficult-to-locate housing/relocation	0%	0%	0%	7%

Table 10.43

Challenges in Maintaining Appropriate Staff/Staff Levels

- Respondents in larger organizations note that internal staff movement is often encouraged, with staff moving out of the recreation sub-sector in demand for having diverse skillsets
- Work environments can be demoralizing depending on the context, which can discourage ambitious, energetic staff from leading change
- Qualified Indigenous staff are often ‘poached’ by organizations that can offer higher wages
- Creating work environments that are culturally safe for Indigenous employees, navigating variable Indigenous program funding, losing Indigenous staff that return to their home communities/reserves and higher rates of burnout amongst Indigenous staff are also challenges



Pension

For the community recreation sub-sector pension is offered to 77% of the positions submitted from 213 responses. While only 15% of those pensions were administered by the organization itself. The pension type offered for the positions submitted were 82% formula plans with only 18% being RRSP plans.

Table 10.44 has the community breakdown of pension plans and whether or not they are offered to the positions that were

submitted by employers. This community breakdown follows the same trend as the community recreation sub-sector as a whole which provided a pension plan to the majority of positions that were submitted. However, this should be taken with caution as this section is impacted by the type of positions submitted by participating organizations.

	LARGE	MEDIUM	SMALL	RURAL
PD Supported (Yes)	47%	100%	84%	84%
PD Supported (No)	53%	0%	15%	16%

Table 10.44

Professional Development

As indicated earlier, a significant retention strategy is the provision of training, education, and professional development opportunities. Among community recreation positions, professional development (PD) is required by only 5% of positions which is the least of any sub-sector. Furthermore, the top budgeted amount for PD among community recreation positions is more than \$1000 (20%).

2005 SURVEY FINDINGS:

It was identified that in 2005 80% of organizations allocated budgets for professional development (PD) with over three quarters of organizations allocating work time for employee training. In contrast to 2020, the support levels for PD in positions among the community recreation sub-sector ranges from as little as 3% and as high as 25%.

Other PD support is as follows,

- Based on budget and employee's goals arising from their performance reviews
- Based on budget and prioritized to required vs. desired
- No specific value assigned (x25)
- All Employees are eligible for training mandated by the County, internal corporate training, and Self-Funded Training. Other Training may be paid for at the discretion of the department Manager. Comments: All requested Training must be within budget, offered by a credible source in a cost-effective manner, and aligned with County priorities and needs

Professional Development

Among the community breakdown, medium sized communities mandated PD the most at 25%. While small sized communities mandated the least at 3%. The budgets for PD in communities varied with no consistent budgeted figure offered.

	LARGE	MEDIUM	SMALL	RURAL
Provide training, education, and professional development opportunities	6%	25%	3%	6%
Pay higher than industry standard and provide additional benefits	94%	75%	97%	94%
Promote from within the organization/ provide advancement opportunities	No Support for PD - \$401-\$700 -More than \$1000	Other "Budget dollar amount for section available for all employees"	-More than \$1000	Other - "All Employees are eligible for Training mandated by the County, internal corporate Training, and Self-Funded Training. Other Training may be paid for at the discretion of the department Manager. Comments: All requested Training must be within budget, offered by a credible source in a cost-effective manner, and aligned with County priorities and needs."

Table 10.45

Of the PD options available in the employer survey, on the job training, conferences/seminars, and workshops were indicated as the most utilized for PD by employers. The least utilized among the community recreation positions were job shadowing with university or college courses not far behind. The trends among all community recreation positions is consistent with findings from 2005.

In the community breakdown, large communities relied upon on the job training and workshops. While rural communities put nearly as much emphasis on online modules and training videos as on the job training.

	LARGE	MEDIUM	SMALL	RURAL
On the Job Training	83%	94%	70%	88%
Mentorship	57%	100%	48%	44%
Job Shadowing	46%	100%	11%	6%
Online Modules/training videos	57%	100%	40%	81%
Conference/Seminars	49%	100%	59%	69%
University/College Courses	9%	0%	33%	50%
Workshops	80%	100%	60%	69%
Other	20%	100%	16%	0%

Table 10.46

Human Resource Priorities

The community recreation segment of the industry is very broadly based and less distinctly definable. Furthermore, different organizational structures make it difficult to capture data and make comparisons across the province. Community recreation is often working with limited resources, cost reductions or merging with other segments of an organization or department (e.x. facility operation, social programming, health programming, etc.). The need for strategic thinking and management skills for staff retention, recruitment, professional development, remuneration will be paramount to maintaining and growing the labour market for community recreation.

LABOUR IMPLICATION HIGHLIGHTS

- *Adaptability among professionals to do more with less.*
- *Municipal governments are the largest employer of community recreation positions.*

Challenges Requiring Attention within 10-20 Years

- Growing need to 'do more with less'
- Managing evolving safety standards and mitigating risks
- Adaptation to evolving environmental challenges (i.e. climate change)
- Developing public-private partnerships to overcome funding challenges
- Monitoring external trends that will affect the sub-sector, including income inequality, artificial intelligence, and changing preferences as to how people chose to 'recreate'
- Canada's Indigenous population is the fastest growing demographic in the country – conscious efforts are needed to ensure facilities and programs are safe and inclusive for Indigenous users, shifting towards greater cultural diversity within the sub-sector more broadly





Recreation Labour Market Study



Employee Survey Report

May 2020



The Province of Alberta is working in partnership with the Government of Canada to provide employment support programs and services.

Funded by:



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1. Introduction





The Alberta Recreation and Parks Association (ARPA) is a membership-based non-profit organization whose primary focus is to support and collaborate with its membership to enhance the wellbeing of all Albertans through participation and delivery of recreation. To effectively accomplish this, ARPA member staff need to have the appropriate skills, knowledge, and training.

To gain an overall industry perspective on the labour market in the recreation field, the ARPA is well positioned to conduct industry wide research. Approximately fifteen years ago the ARPA completed an extensive labour market research project (Alberta Recreation Industry Labour Market Analysis 2005-2006) to gain valuable insight into the industry. Much has changed since that time and the ARPA has, through the support of a provincial grant, undertaken a follow-up study.

This report presents the findings of an employee survey conducted online with personnel across the province. The survey gathered insight into positions, education, pay levels, career opportunities, and overall satisfaction with recreation as a career field. The findings from the survey will enable the industry broadly and its different segments to more proactively develop human resources plans.



1.1 Methodology

The questionnaire used for fielding was developed through a number of means. It was based on questions utilized in the 2005-2006 study. The questions were also tweaked with some additions and deletions based upon the review and input of a Steering Committee (struck to guide this study) and ARPA staff. The Committee was comprised of individuals representing different sectors of the recreation industry. The questionnaire utilized can be found in the report appendix (Main Report, Appendix 2).

Once the questionnaire was developed it was programmed into an online platform. The link to the questionnaire (URL) was provided to Committee members who were asked to distribute it to their members and networks. The ARPA itself promoted the survey to its membership. All Committee members, including the ARPA, were encouraged to promote the survey through their social media platforms using the promotional pieces developed by the ARPA. The survey officially launched on November 4, 2019 and gathered responses until December 30, 2019.

1.1.1 Data Limitations

The data gathered through this survey provides excellent data about the labour market in the recreation industry in Alberta. The 531 responses¹ enables conclusions to be drawn and insights to be gained. This is a good sample of the recreation industry however some caution needs to be exercised when interpreting the findings. The sample is comprised of individuals representing different communities (e.g. large / small; rural / urban) as well as different sectors (e.g. municipal, NFP, private) and levels and tasks within organizations (e.g. programmers, managers, administration). These findings are not weighted to reflect the relative sizes of these different segments in the overall recreation industry.

As such the findings can be considered to be very insightful of the entire recreation industry. On an overall basis they can be considered representative of the industry. However caution must be taken when examining the findings from the different sectors.

¹ 472 responses were complete and 59 were partially completed.



2. Survey Findings





Findings are presented in the same order the questions were posed in the survey. The findings also represent the numbers of respondents answering each question. In some instances due to rounding totals do not equal 100%.

In total 531 respondents participated in the survey; there were 472 completed questionnaires and 59 partially completed ones. Some subsegment analysis has been done and is presented alongside the overall findings for the question. Only in those instances in which a respondent segment is over thirty (30) will it be included in the subsegment analysis. Subsegments examined include Employment Sector, Industry Focus, Job Focus, Employment Sectors, Respondent Age, Tenure in the Industry, Education Level, Years in the Industry, and Education Level.

While percentages are presented for the subsegment analysis caution should be exercised in the interpretation of the data based on the composition of the sample. For example a subsegment may be comprised primarily of respondents from a particular sized municipality whose situation may be significantly different than what a respondent from a different sized municipality may answer.¹

All open ended responses have been examined according to recreation industry type. Regardless of the numbers that comprise each type, the main responses provided or themes offered are presented for each. Refer to the appendix for the complete list of open ended comments from each of the four industry types: fitness, health, and active living; amateur sport; outdoor recreation and parks; and community recreation.

For each section of findings a series of observations are presented to start. The intent is to informally identify some observations from the detailed data presented in the section as a means of simplifying the findings. Different audiences may find different observations particularly relevant to them however this up front set of observations enable the volumes of data to be more easily consumed. This is also why percentages have been left out.



2.1 Industry & Sector

To begin, respondents were asked to simply list their job titles. There were a variety of job titles in each of the recreation industry types. The most common ones are noted below in order of frequency (i.e. the most frequently mentioned is first in the list). Refer to the appendix for all titles.

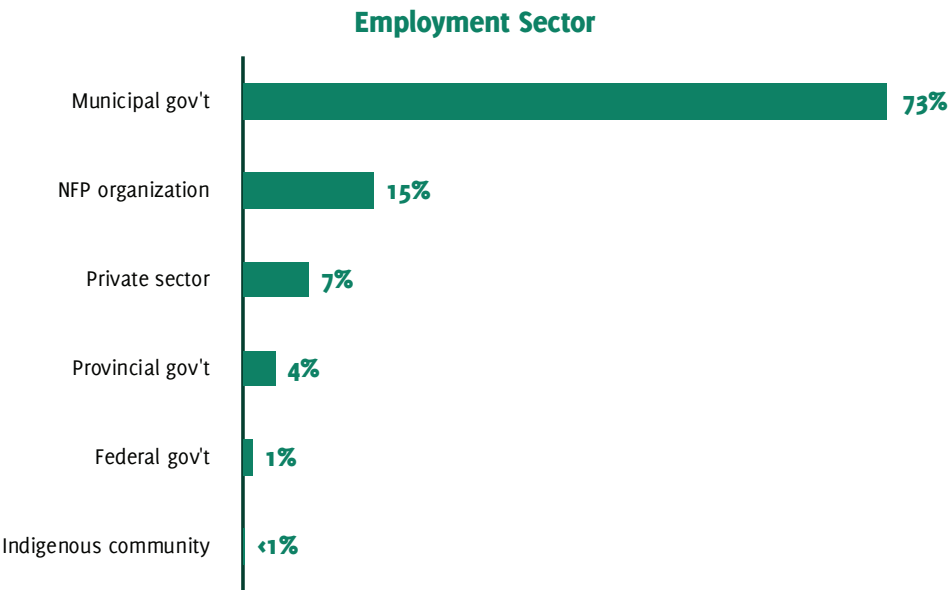
- Fitness, health, and active living
 - » Life guard; swim instructor; programmer / program assistance / program facilitator; fitness consultant / personal trainer
- Amateur sport
 - » Operator; lifeguard; director
- Outdoor recreation and parks
 - » Coordinator of recreation / community services; foreman; supervisor; manager
- Community recreation
 - » Lifeguard; manager of facilities / pool / aquatics / parks; supervisor of guest services / facilities / aquatics; instructor; customer service / clerk / cashier

As illustrated in the accompanying graph, approximately three-quarters (73%) of respondents work in a municipal government. The next largest segment of respondents (15%) work for a not-for-profit. *Note: the membership of the ARPA is comprised sizeably by Alberta municipalities.*



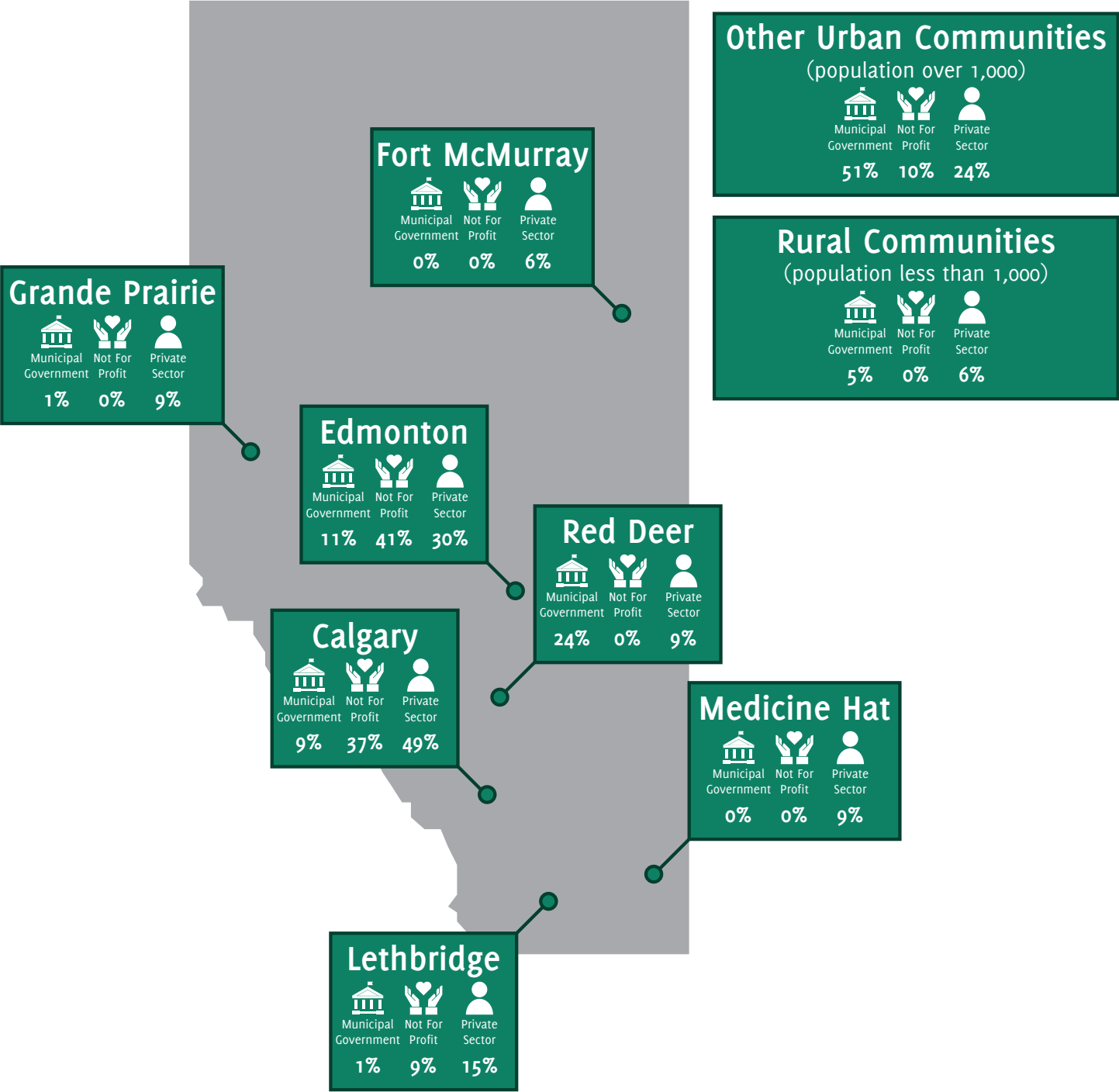
Section Observations

- The largest majority of respondents (approximately three-quarters) work in Municipal government and approximately half of them represent urban centres over 1,000 (excluding the province’s large cities). A similar proportion come from Edmonton, Calgary, and Red Deer.
- The Not For Profit and Private Sector are primarily represented by Edmonton and Calgary.
- Approximately half of respondents have a job focus of community recreation; approximately one-quarter have fitness, health, and active living as their job focus.

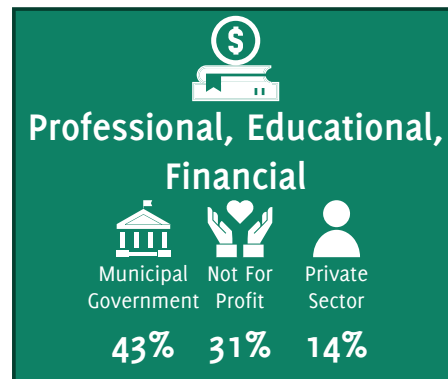


Subsegment Analysis

Job Locations for Employment Sector Respondents



Employment Sectors for Job Focus Respondents

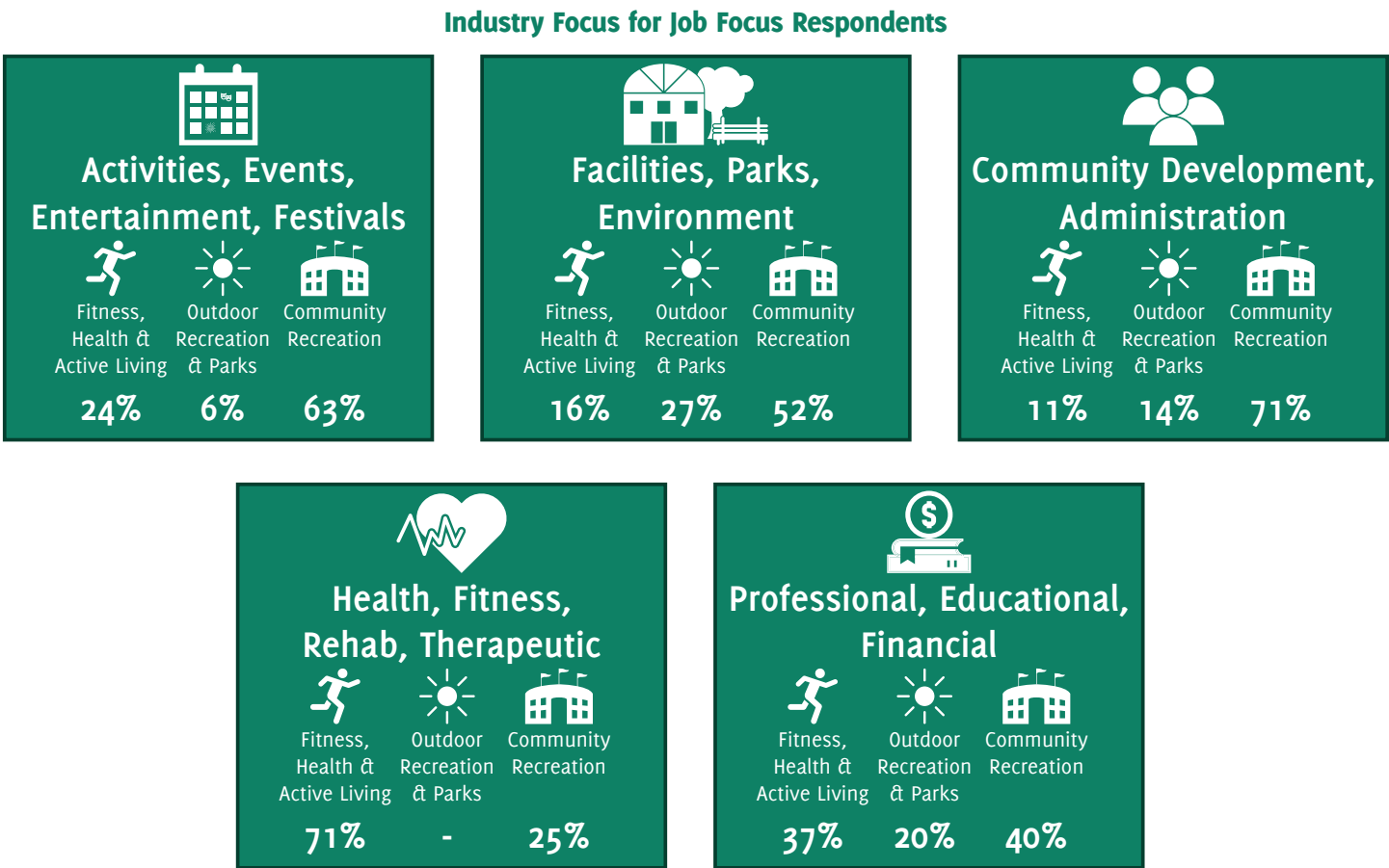


Next respondents identified their job focus within the recreation industry. The four categories that could be selected are described below.

- **Fitness, health, and active living** – health, recreation therapy, and fitness centres and programs within each operated privately or in health / educational institutions; manufacturing and sales of fitness & active living items, or exercise leadership.
- **Amateur sport** – provincial sport organizations; sport programming in educational institutions; manufacturing and sales of equipment related to amateur sport; employees of amateur sport organizations.
- **Outdoor recreation and parks** – spaces and facilities for individuals and groups involved in outdoor pursuits; guides and outfitters; provincial recreation associations; manufacturing and sales of equipment related to outdoor pursuits.
- **Community recreation** – public and community based organizations offering recreation opportunities at the local and provincial levels; manufacturing and sales of equipment related to community recreation.

Approximately half (54%) said their focus is in community recreation while another quarter (26%) focus on fitness, health, and active living. See the graph.

Subsegment Analysis



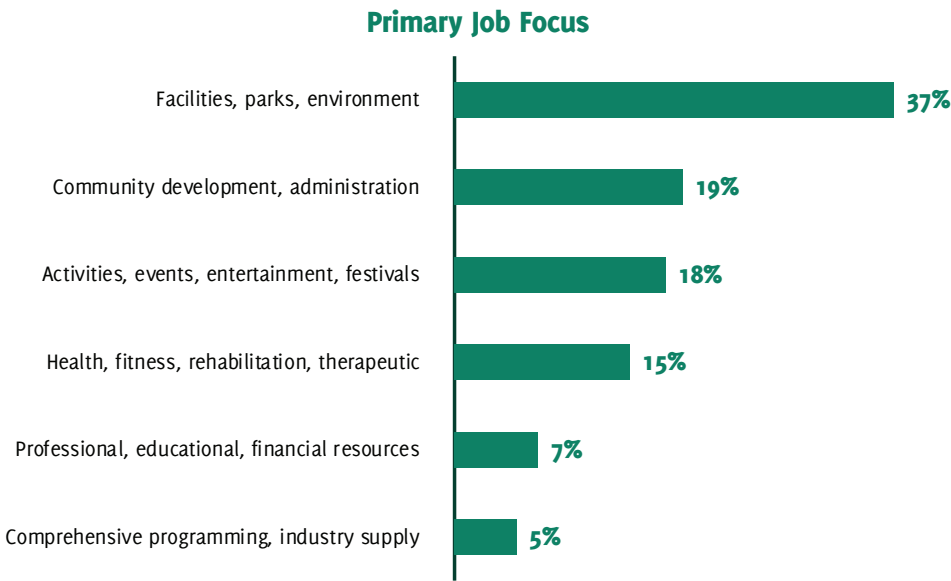
2.2 Job Focus



Section Observations

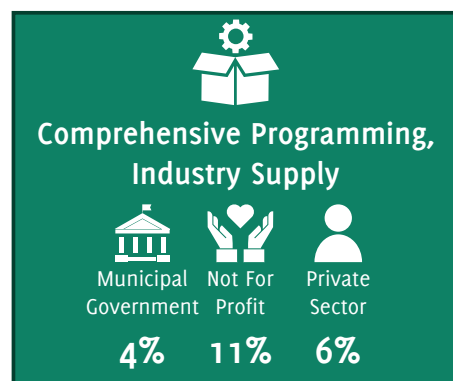
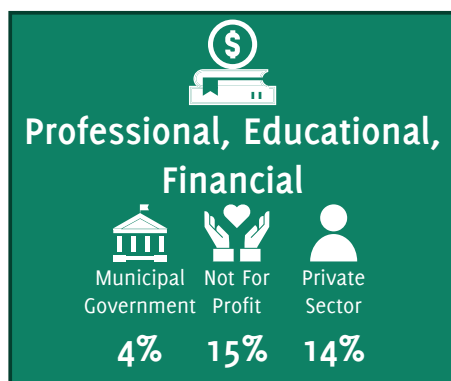
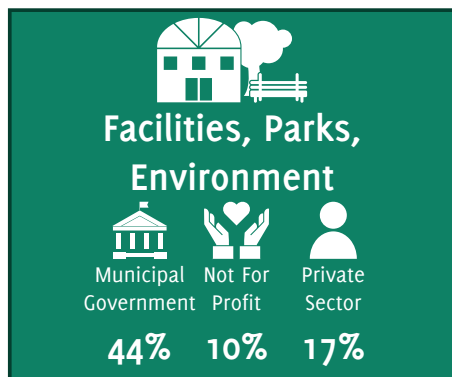
- Municipal respondents were much more likely to have a job focus of facilities / parks / environment than the other employer sectors while the private sector respondents were much more likely to have a job focus that is health / fitness / rehabilitation / therapeutic
- Respondents with a job focus of Activities / events / entertainment / festivals are generally younger than the other respondents and their current task is mainly general management / supervision.
- While most job focus respondents are in the general management / supervision, those in health / fitness / rehabilitation / therapeutic also are well represented as leaders / interpreters and professional / education / financial resources job focus respondents are also well represented in administration / clerical tasks.
- The vast majority of respondents are in full-time, staff positions.
 - » Health / fitness / rehabilitation /therapeutic job focus respondents are more likely to be part time than other job focus respondents
 - » While general management / supervision and administration / clerical are most likely to be full time positions, a minority of leaders / interpreters and retail clerks / customer service respondents are full time.
 - » Respondents age 20-29 years are less likely to be full time than all other respondents

Approximately one-third (37%) of respondents have a focus on facilities, parks, and the environment. Community development and administration (19%); activities, events, entertainment, and festivals (18%); and health, fitness, rehabilitation, therapeutic (15%) were the next most commonly identified job focus as illustrated in the graph.

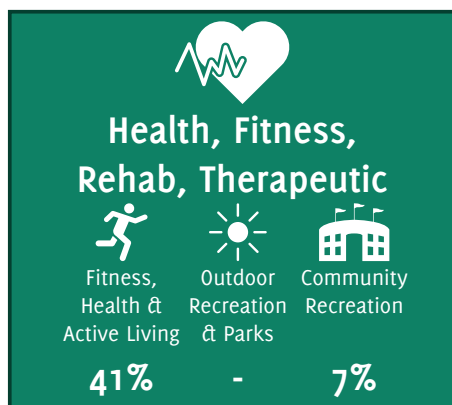


Subsegment Analysis

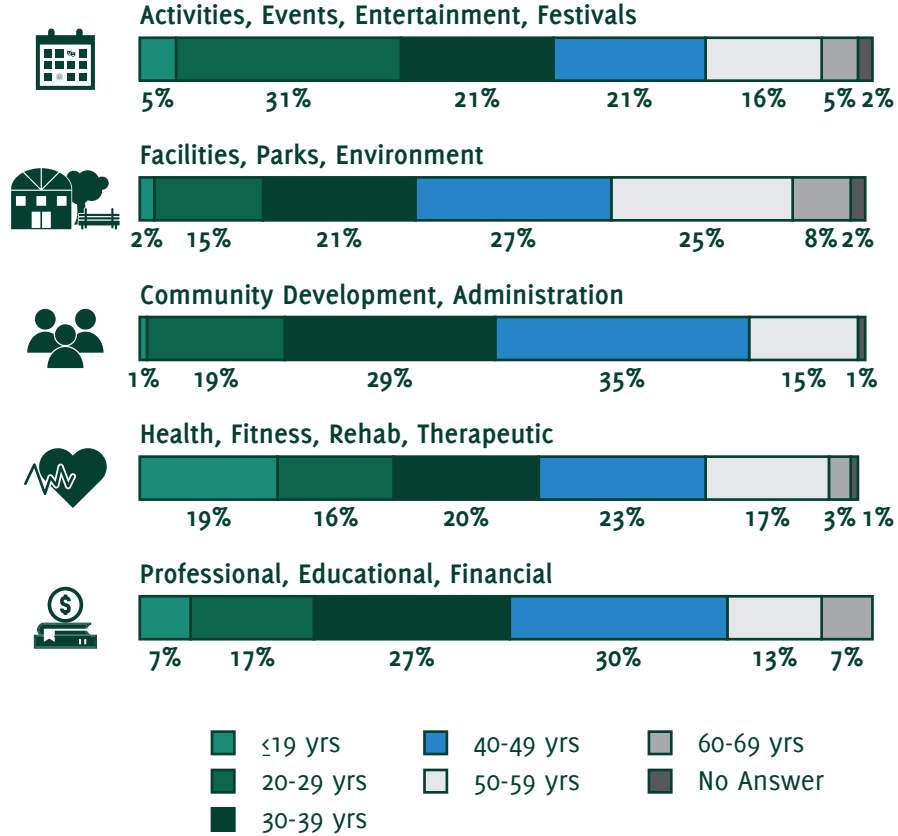
Job Focus for Employer Sector Respondents



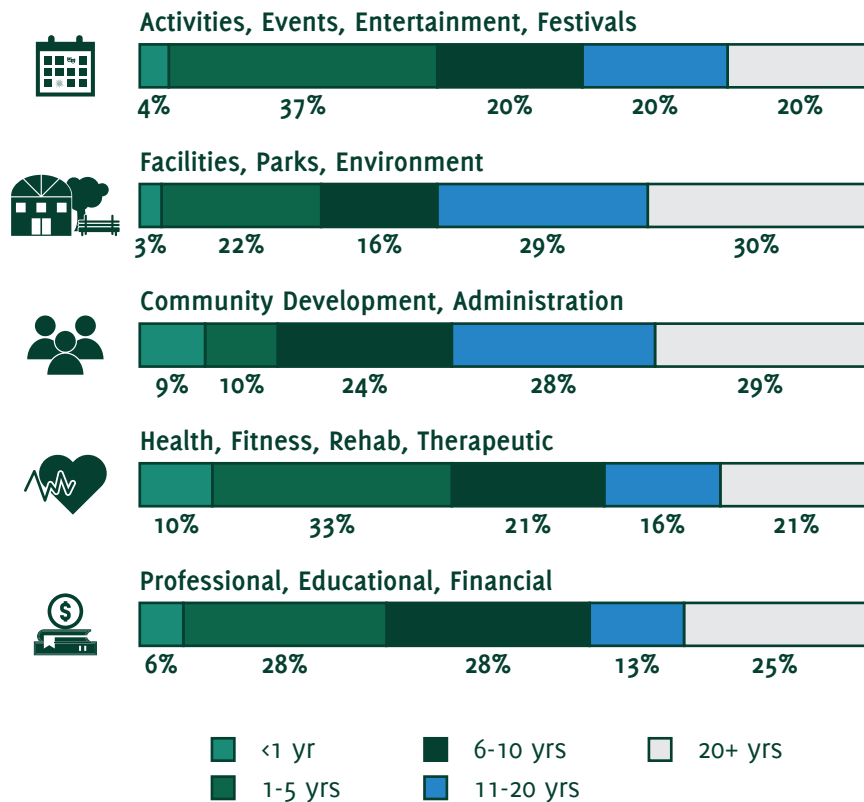
Job Focus for Industry Focus Respondents



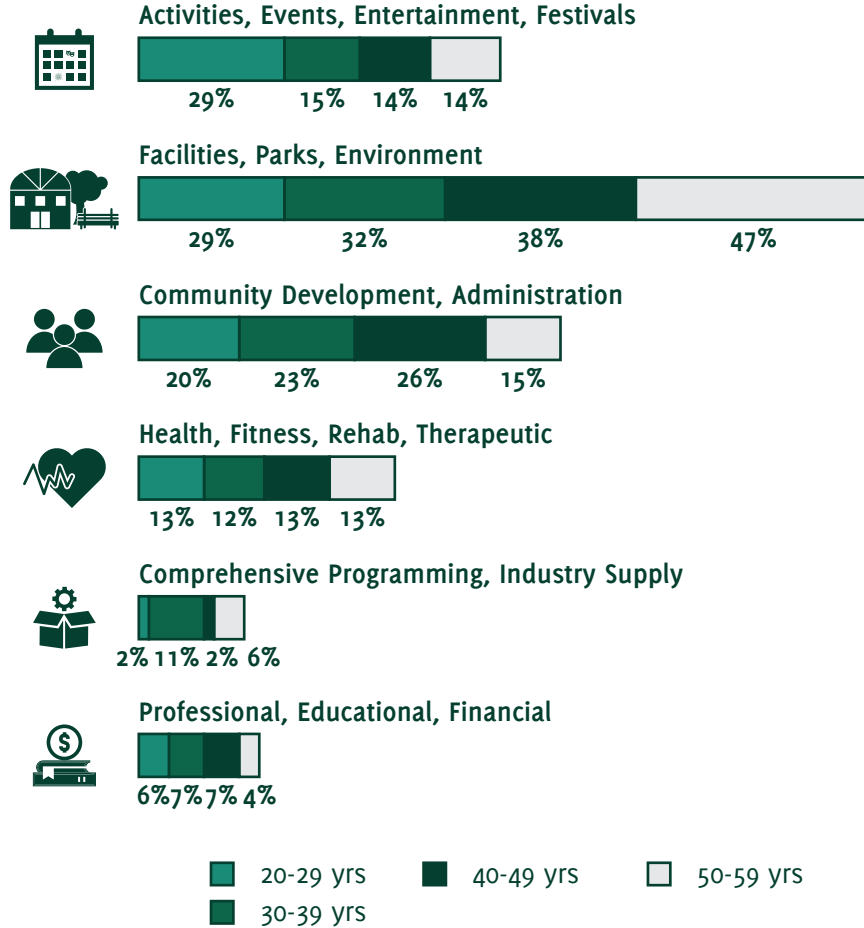
Age of Primary Job Focus Respondents



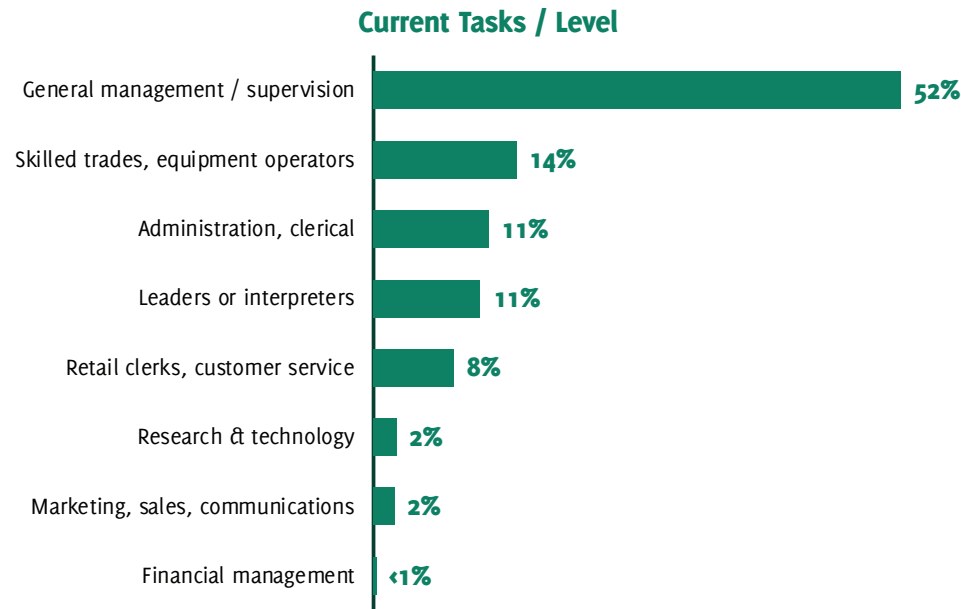
Tenure in the Industry of Primary Job Focus Respondents



Primary Job Focus for Different Age of Respondents

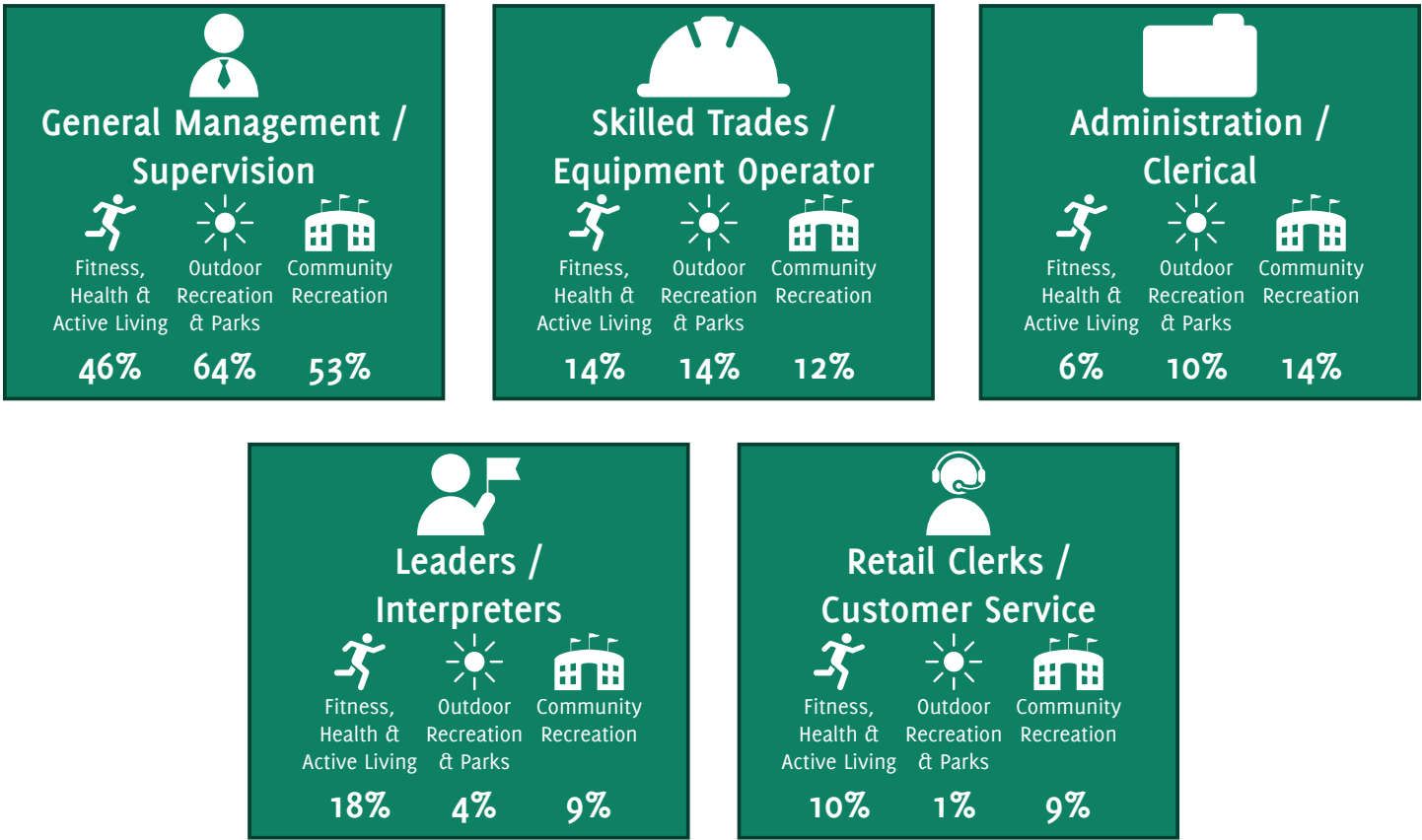


Over half (52%) of the respondents are in a general management / supervision role. Less than 1% are in a financial management role. Refer to the graph for the tasks identified by the other respondents.

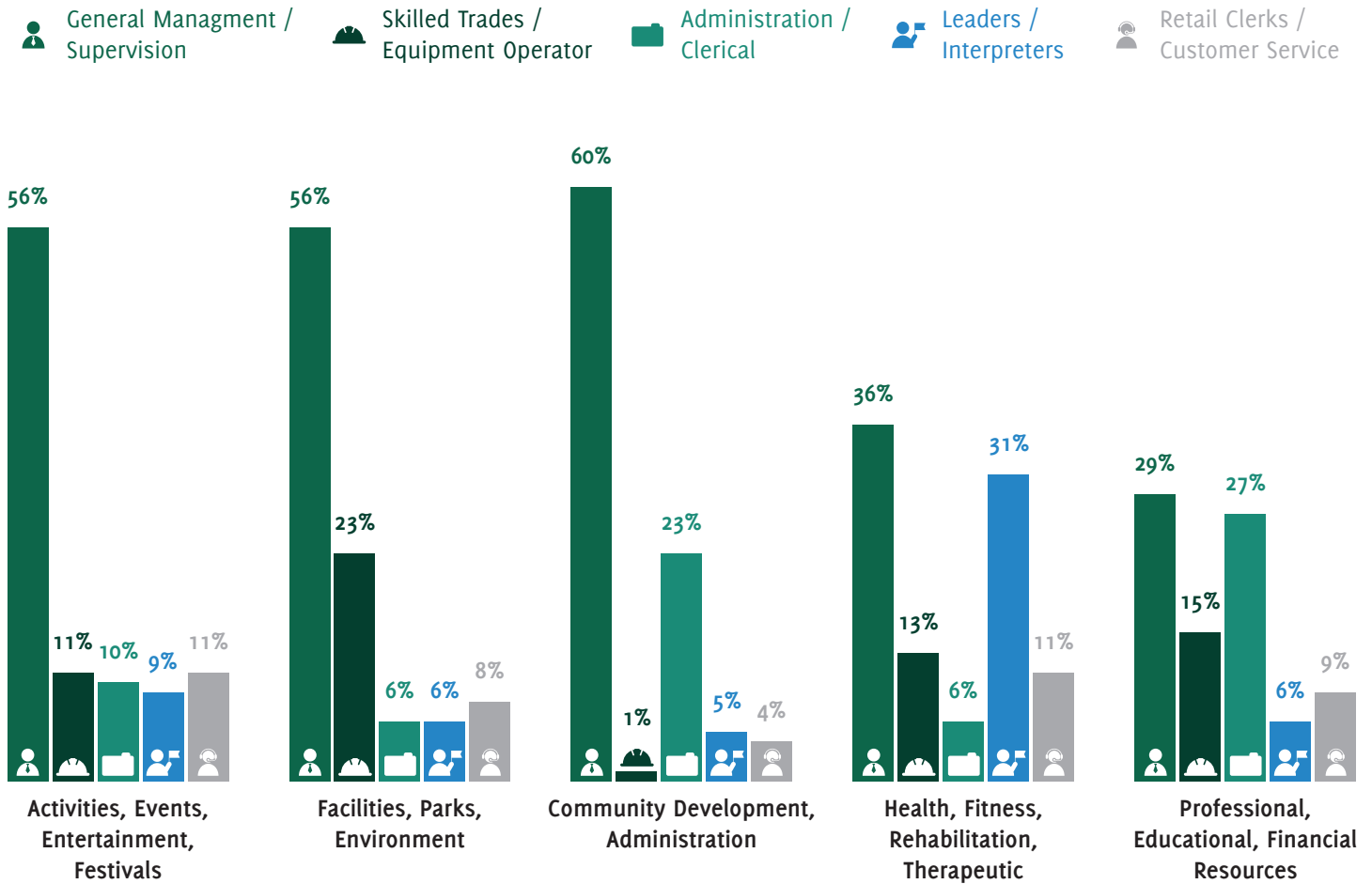


Subsegment Analysis

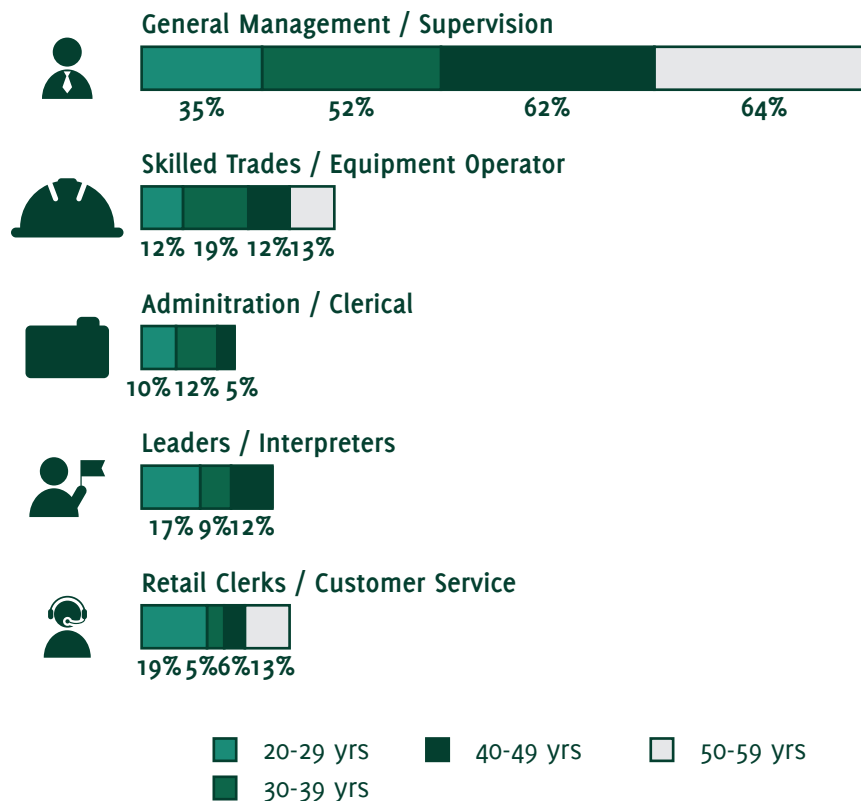
Current Tasks of Industry Focus Respondents



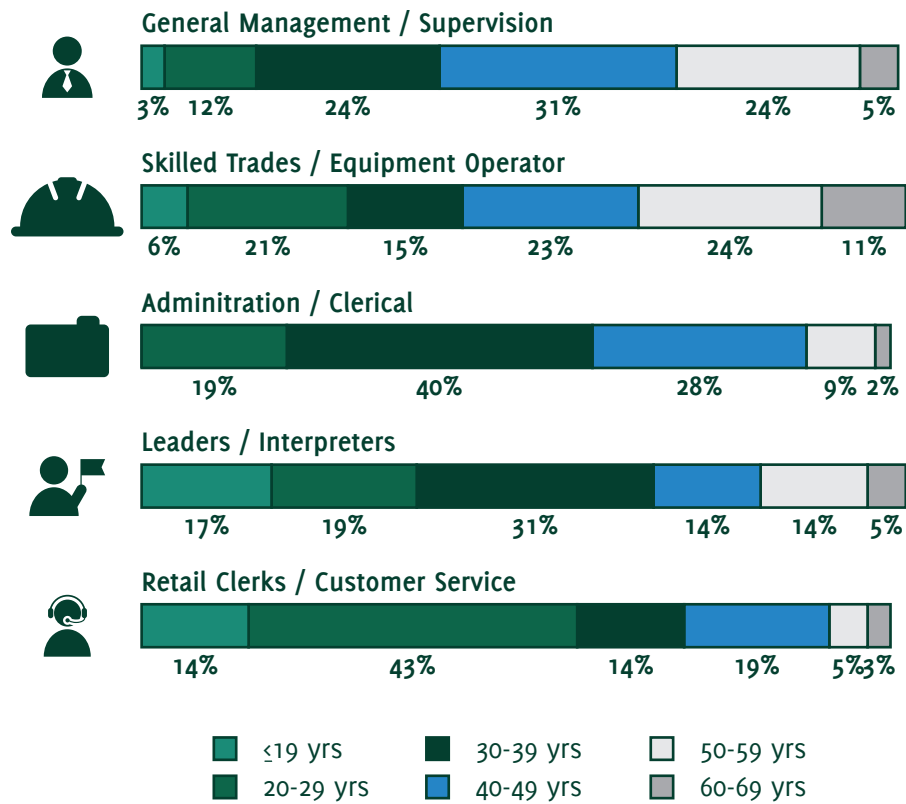
Current Tasks for the Job Focus Respondents



Current Tasks for the Different Aged Respondents



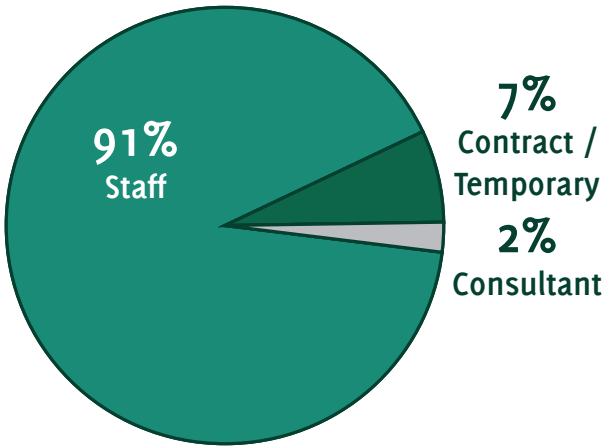
Age Groups of the Current Task Respondents



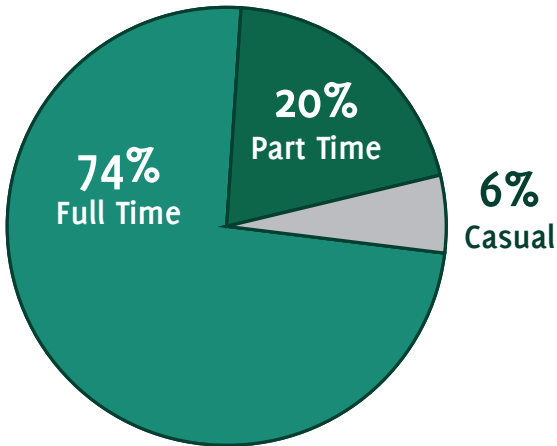
The vast majority of respondents are employed as staff (91%) with a small minority (7%) were contract / temporary staff. Two percent (2%) identified themselves as consultants.

Three-quarters (74%) of respondents are working full time while twenty percent (20%) were part time and the remainder were casual (6%). Refer to the graph.

Employment Status

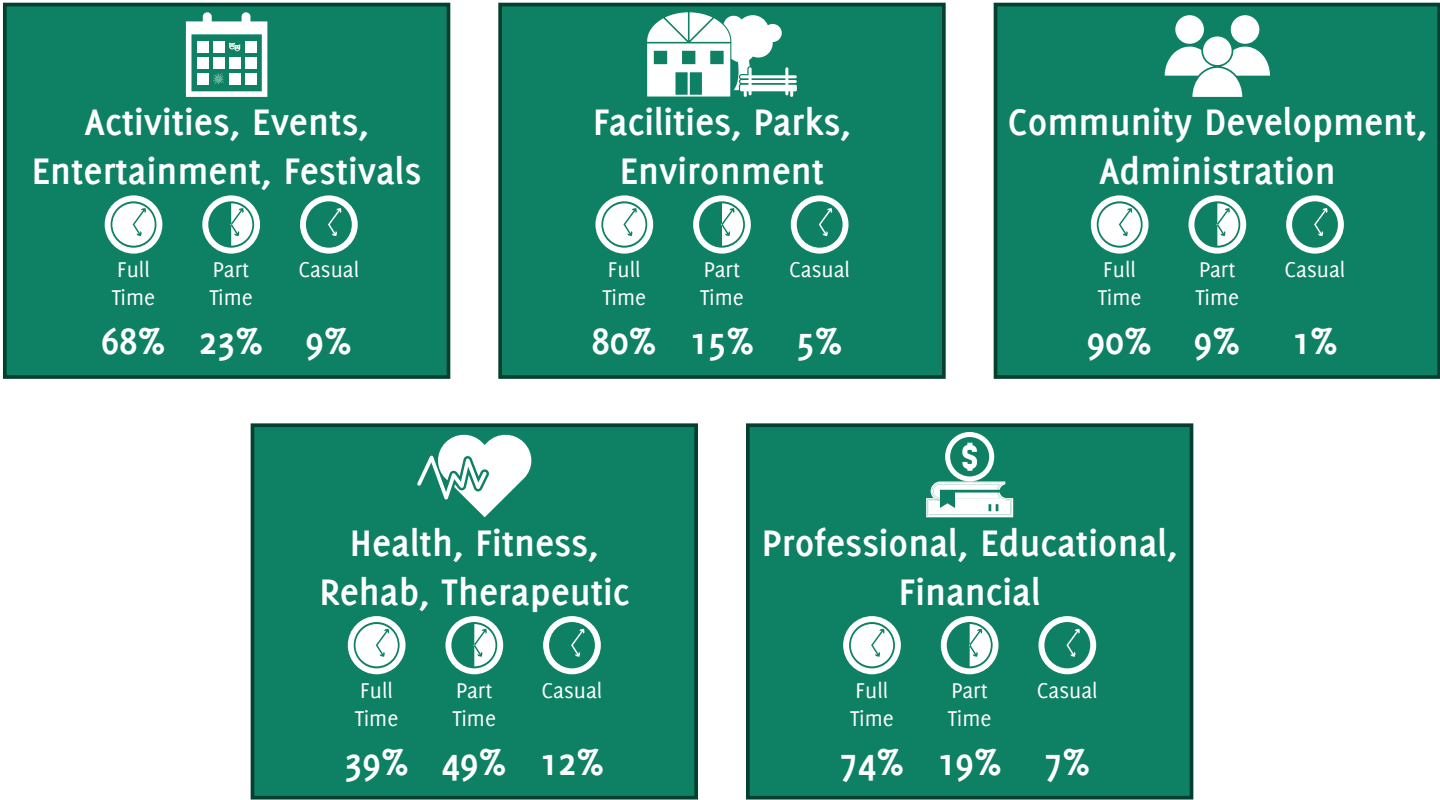


Staff Position



Subsegment Analysis

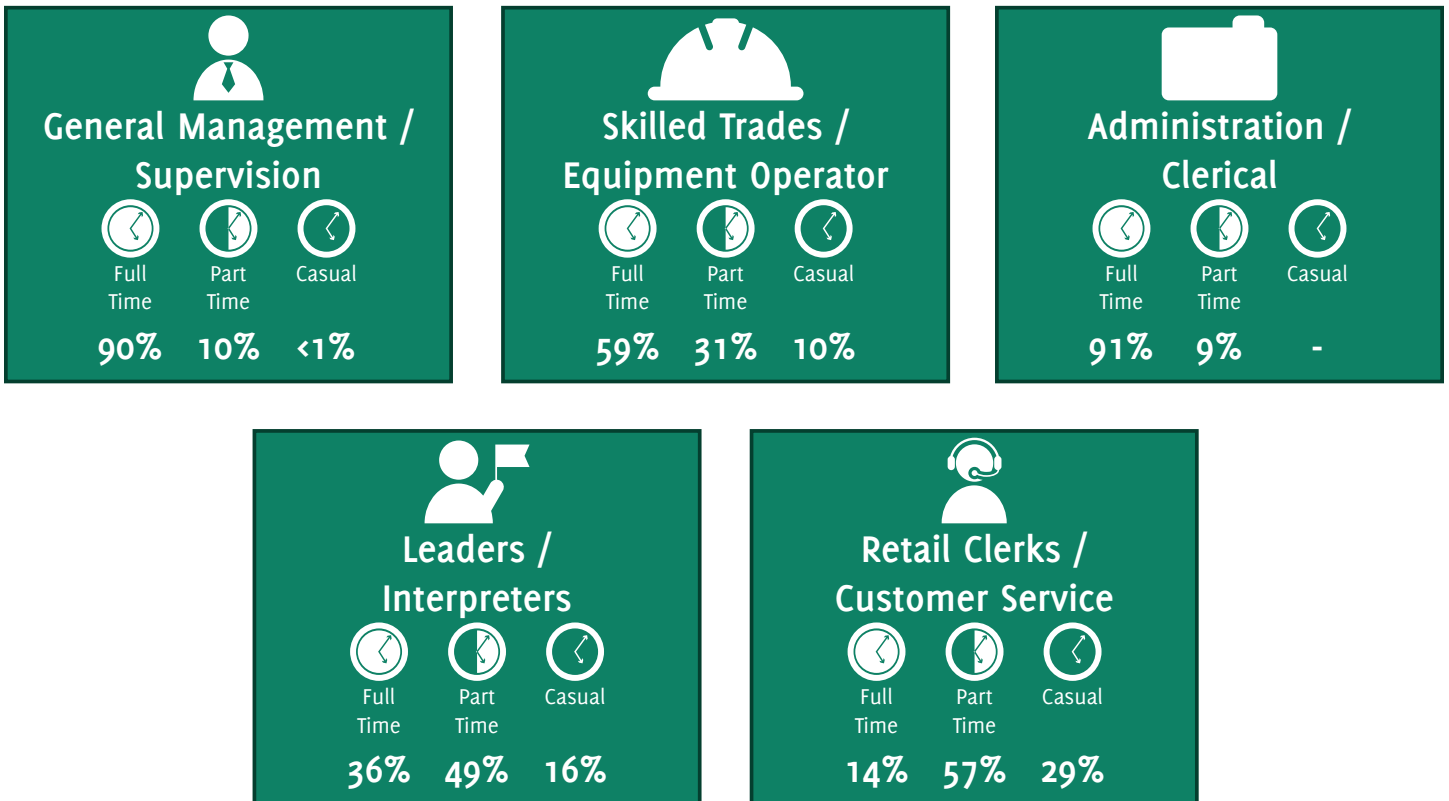
Staff Position for the Job Focus Respondents



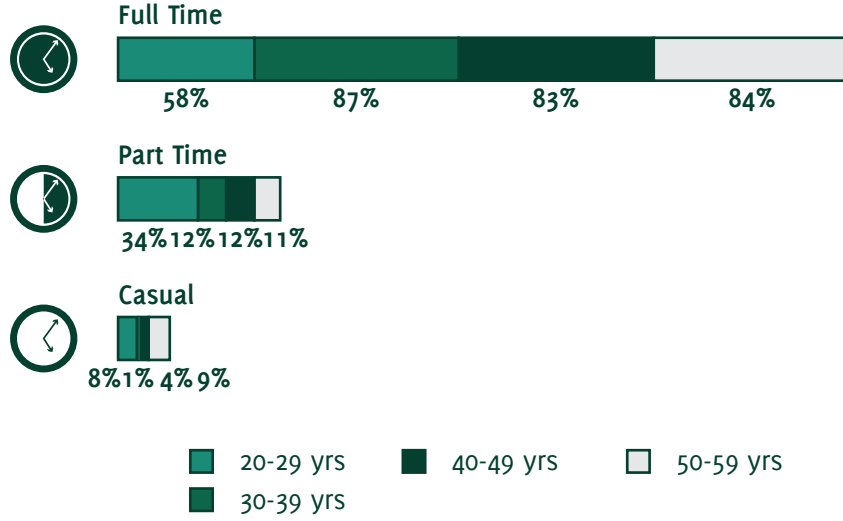
Staff Position for the Industry Focus Respondents



Staff Position For the Current Task Respondents



Staff Position for the Age Group Respondents



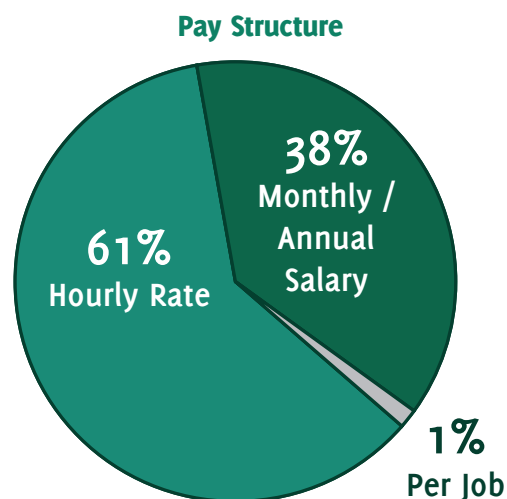
2.3 Remuneration



Section Observations

- Approximately two-thirds of respondents are paid on an hourly basis while about one-third are salaried employees.
 - » Outdoor recreation and parks is more likely to be paid hourly than fitness / health / active living and community recreation
 - » General management / supervisors and retail clerks / customer service are more likely to be on salary than skilled trades / equipment operator, administration / clerical, leaders / interpreters, and retail clerks / customer service
 - » Those with higher levels of education are more likely to be on salary. This is particularly true for those with a graduate degree.
- Considering those paid hourly:
 - » Outdoor recreation / parks is generally paid a higher hourly rate than fitness / health / active living respondents and community recreation respondents
 - » Community development / administration generally is paid a higher hourly rate particularly compared with activities / events / entertainment / festivals and health / fitness / rehabilitation / therapeutic respondents
- Considering those paid by salary:
 - » Activities / events / entertainment / festivals receives the lower salary generally than does other respondents.
 - » There is a correlation with number of years in the recreation industry and salary level. The longer in the industry the more likely the higher the salary level.
 - » While those with a high school education generally receive a lower salary there is little correlation between amount of post-secondary education and salary level.

Approximately two-thirds (61%) of respondents are paid on an hourly basis while over one-third (38%) are on salary. A few respondents (1%) are paid per job.

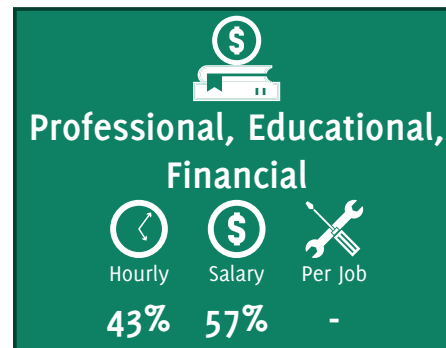
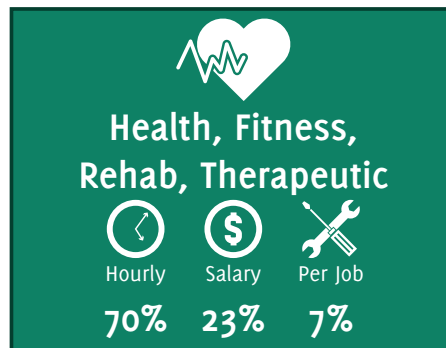


Subsegment Analysis

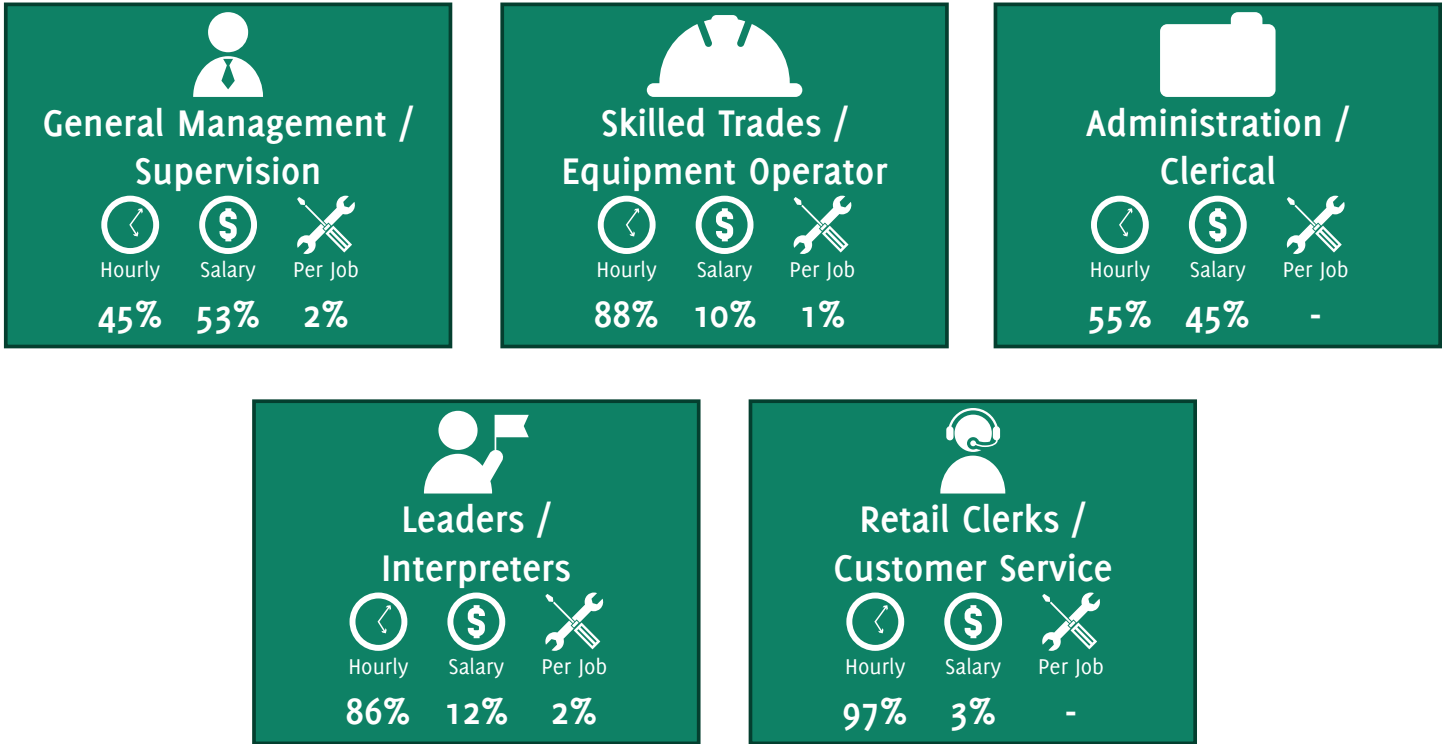
Pay Structure for the Industry Focus Respondents



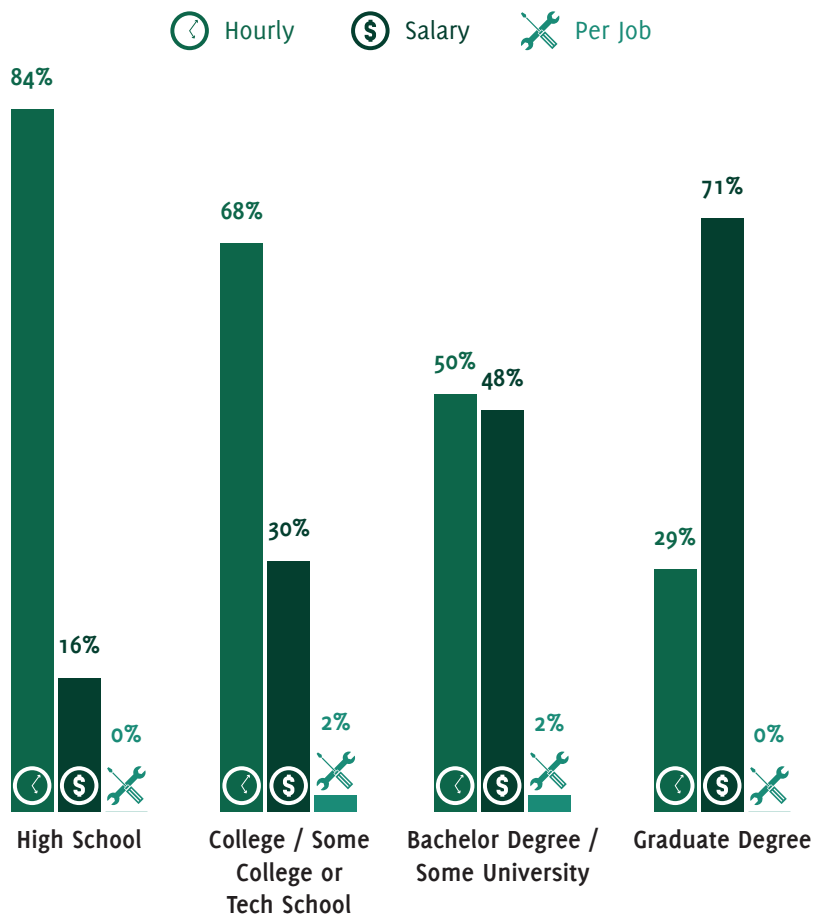
Pay Structure for the Job Focus Respondents



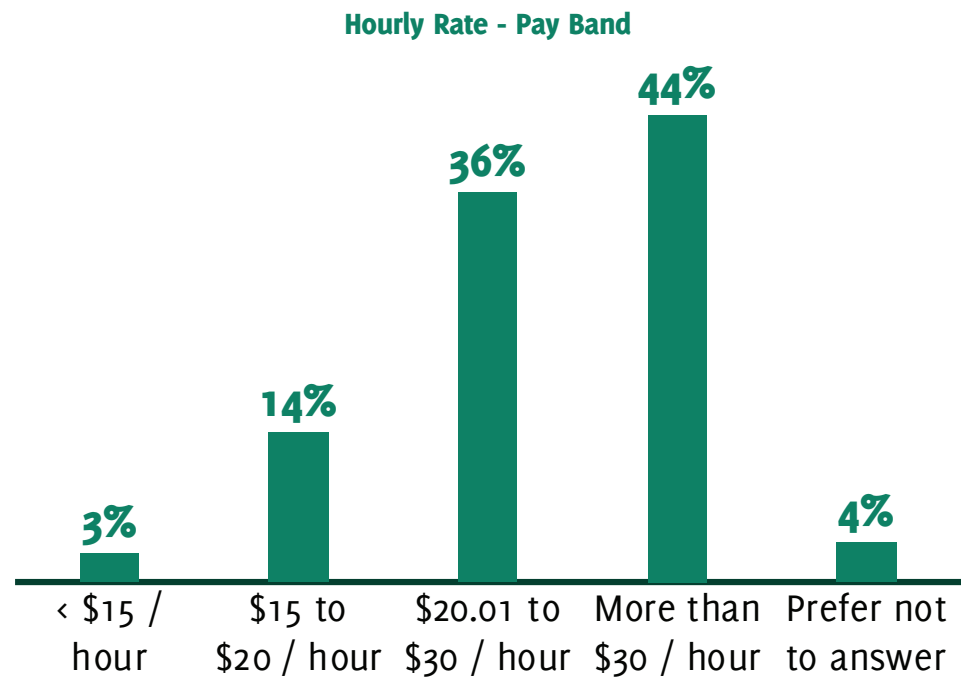
Pay Structure for the Current Task / Level Respondents



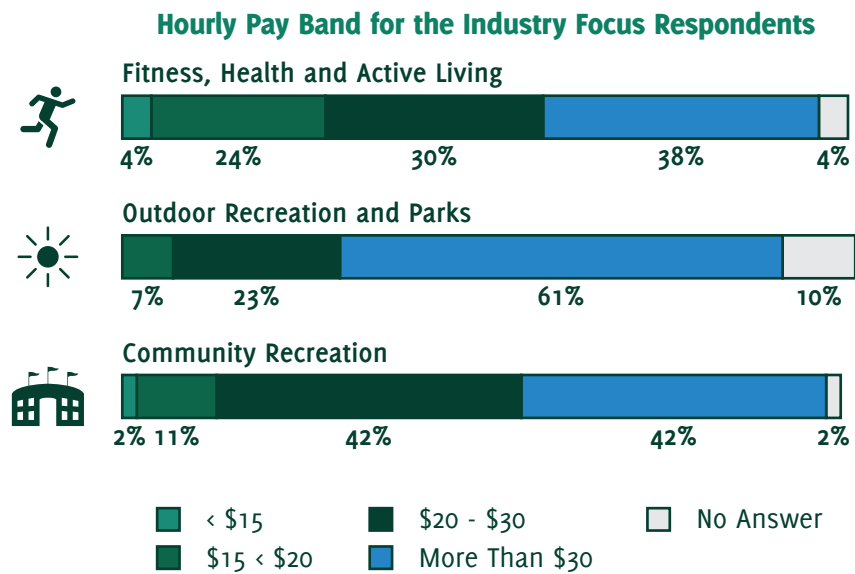
Pay Structure for the Education Level Respondents



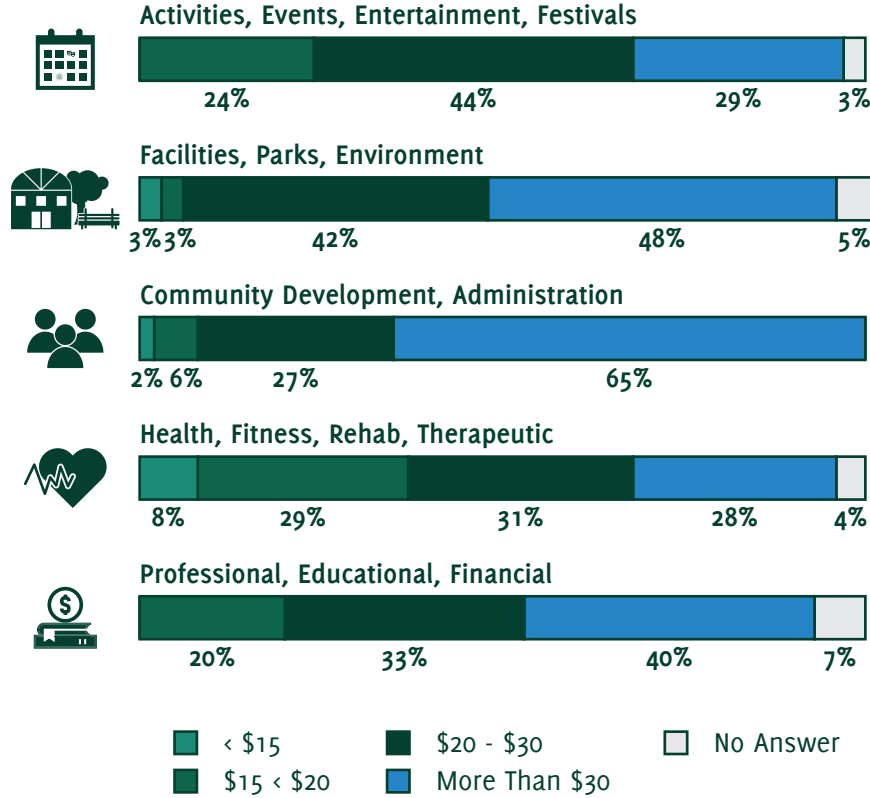
For those respondents paid on an hourly basis the vast majority (80%) are paid more than \$20 per hour. Less than half (44%) earn in excess of \$30 per hour. Some respondents (4%) preferred not to answer.



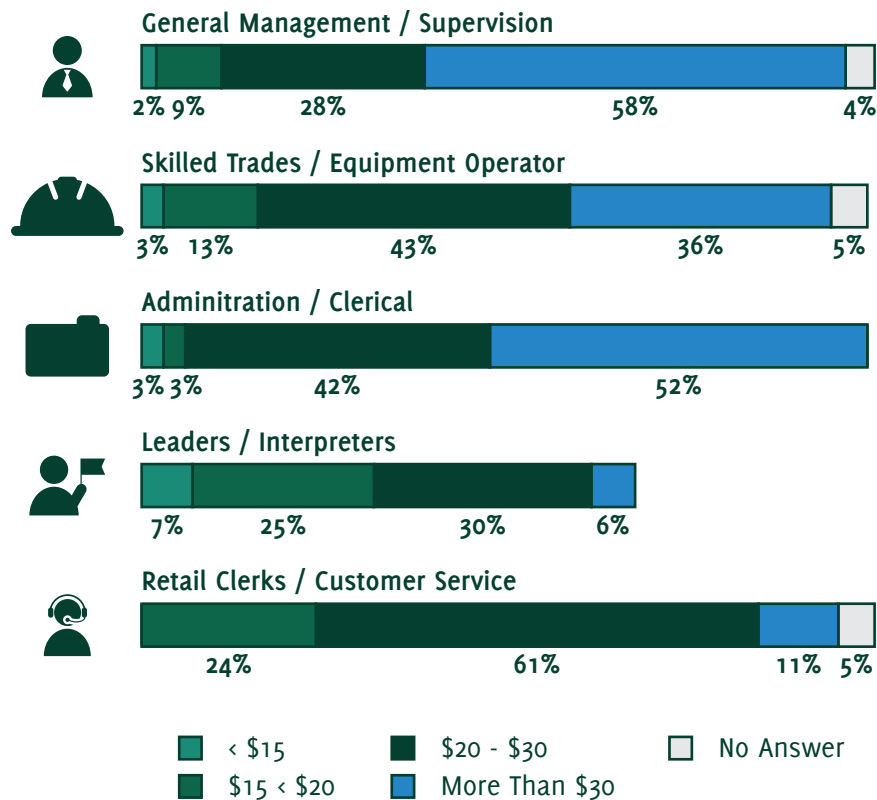
Subsegment Analysis



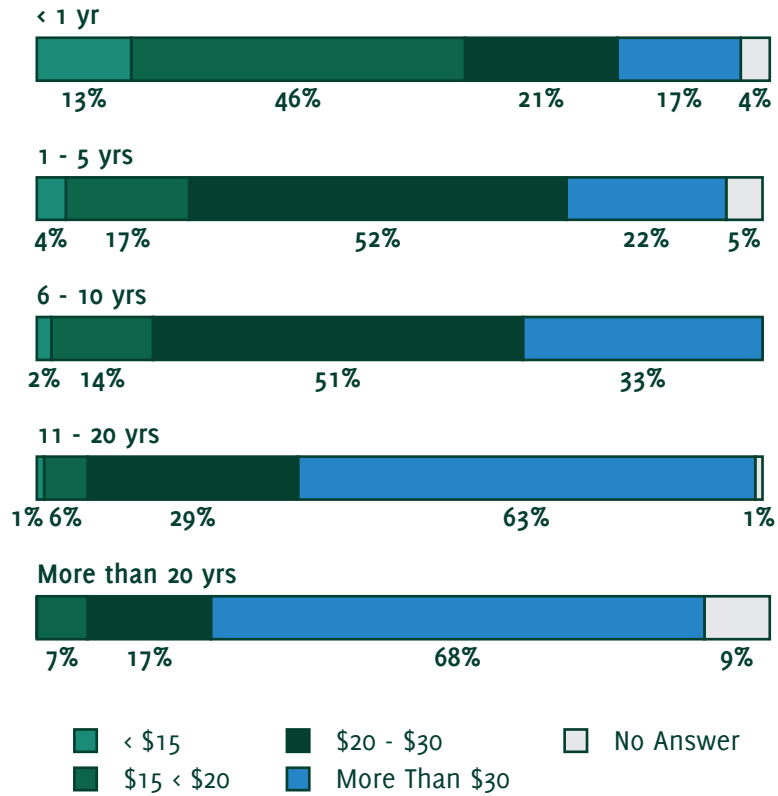
Hourly Pay Band for the Job Focus Respondents



Hourly Pay Band for the Current Tasks / Levels Respondents



Hourly Pay Band for Years in the Industry Respondents

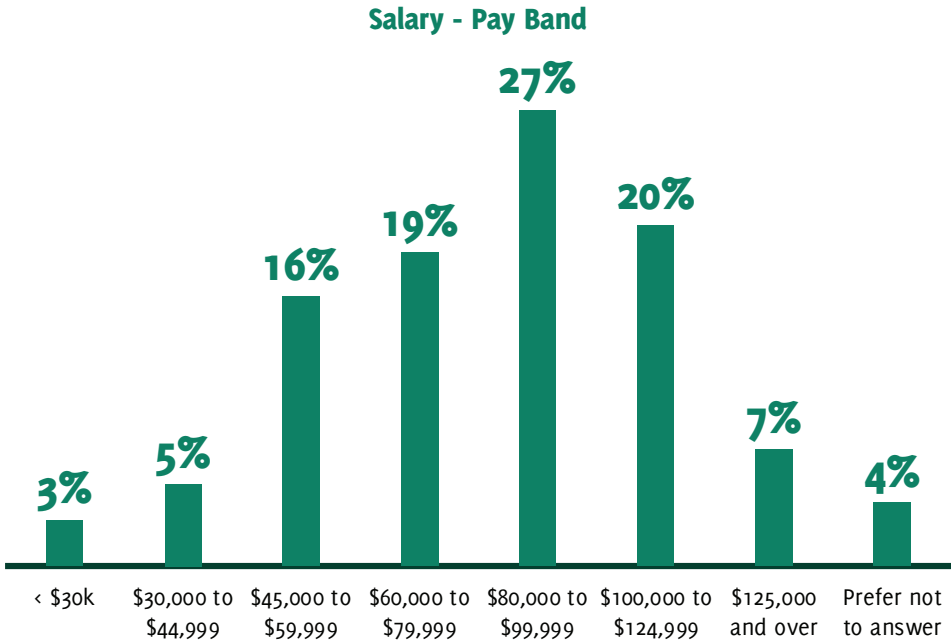


Amongst respondents who are paid on a salary basis over half (54%) earn more than \$80,000 per year. Approximately one-quarter (24%) earn less than \$60,000 annually with 3% earning less than \$30,000 annually. Refer to the graph for additional details.



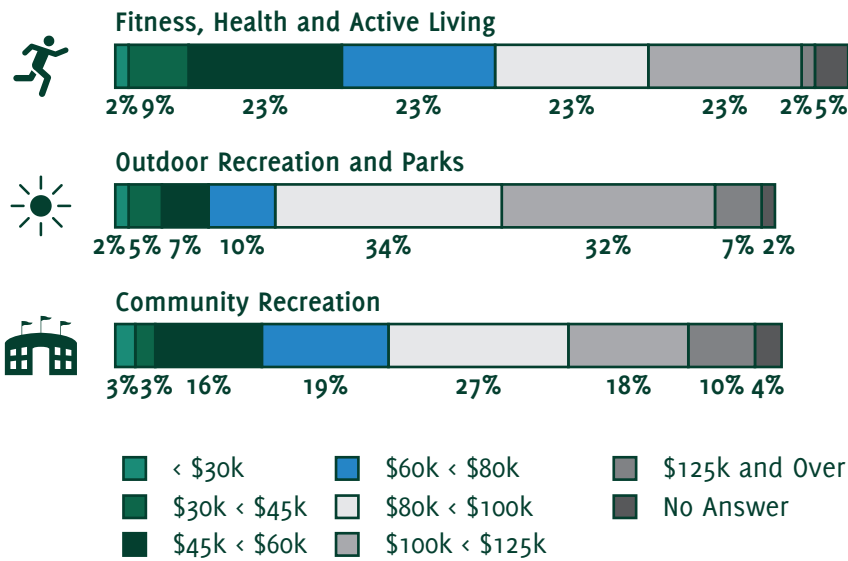
2005 Survey Findings:

- < \$20,000 10%
- \$20,000-\$39,999 27%
- \$40,000-\$59,999 40%
- \$60,000-\$79,999 14%
- \$80,000-\$99,999 6%
- \$100,000 or more 2%

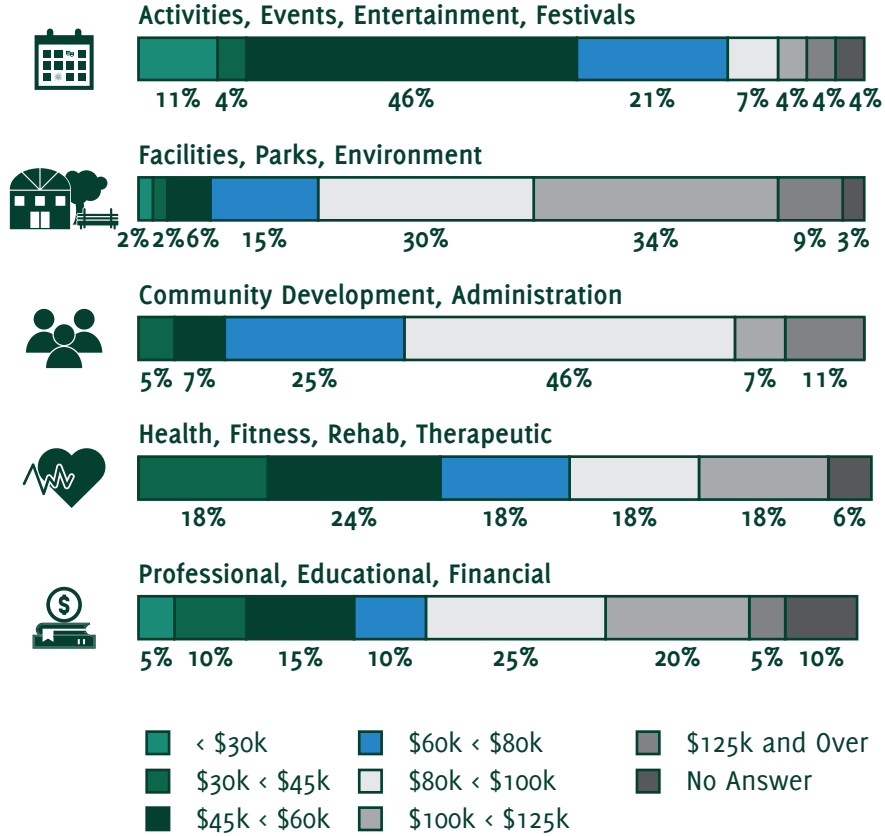


Subsegment Analysis

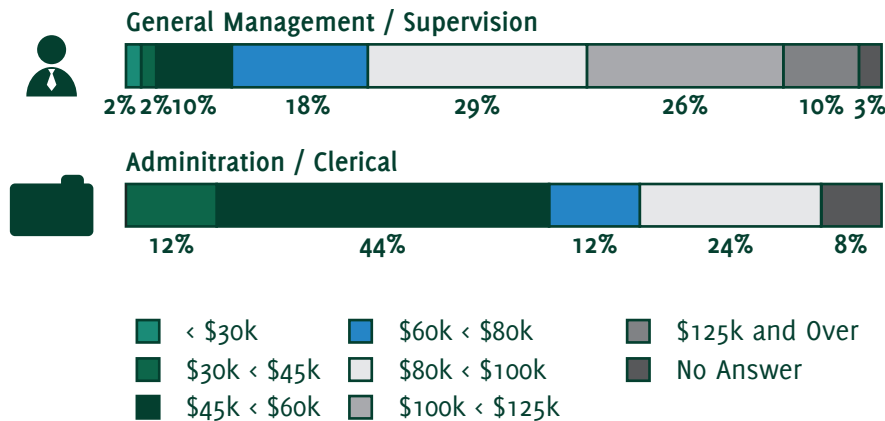
Salary Pay Band (annualized) for Industry Focus Respondents



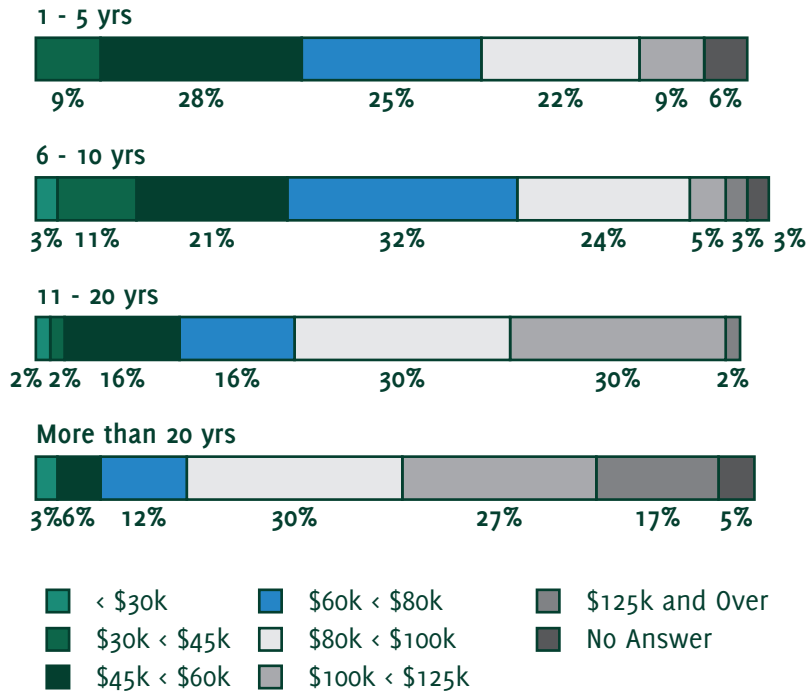
Salary Pay Band (annualized) for Job Focus Respondents



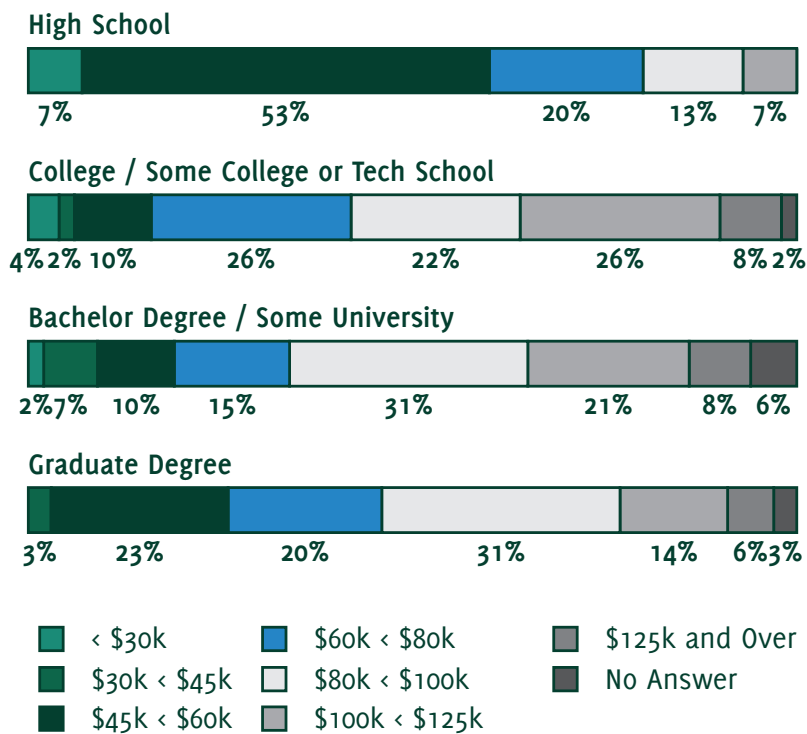
Salary Pay Band (annualized) for the Current Tasks / Levels Respondents



Salary Pay Band (annualized) for Years in the Industry Respondents



Salary Pay Band (annualized) for Level of Education Respondents



2.4 Qualifications



Section Observations

- Approximately two-thirds of respondents have formal recreation / fitness qualifications.
 - » This is most likely the case for those in the fitness/ health / active living and the community recreation industry (approximately two-thirds and more). However only one-third of respondents in the outdoor recreation and parks industry have formal qualifications.
 - » Considering job focus, those in health / fitness / rehabilitation / therapeutic are much more likely to have formal recreation / fitness qualifications than all others, particularly professional / educational / financial resources respondents.
 - » In terms of current task or level, administration / clerical respondents are much less likely to have formal recreation / fitness qualifications than all others.
- Over three-quarters of respondents have some post-secondary education.
 - » Respondents whose job focus is community development / administration and professional / educational / financial resources are more likely to have post-secondary education than the other respondents.
 - » Those whose current task is general management / supervision and administration / clerical were more likely to have post-secondary education than others.
- Approximately one-third of respondents have a professional accreditation other than recreation / fitness.
 - » Respondents with a job focus of professional / educational / financial resources were more likely to have a professional accreditation other than recreation / fitness compared to all others. Those with a focus on activities / events / entertainment / festivals were the least likely.

Approximately two-thirds (64%) of respondents said that they have formal recreation and / or fitness qualifications or certifications.



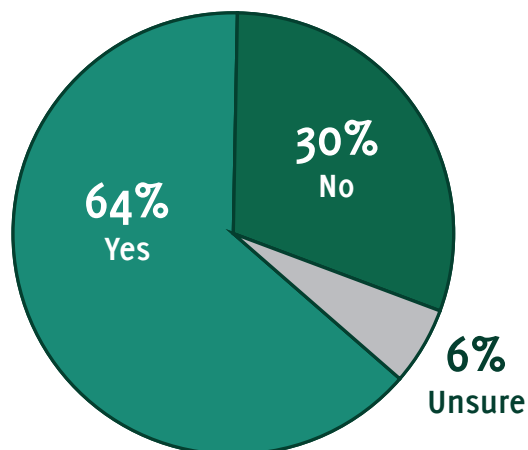
2005 Survey Findings:

Formal Recreation / Fitness Qualifications

Yes 58%

No 42%

Do You Have Formal Recreation / Fitness Qualifications



Subsegment Analysis

Formal Recreation / Fitness Qualifications for Industry Focus Respondents

DO YOU HAVE FORMAL QUALIFICATIONS?



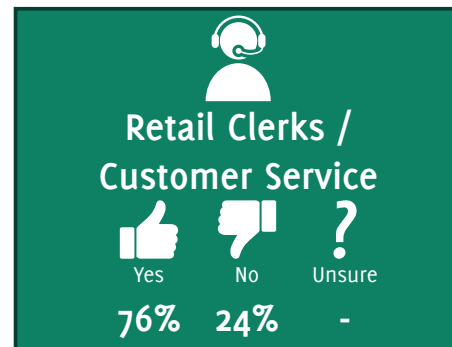
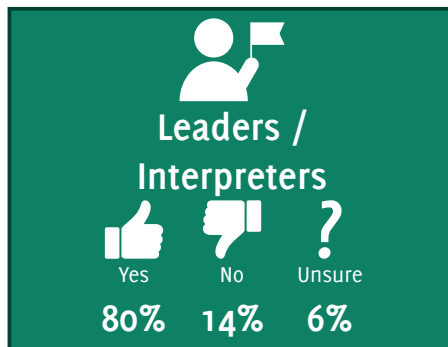
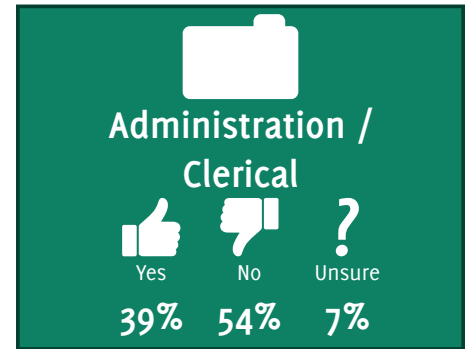
Formal Recreation / Fitness Qualifications for the Job Focus Respondents

DO YOU HAVE FORMAL QUALIFICATIONS?



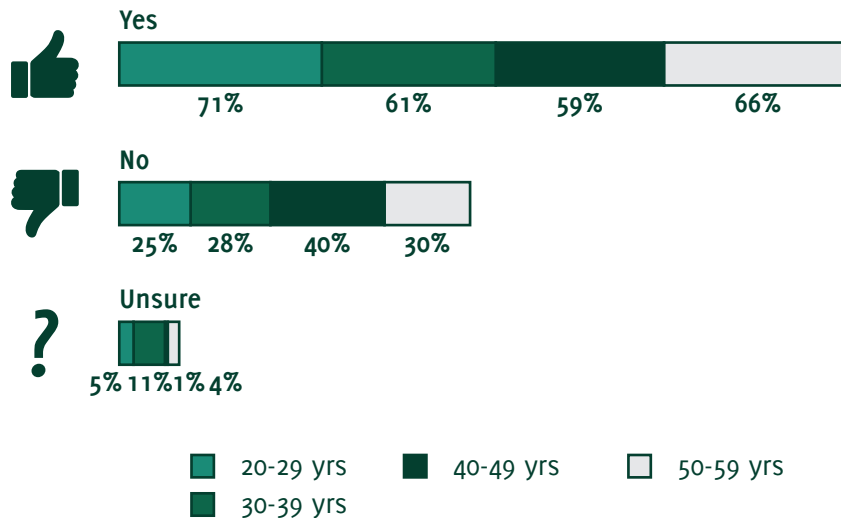
Formal Recreation / Fitness Qualifications for the Current Tasks / Levels Respondents

DO YOU HAVE FORMAL QUALIFICATIONS?



Formal Recreation / Fitness Qualifications for the Age Groups Respondents

DO YOU HAVE FORMAL QUALIFICATIONS?



Those with formal recreation and / or fitness qualifications or certificates identified those qualifications. These are presented according to recreation industry focus with the most commonly mentioned listed in order (the most commonly mentioned are first in the list). Refer to the appendix for the complete lists.

- Fitness, health and active living
 - » National lifeguard / life saving; certified personal trainer; bachelor degree in physical education / recreation admin / recreation, tourism, sport; water safety; first aid / CPR
- Amateur sport
 - » Facility operator; coaching certification; first aid

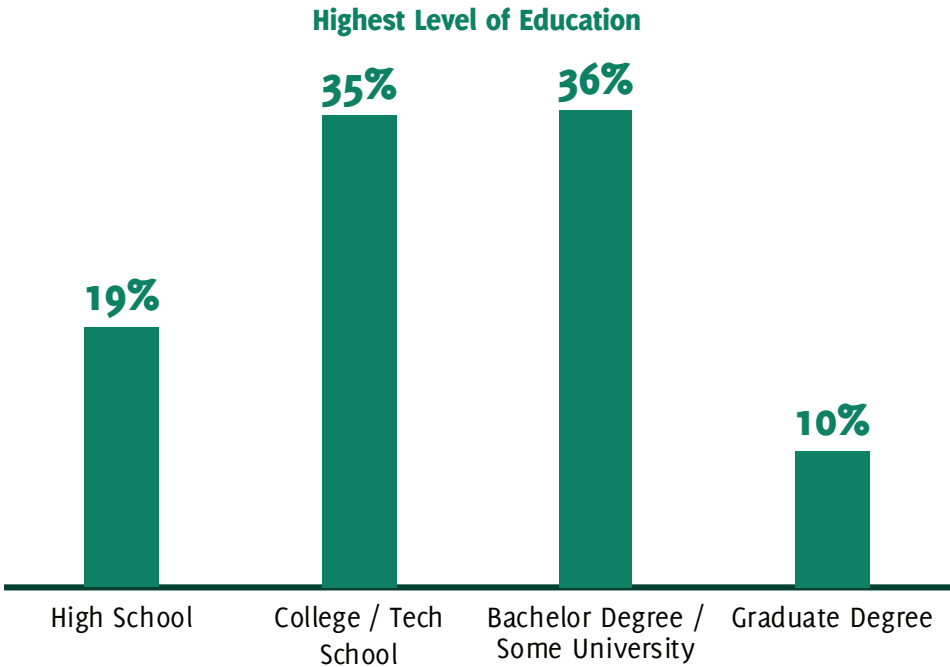
- Outdoor recreation and parks
 - » Bachelor degree in recreation, sport, tourism / physical education / business admin; facility operations – many from Alberta Association of Recreation Facility Professionals; water safety / life saving; landscape; playground inspector
- Community recreation
 - » National lifeguard; first aid / CPR; water safety; facility operations – many from the AARFP; bachelor degree in recreation / tourism / sport; certified personal trainers; coaching certifications; High Five; certificates in recreation / management / etc

Almost half (46%) of respondents have some university education including ten percent (10%) who have a graduate degree. Over three-quarters (81%) of respondents have some post-secondary education.



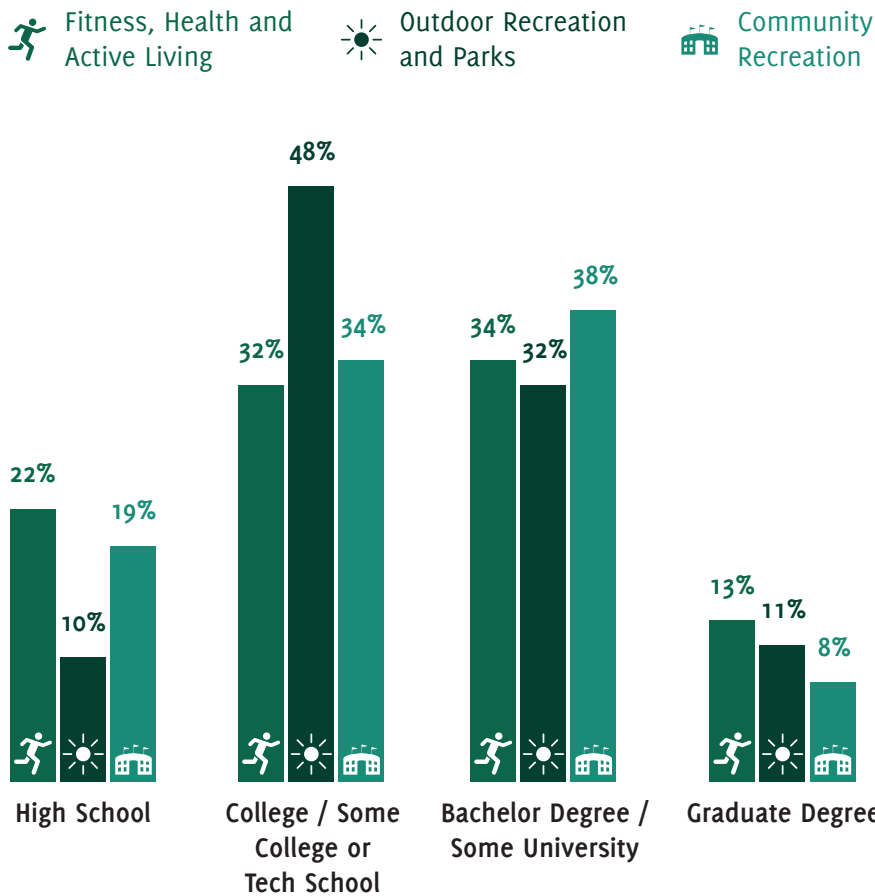
2005 Survey Findings:

- Some High School / High School Diploma 10%
- Certification / Post Secondary Certificate or Diploma or Apprenticeship 36%
- Post Secondary Degree 49%
- Graduate Degree 11%

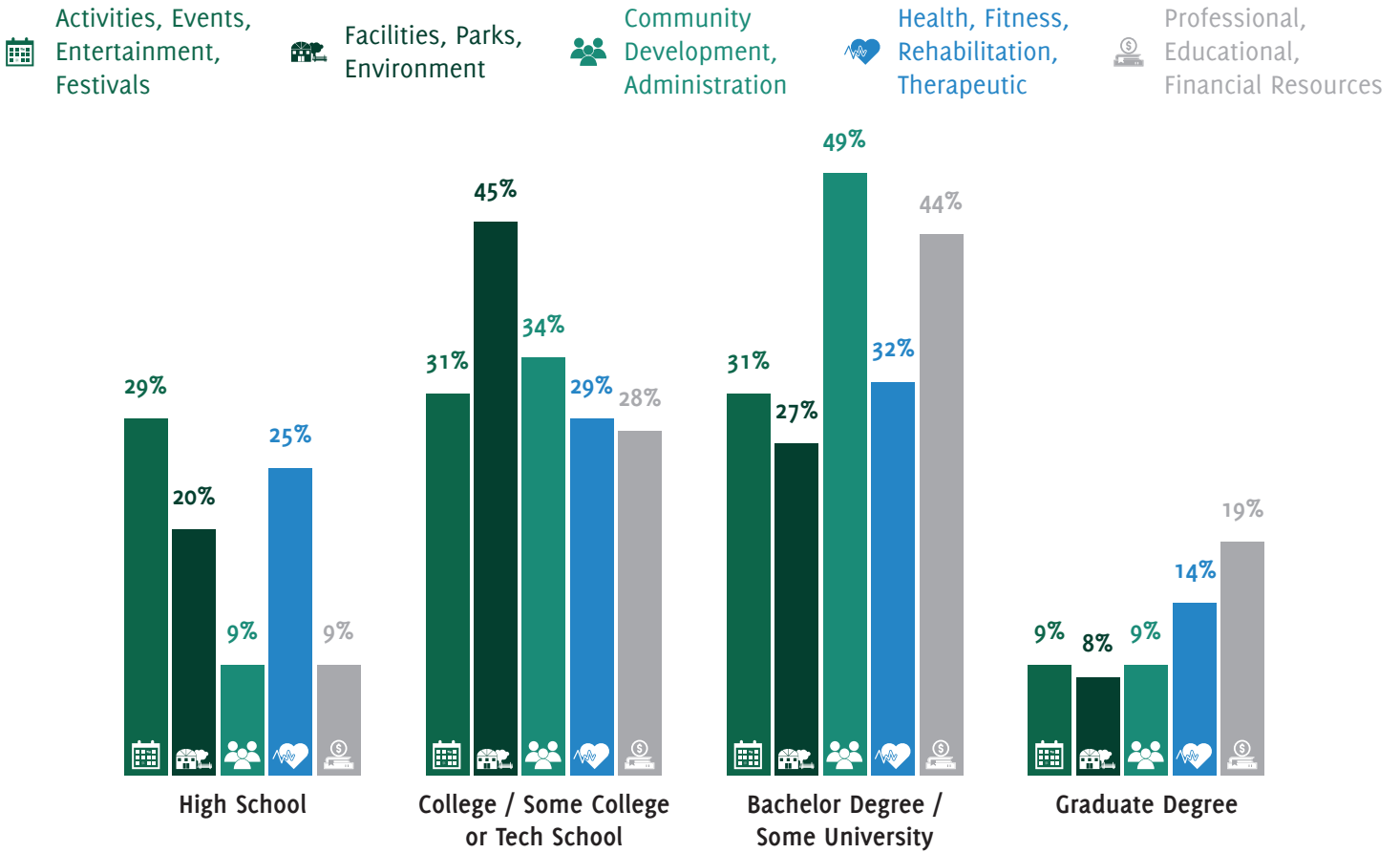


Subsegment Analysis

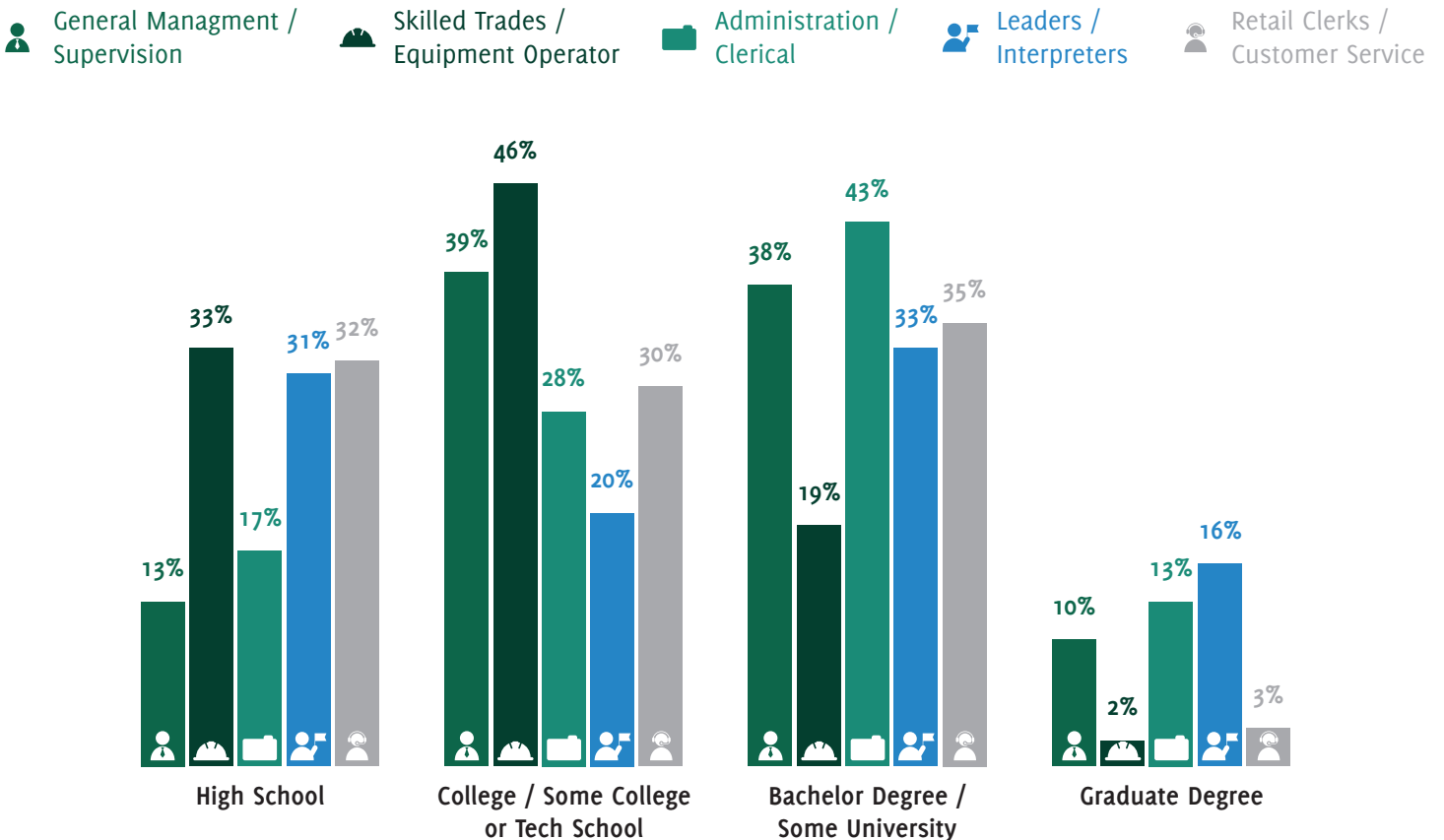
Education Level for Industry Focus Respondents



Education Level for Job Focus Respondents



Education Level for Current Tasks / Level Respondents

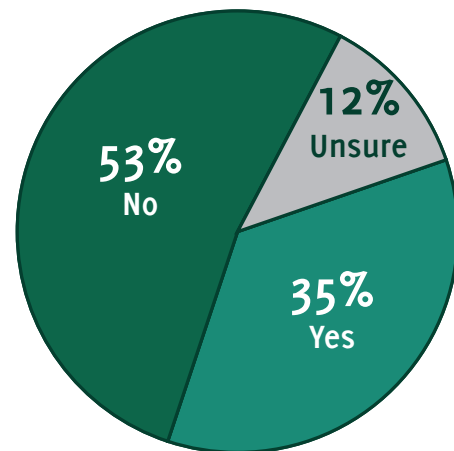


Education Level for Age Groups Respondents

Age Group	Highest Level of Education Attained			
	High School	College / Some College or Tech School	Bachelor Degree / Some University	Graduate Degree
20-29 yrs	27%	21%	44%	8%
30-39 yrs	14%	28%	43%	15%
40-49 yrs	8%	42%	40%	11%
50-59 yrs	15%	51%	26%	8%

Further one-third of respondents (35%) indicated that they have other professional accreditations.

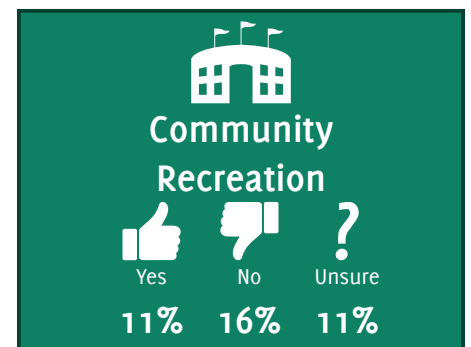
Do You Have Other Professional Accreditations?



Subsegment Analysis

Other Accreditations for Industry Focus Respondents

DO YOU OTHER PROFESSIONAL ACCREDITATIONS?



Other Accreditations for Job Focus Respondents

DO YOU OTHER PROFESSIONAL ACCREDITATIONS?



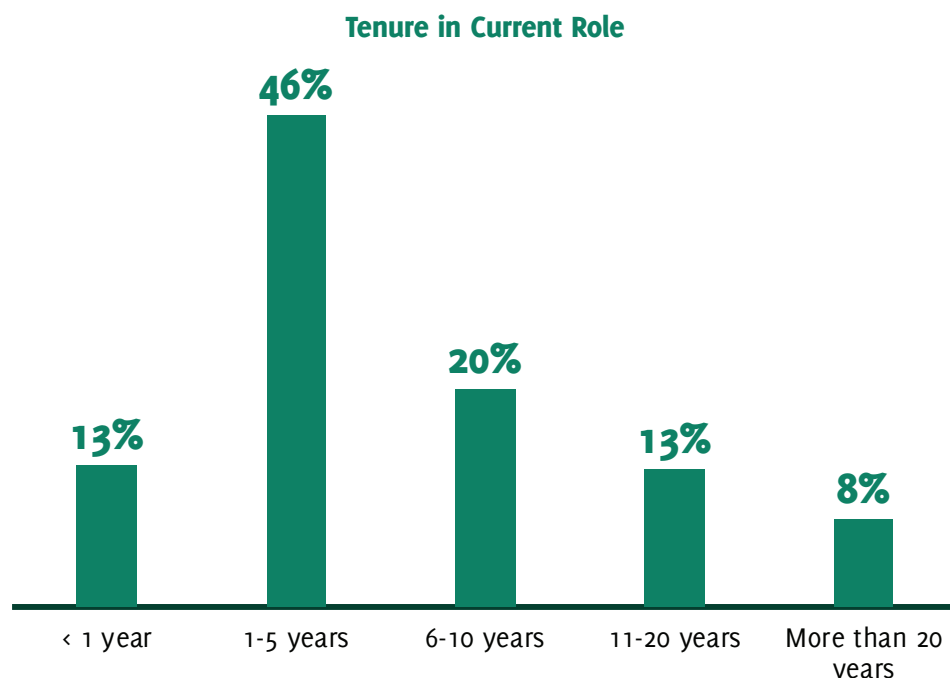
2.5 Tenure



Section Observations

- Over half of respondents have been in their current role for five years or less.
 - » Respondent with a job focus of facilities / parks / environment were more likely to have been in their role for 11 or more years than the others.
 - » One-quarter of leaders / interpreters have been in their current role for under one year. This is almost double every other respondent.
- Approximately half of respondents have been in the industry for 11 or more years.
 - » Respondents with a job focus of activities / events / entertainment / festivals and health / fitness / rehabilitation / therapeutic are more likely to have been in the industry five years or less than the others.
 - » Respondents whose current task / level is general management / supervision are more than twice as likely to have been in the industry more than 20 years than all others.
 - » Almost half of retail clerks / customer service respondents have been in the industry five years or less.
- Over three-quarters of respondents expect to stay in the recreation industry.
 - » Retail clerks / customer service and administration / clerical respondents are less likely to expect to stay in the industry than the other respondents.
 - » Respondents aged 20-29 were less certain about staying in the recreation industry – one-quarter were unsure.

Over half of respondents (59%) have been in their current roles for five years or less. Eight percent (8%) have occupied their current roles for more than twenty years.



Subsegment Analysis

Tenure in the Current Role for Industry Focus Respondents

Industry Focus	Tenure in Current Role				
	< 1 yr	1-5 yrs	6-10 yrs	11-20 yrs	More than 20 yrs
Fitness, health and active living	13%	45%	19%	11%	12%
Outdoor recreation and parks	13%	47%	21%	15%	4%
Community recreation	14%	45%	21%	13%	7%

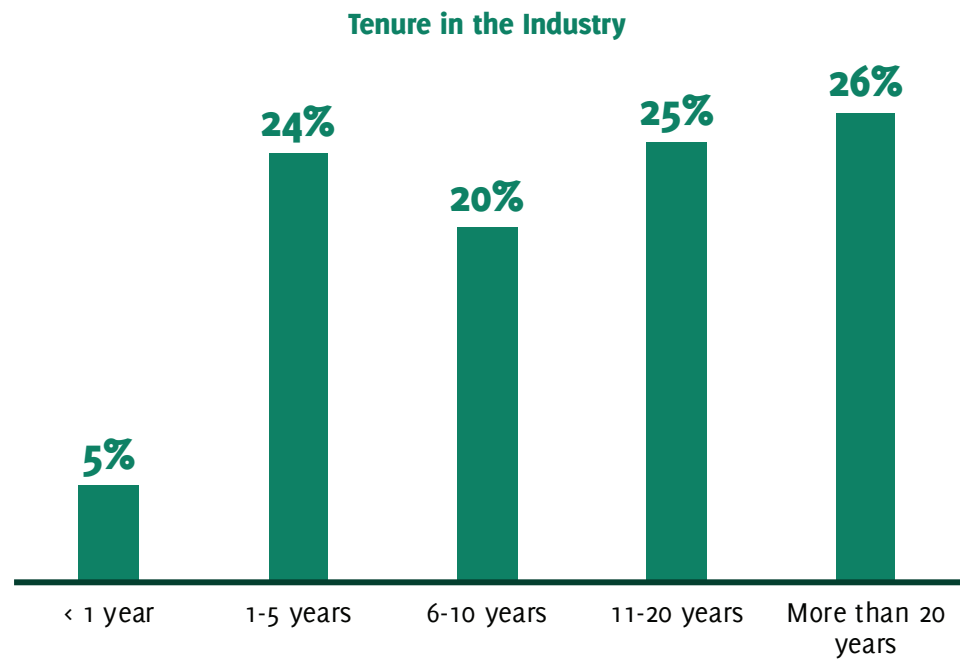
Tenure in the Current Role for Job Focus Respondents

Job Focus	Tenure in Current Role				
	< 1 yr	1-5 yrs	6-10 yrs	11-20 yrs	More than 20 yrs
Activities, events, entertainment, festivals	17%	47%	21%	9%	6%
Facilities, parks, environment	9%	41%	21%	17%	12%
Community development, administration	14%	47%	23%	14%	2%
Health, fitness, rehabilitation, therapeutic	19%	48%	19%	6%	8%
Professional, educational, financial resources	16%	59%	9%	13%	3%

Tenure in the Current Role for the Current Tasks / Level Respondents

Current Task / Level	Tenure in Current Role				
	< 1 yr	1-5 yrs	6-10 yrs	11-20 yrs	More than 20 yrs
General management / supervision	9%	48%	20%	14%	10%
Skilled trades, equipment operator	13%	45%	24%	10%	8%
Administration, clerical	13%	50%	22%	11%	4%
Leaders or interpreters	25%	35%	22%	12%	6%
Retail clerks, customer service	11%	55%	21%	8%	5%

In terms of tenure in the industry, half (51%) have been in the industry for more than ten years with approximately one-quarter of respondents (26%) having been in the industry for more than twenty years.



Subsegment Analysis

Tenure in the Recreation, Fitness, or Physical Activity Industry for Industry Focus Respondents

Industry Focus	Tenure in the Industry				
	< 1 yr	1-5 yrs	6-10 yrs	11-20 yrs	More than 20 yrs
Fitness, health and active living	5%	28%	18%	20%	29%
Outdoor recreation and parks	8%	17%	15%	26%	33%
Community recreation	5%	23%	22%	28%	22%

Tenure in the Recreation, Fitness, or Physical Activity Industry for Job Focus Respondents

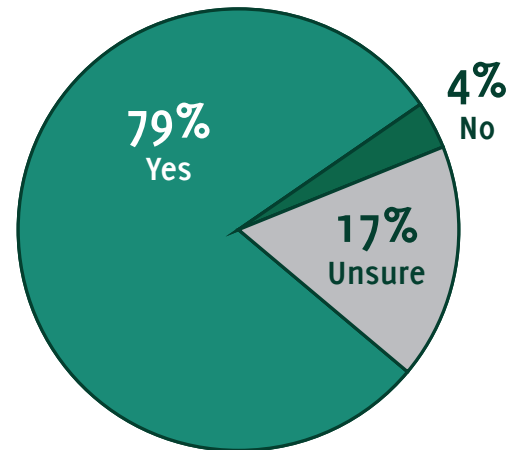
Job Focus	Tenure in the Industry				
	< 1 yr	1-5 yrs	6-10 yrs	11-20 yrs	More than 20 yrs
Activities, events, entertainment, festivals	4%	37%	20%	20%	20%
Facilities, parks, environment	3%	22%	16%	29%	30%
Community development, administration	9%	10%	24%	28%	29%
Health, fitness, rehabilitation, therapeutic	10%	33%	21%	16%	21%
Professional, educational, financial resources	6%	28%	28%	13%	25%

Tenure in the Recreation, Fitness, or Physical Activity Industry for the Current Tasks / Level Respondents

Current Task / Level	Tenure in the Industry				
	< 1 yr	1-5 yrs	6-10 yrs	11-20 yrs	More than 20 yrs
General management / supervision	2%	19%	15%	27%	37%
Skilled trades, equipment operator	6%	33%	25%	22%	13%
Administration, clerical	7%	28%	22%	28%	15%
Leaders or interpreters	14%	22%	16%	29%	18%
Retail clerks, customer service	5%	42%	37%	11%	5%

Over three-quarters (79%) of respondents expect to stay working in the recreation industry for the foreseeable future. Only four percent do not expect to stay in the industry.

Do You Expect to Stay in the Recreation Industry?



Subsegment Analysis

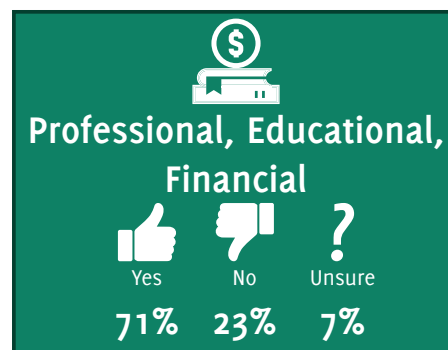
Expectation of Staying in the Industry for Industry Focus Respondents

DO YOU EXPECT TO STAY WORKING IN THE RECREATION INDUSTRY?



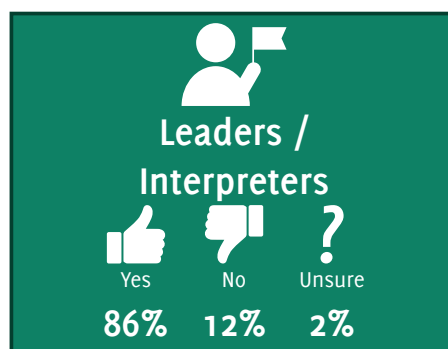
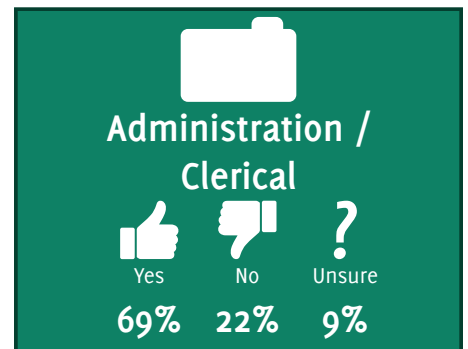
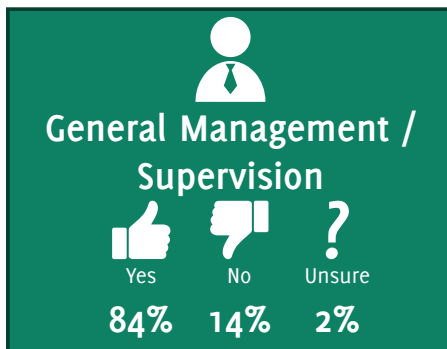
Expectation of Staying in the Industry for Job Focus Respondents

DO YOU EXPECT TO STAY WORKING IN THE RECREATION INDUSTRY?



Expectation of Staying in the Industry for the Current Tasks / Level Respondents

DO YOU EXPECT TO STAY WORKING IN THE RECREATION INDUSTRY?



Expectation of Staying in the Industry for the Age Group Respondents

Age Group	Do you expect to stay working in the recreation industry?		
	Yes	No	Unsure
20-29 yrs	67%	8%	25%
30-39 yrs	80%	18%	3%
40-49 yrs	84%	14%	2%
50-59 yrs	89%	10%	1%

Those who do not plan to stay working in the recreation industry explained their rationale¹.

- Insufficient hours and pay
- Interested in another career path
- Furthering my education
- Insufficient job security
- More opportunities for growth in other sectors
- Retiring
- Unable to maintain work / life balance



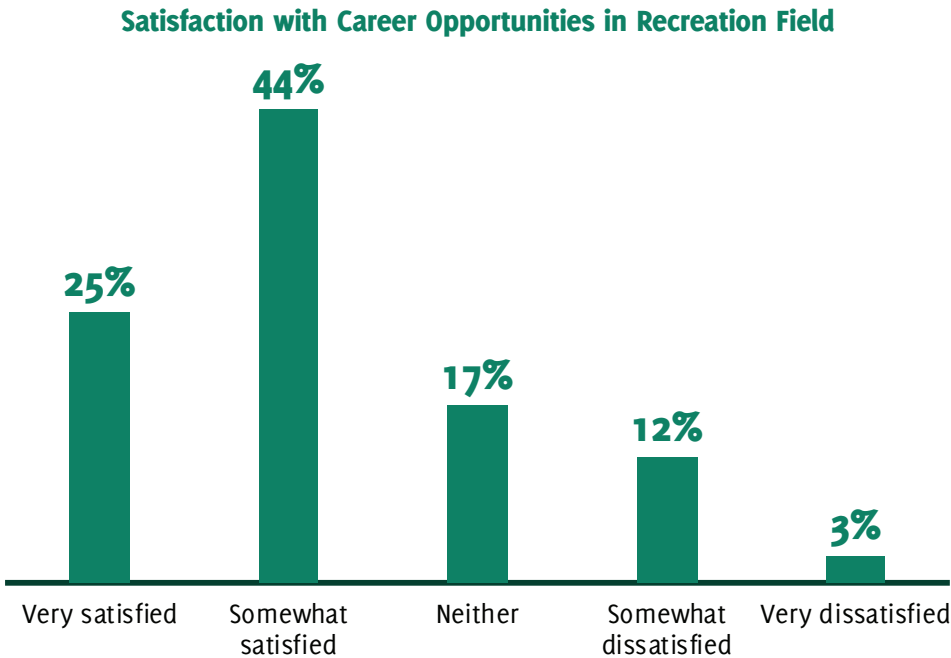
2.6 Assessment of Career Opportunities



Section Observations

- Approximately two-thirds of respondents are satisfied with the career opportunities in the recreation field.
 - » Over one-quarter of respondents with a job focus in health / fitness / rehabilitation / therapeutic are dissatisfied with career opportunities.
 - » Activities / events / entertainment / festivals and facilities / parks / environment are the most satisfied with career opportunities.
 - » Administration / clerical; leaders / interpreters; and retail clerks / customer service are the least satisfy with career opportunities compared with all others.
 - » There is a correlation between age of respondents and being very satisfied with career opportunities. The younger age groups are less likely to be very satisfied. (Although overall satisfaction is similar across age groups except those 50-59 which is higher than the others.)
- Over one-third identified wages as the most valuable benefit for recruiting and retention. Approximately one-quarter said advancement potential.
 - » Respondents in the outdoor recreation / parks industry were less likely to identify wages as the most valuable benefit than other industry respondents.
 - » Respondents with a job focus of community development / administration were more likely to say career advancement potential is most valuable compared with others.
 - » Retail clerks / customer service were more likely to say wages is the most valuable benefit especially compared to administration / clerical and general management / supervision task / levels.
 - » There is a correlation between education level and the perception of wages and career advancement as the most valuable benefit. The higher the level of education the less likely respondents were to say wages is the most important benefit. Conversely, the higher the level of education the more likely respondents were to identify career advancement potential as the most valuable benefit.

Over two-thirds of respondents (69%) expressed satisfaction with career opportunities available to them in the recreation field. One-quarter (25%) of respondents are very satisfied. Fifteen percent (15%) are dissatisfied with career opportunities.



Subsegment Analysis

Satisfaction with Career Opportunities for Industry Focus Respondents

Industry Focus	Satisfaction with Career Opportunities				
	Very satisfied	Somewhat satisfied	Neither	Somewhat dissatisfied	Very dissatisfied
Fitness, health and active living	29%	38%	20%	12%	2%
Outdoor recreation and parks	22%	52%	20%	6%	-
Community recreation	25%	44%	14%	13%	4%

Satisfaction with Career Opportunities for Job Focus Respondents

Job Focus	Satisfaction with Career Opportunities				
	Very satisfied	Somewhat satisfied	Neither	Somewhat dissatisfied	Very dissatisfied
Activities, events, entertainment, festivals	18%	58%	17%	6%	1%
Facilities, parks, environment	26%	44%	19%	8%	3%
Community development, administration	26%	47%	15%	11%	1%
Health, fitness, rehabilitation, therapeutic	28%	32%	13%	21%	6%
Professional, educational, financial resources	23%	39%	19%	16%	3%

Satisfaction with Career Opportunities for the Current Tasks / Level Respondents

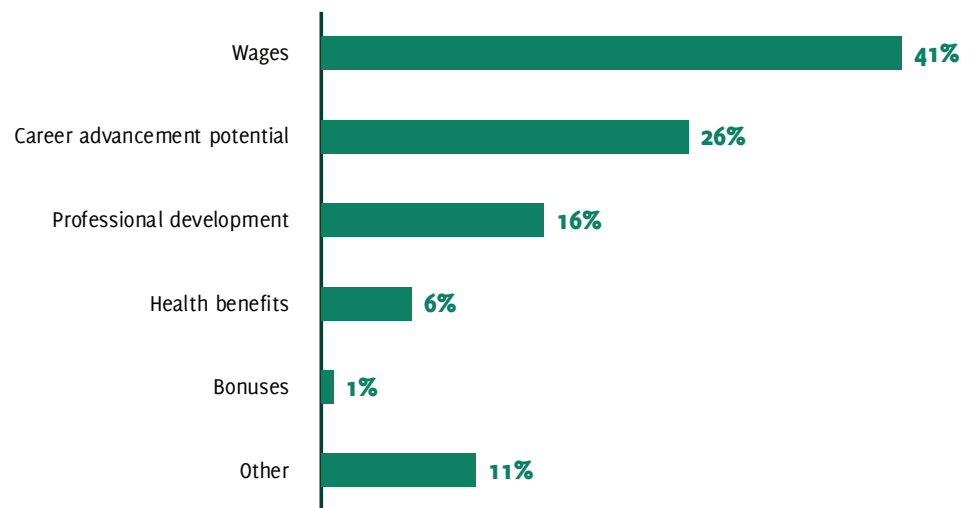
Current Task / Level	Satisfaction with Career Opportunities				
	Very satisfied	Somewhat satisfied	Neither	Somewhat dissatisfied	Very dissatisfied
General management / supervision	34%	45%	15%	7%	4%
Skilled trades, equipment operator	15%	53%	20%	8%	5%
Administration, clerical	19%	34%	21%	23%	4%
Leaders or interpreters	14%	53%	11%	20%	2%
Retail clerks, customer service	16%	41%	22%	16%	5%

Satisfaction with Career Opportunities for the Age Group Respondents

Age Group	Satisfaction with Career Opportunities				
	Very satisfied	Somewhat satisfied	Neither	Somewhat dissatisfied	Very dissatisfied
20-29 yrs	16%	54%	17%	11%	2%
30-39 yrs	16%	50%	15%	17%	3%
40-49 yrs	26%	43%	13%	14%	4%
50-59 yrs	42%	39%	15%	3%	1%

Wages was considered the most valuable benefit in terms of recruiting and retaining people in the recreation industry with 41% identifying it as such. Approximately one-quarter (26%) felt that career advancement potential was the most valuable.

Most Valuable for Recruiting & Retaining People in the Recreation Industry



Subsegment Analysis

Most Valuable For Recruiting & Retaining People for Industry Focus Respondents

Industry Focus	Most Valuable Aspects				
	Wages	Career Advancement Potential	Professional Development	Health Benefits	Bonuses
Fitness, health and active living	42%	22%	16%	9%	-
Outdoor recreation and parks	28%	32%	22%	7%	1%
Community recreation	45%	26%	14%	4%	1%

Most Valuable For Recruiting & Retaining People for Job Focus Respondents

Job Focus	Most Valuable Aspects				
	Wages	Career Advancement Potential	Professional Development	Health Benefits	Bonuses
Activities, events, entertainment, festivals	43%	23%	16%	5%	1%
Facilities, parks, environment	42%	26%	14%	8%	1%
Community development, administration	34%	40%	17%	4%	1%
Health, fitness, rehabilitation, therapeutic	46%	14%	17%	9%	-
Professional, educational, financial resources	32%	16%	26%	10%	3%

Most Valuable For Recruiting & Retaining People for the Current Tasks / Level Respondents

Current Task / Level	Most Valuable Aspects				
	Wages	Career Advancement Potential	Professional Development	Health Benefits	Bonuses
General management / supervision	37%	30%	17%	5%	<1%
Skilled trades, equipment operator	41%	15%	18%	12%	3%
Administration, clerical	39%	32%	15%	7%	2%
Leaders or interpreters	52%	9%	18%	9%	-
Retail clerks, customer service	65%	16%	5%	5%	-

Most Valuable For Recruiting & Retaining People for Education Level Respondents

Education Level	Most Valuable Aspects				
	Wages	Career Advancement Potential	Professional Development	Health Benefits	Bonuses
High School	55%	14%	11%	10%	3%
College / some college or tech school	43%	21%	18%	5%	1%
Bachelor degree / some university	33%	34%	17%	5%	-
Graduate degree	28%	40%	15%	7%	-

Respondents were able to identify other elements that they consider to be most valuable in recruiting and retaining people in the recreation industry . Responses with multiple responses are included with the most frequently mentioned response listed first.

- A good culture / atmosphere
- Job satisfaction
- Job security
- Being appreciated
- A good boss / good leadership



2.7 Issues and General Comments



Section Observations

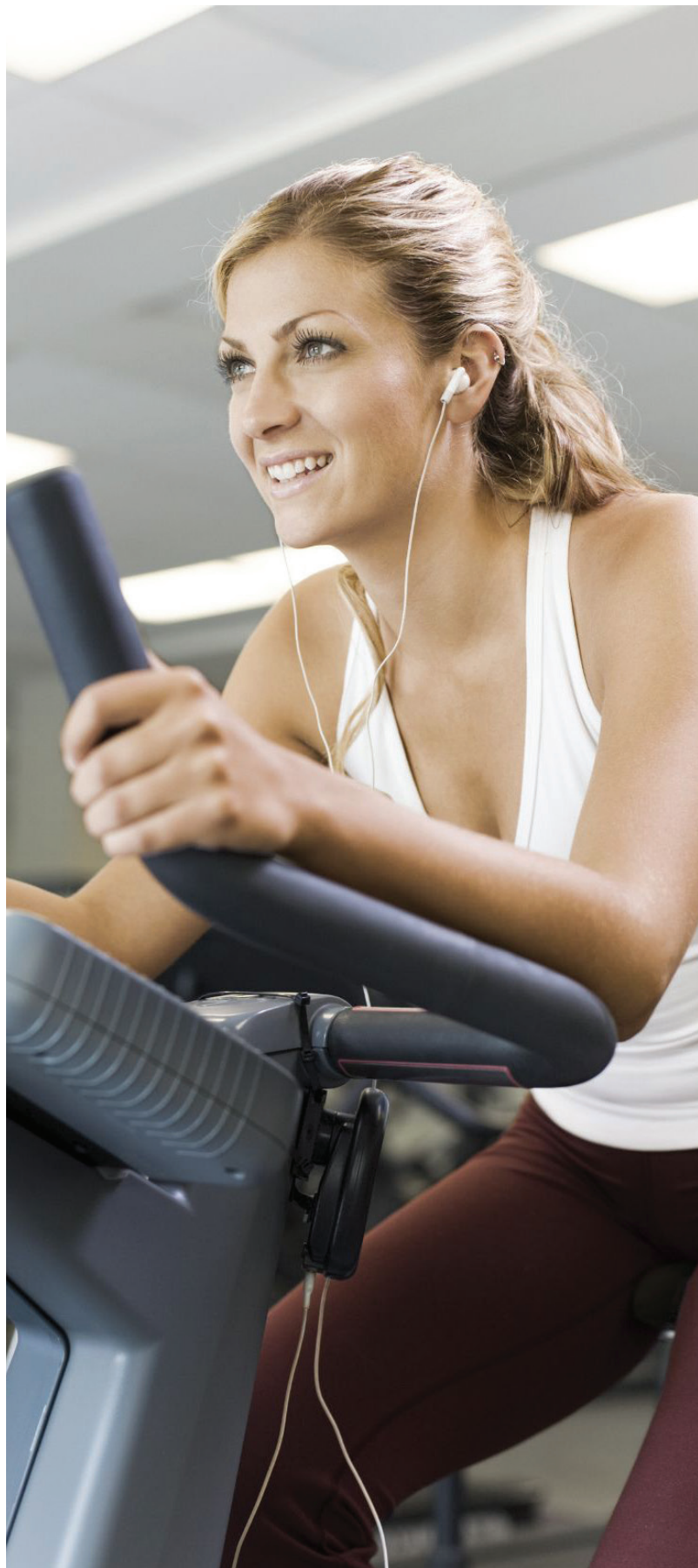
- Commonly recognized challenges impacting the industry:
 - » Government funding and budget cuts
 - » Affordability of recreation may limit people's participation
 - » Attraction and retention of staff

When asked a variety of responses were given as to issues that will have an important impact on the recreation industry in the foreseeable future. These are presented according to recreation industry focus with the most commonly mentioned listed in order (the most commonly mentioned are first in the list). Refer to the appendix for the complete lists.

- Fitness, health, and active living
 - » Government funding / budget cuts
 - » Struggling / weak economy
 - » Minimum wage increase lessens the gap to other staff so less incentive to stay or get trained
 - » Aging population and other demographic shifts
 - » Increasing costs of accessing recreation programs and opportunities
 - » Greater demands and pressure on staff due to more expectations from public and having to do more for less
- Amateur sport
 - » Public funding decreasing
 - » Affordability and cost for the public to access recreation opportunities
 - » Ongoing challenges with attracting and retaining staff
- Outdoor recreation and parks
 - » Government budget cuts
 - » Aging infrastructure
 - » Cost and accessibility issues for the public
 - » Attracting people to work in the industry will be more challenging
 - » There is a lack of capital investment
 - » Wages in the industry are low
 - » There is a general lack of respect for the public sector in general and recreation specifically
- Community recreation
 - » Budget cuts to recreation is a big challenge
 - » The economic downturn will have an impact
 - » Costs and affordability for people to access services is an issue
 - » Aging society and changing demographics
 - » Staffing challenges, there are few jobs and fewer full time opportunities
 - » The attraction and retention of workforce is concerning especially with the wave of retirements
 - » Recreation is not considered an essential service
 - » Wages are low
 - » The opportunities for staff to get training and professional development may be decreasing
 - » The increasing push from the government for privatization
 - » Cost and budget pressures will result in greater decreases in service

Respondents offered a number of general comments about employment and careers in the recreation industry. These are presented according to recreation industry focus with the most commonly mentioned listed in order (the most commonly mentioned are first in the list). Refer to the appendix for the complete lists.

- Fitness, health, and active living
 - » Many positions are part time or casual which raises concerns about income and benefits
 - » It is a rewarding career
 - » The pay is low
 - » Better leadership and management is needed
- Amateur sport
 - » Pay is low particularly when considering level of responsibility
 - » The job is really enjoyable; it's a good career
 - » Public image of recreation as a career can be poor
 - » Recreation is not always seen as a priority
- Outdoor recreation and parks
 - » Recreation is a very important service helping improve public health and wellness
 - » Partnerships are one thing that will be needed to ensure our valuable parks and spaces are well managed
 - » Careers in recreation are undervalued and not seen as a profession
 - » It is important for individuals and leaders to stay abreast of current learnings and trends
- Community recreation
 - » It is a great career!
 - » The pay needs to be better.
 - » Recreation is undervalued.
 - » Recreation is very valuable and is the heart of the community.
 - » There are limited opportunities for advancement.



2.8 Respondent Profile

Approximately one-third of respondents (36%) work in Calgary or Edmonton. The single largest segment (41%) work in urban centres over 1,000 not including the larger cities of Edmonton, Calgary, Red Deer, Lethbridge, Grande Prairie, or Medicine Hat, or the urban centre of Fort McMurray. Five percent of respondents work in rural communities of less than 1,000.

About half (11 of 25) of respondents who work in a rural community said they work in what they consider a remote community. These include

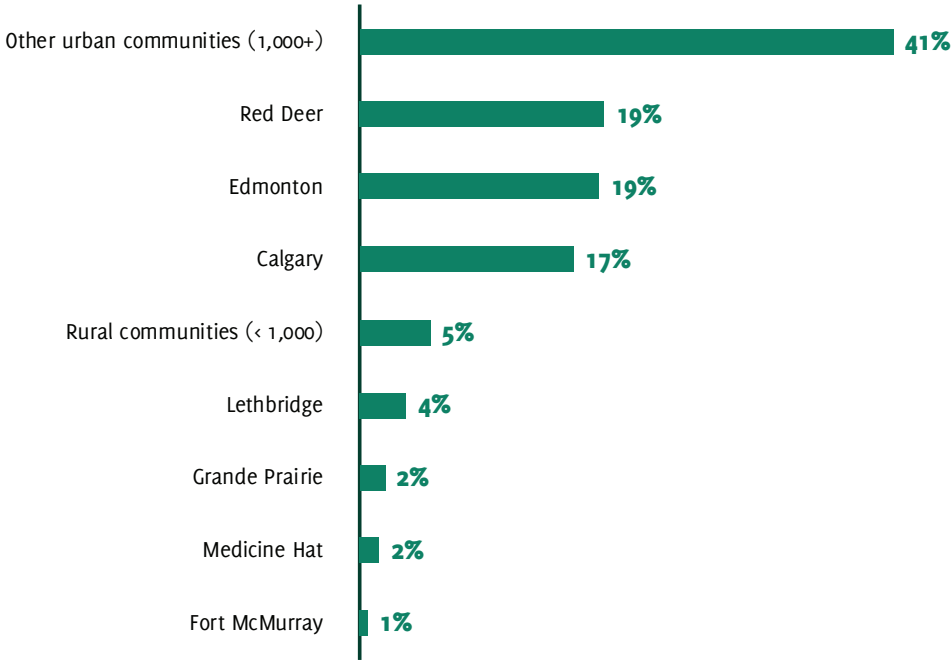
Finally, respondents were asked about their age. As illustrated in the accompanying graph half (50%) of respondents are 30 to 49 years old. Approximately one-quarter (24%) are fifty years of age and older.



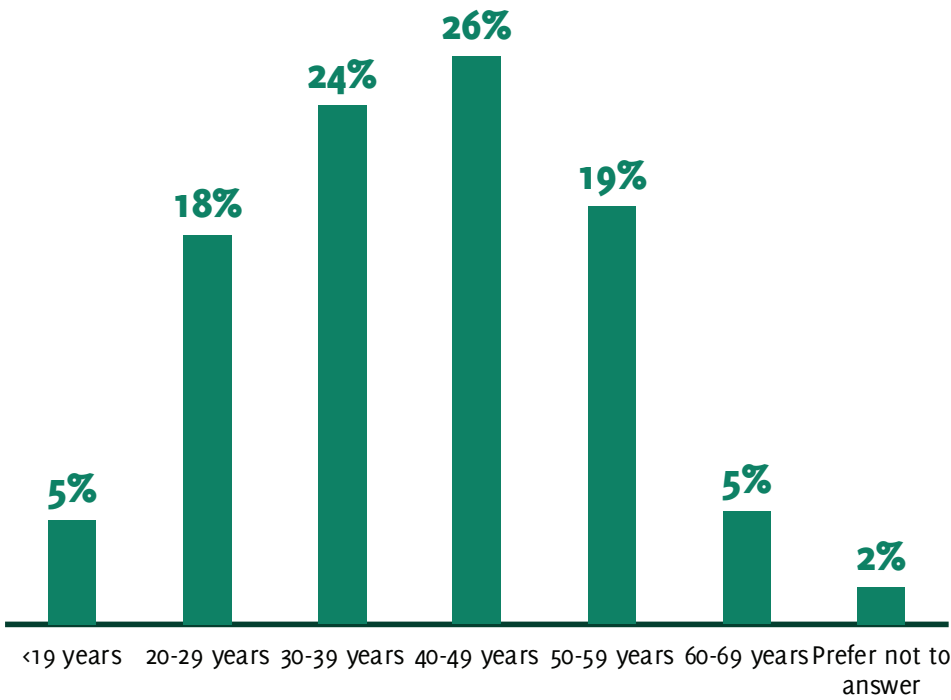
2005 Survey Findings:

- <19 years <1%
- 20-29 yrs 15%
- 30-39 yrs 35%
- 40-49 yrs 30%
- 50-59 yrs 17%
- 60-69 yrs 3%

Where Are You Working?



What Best Describes Your Age?





3. Conclusions





Conclusions are presented as profiles according to the different tasks / levels of respondents. For each of the different respondent tasks the findings are presented in order to describe the typical respondent. The detailed data is provided in the overall findings above, these conclusions are meant to provide a general description of each.

3.1 General Management / Supervision (n=256)

- Primarily work in municipal government (73%) with some working in not-for-profit organizations (17%)
- The majority work in community recreation (55%), fitness, health, and active living (22%), or outdoor recreation and parks (18%)
- Job focus is varied but mainly in three areas: facilities, parks, environment (39%); community development, administration (22%); and activities, events, entertainment, festivals (19%)
- Overwhelming majority have an employment status of staff (94%) with almost all being full time (90%)
- About half (53%) are paid by monthly or annual salary while most of the others (45%) are paid hourly
 - » Those paid hourly are in the higher end: more than \$30 / hour (58%); \$20-\$30/hour (28%)
 - » Those paid a salary are generally in the higher range: \$80,000 to \$100,000 (29%); \$100,000 to \$125,000 (26%)
- Two-thirds (66%) have formal recreation / fitness qualifications
- The highest level of education attained is split between college / technical school (39%) and university / bachelor degree (38%)
- Most have been in their current role 1-5 years (48%) or 6-10 years (20%)
- Most have been in the recreation industry for 11 to 20 years (27%) or more than 20 years (27%)
- Over three-quarters (84%) expect to stay working in the industry for the foreseeable future.
- Approximately three-quarters (78%) are satisfied with career opportunities in the field.
- The two most valuable items for recruiting and retaining people are wages (37%) and career advancement (30%).

3.2 Skilled Trades / Equipment Operator (n=69)

- Primarily work in municipal government (82%) with some working in the private sector (13%) or not-for-profit organizations (6%)
- Works in all industries but mainly in community recreation (46%) and fitness, health, and active living (27%).
- Primarily have a focus on facilities, parks, environment (62%)
- Vast majority have an employment status of staff (87%) with over half (59%) being full time and approximately one-third (31%) being part time
- Almost all (88%) are paid on an hourly basis
 - » Those paid hourly are in the mid to high range: \$20-\$30/hour (43%); more than \$30/hour (36%)
- Two-thirds (67%) have formal recreation / fitness qualifications
- The highest level of education attained is split between college or technical school (46%) and high school (33%)
- Most have been in their current role 1-5 years (45%) or 6-10 years (24%)
- Tenure in the recreation industry is varied: 1-5 years (33%); 6-10 years (25%) or 11 to 20 years (22%)
- Approximately three-quarters (78%) expect to stay working in the recreation industry for the foreseeable future.
- Approximately two-thirds (68%) are satisfied with career opportunities.
- The two most valuable items for recruiting and retaining people are wages (41%) and professional development (18%).

3.3 Administration / Clerical (n=56)

- Primarily work in municipal government (79%) with some working in not-for-profit organizations (18%)
- The majority work in community recreation (66%).
- Have a variety of job focuses: community development, administration (39%); facilities, parks, environment (18%); activities, events, entertainment, festivals (16%); and professional, education, financial resources (16%)
- The employment status is almost all staff (96%) and almost all being full time (91%)
- Over half (55%) are paid hourly with the balance (45%) paid on monthly or annual salary
 - » Those paid hourly are mainly in the higher end: more than \$30/hour (52%); \$20-\$30/hour (42%)
 - » Those paid a salary show a split between lower and higher: \$45,000 to \$60,000 (44%) and \$80,000 to \$100,000 (24%)
- Over one-third (39%) have formal recreation / fitness qualifications
- The highest level of education attained is split between university / bachelor degree (43%) and college / technical school (28%)
- Most have been in their current role 1-5 years (50%) or 6-10 years (22%)
- Tenure in the recreation industry is varied: 1-5 years (28%); 6-10 years (22%) or 11 to 20 years (29%)
- Approximately two-thirds (69%) expect to stay working in the recreation industry for the foreseeable future
- Approximately half (53%) are satisfied with career opportunities in the field.
- The two most valuable items for recruiting and retaining people are wages (39%) and career advancement (32%).

3.4 Leaders / Interpreters (n=52)

- Most work in municipal government (60%) with some working in not-for-profit organizations (17%) or the provincial government (10%)
- Generally work in two industries: fitness, health, and active living (44%) or community recreation (44%)
- Job focus is generally in two areas: health, fitness, rehabilitation, therapeutic (43%) and facilities, parks, environment (22%)
- Vast majority have an employment status of staff (87%) with almost half (49%) being part time and approximately one-third (36%) being full time
- Vast majority (86%) are paid on an hourly basis
 - » Those paid hourly have a wide spread of pay: more than \$30 / hour (39%); \$20-\$30/hour (30%); and \$15-\$20 /hour (25%)
- Over three-quarters (80%) have formal recreation / fitness qualifications
- The highest level of education attained is diverse: high school (31%); college / technical school (20%); and university / bachelor degree (33%)
- Most have been in their current role less than 1 year (25%), 1-5 years (35%) or 6-10 years (22%)
- Tenure in the recreation industry is varied: 1-5 years (28%); 6-10 years (22%) or 11 to 20 years (29%)
- Over three-quarters (86%) expect to stay working in the recreation industry for the foreseeable future
- Two-thirds (67%) are satisfied with career opportunities
- The two most valuable items for recruiting and retaining people are wages (52%) and professional development (18%).

3.5 Retail Clerks / Customer Service (n=39)

- Primarily work in municipal government (82%) with some working in the private sector (13%)
- Almost all work in community recreation (64%) and fitness, health, and active living (33%).
- Three main job focus areas: facilities, parks, environment (36%); activities, events, entertainment, festivals (26%); and health, fitness, rehabilitation, therapeutic (21%)
- Vast majority have an employment status as staff (90%) with over half (57%) being part time and over one-quarter (29%) being casual
- Almost all (97%) are paid on an hourly basis
 - » Those paid hourly are mainly paid \$20-\$30 / hour (61%)
- Approximately three-quarters (76%) have formal recreation / fitness qualifications
- The highest level of education attained is diverse: high school (32%); college / technical school (30%); and university / bachelor degree (35%)
- Most have been in their current role less 1-5 years (55%) or 6-10 years (21%)
- Tenure in the recreation industry is mainly from 1-5 years (42%) or 6-10 years (37%)
- Over half (60%) expect to stay working in the recreation industry for the foreseeable future.
- Over half (57%) are satisfied with career opportunities.
- The two most valuable items for recruiting and retaining people are wages (65%) and career advancement (16%).



ARPA Employer Interview Research

Findings Report

May 2020



The Province of Alberta is working in partnership with the Government of Canada to provide employment support programs and services.

Funded by:



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1.0 Introduction

This document provides an overview of employer interview research findings as part of the Alberta Parks and Recreation Association's (ARPA) 2019/2020 *Recreation and Parks Labour Market Research Project*. This project is focused on conducting current research on the recreation industry labour market and determining trends, as well as to eventually develop education and training plans in response to findings to support ARPA members to continue delivering programs and services that enhance the wellbeing of all Albertans.

A major goal of the project was to gather information related to employment in the recreation sector in Alberta, focusing on the government and not-for-profit sub sectors. To accomplish this goal, extensive research of industry stakeholders (i.e. employers, employees and focus groups) took place between December 9, 2019 and February 3, 2020. Research conducted included an employee survey, employer interviews, and hosting in-depth focus group sessions. This research gathered data on wages, employee experience and education, appeal and attractiveness of the industry, job satisfaction, career opportunities, and employer HR challenges. Findings from the employer interview portion of the project are presented in this document.

1.1 Report Overview

This project builds upon previous ARPA research on the recreation industry and this document begins with a brief summary of major findings of the *2002-2005 Alberta Recreation Industry Labour Market Project*. Findings of the employer interview research portion of the larger research programme are presented in this report.

Following the summary of the *2002-2005 Project*, an overview of the research methodology and interview protocol is provided, as well as interview participant profiles. Survey findings are then presented in brief, organized by sub-sector (i.e. facilities, parks & environment; community development & administration; and health, fitness, rehab & therapeutic). High level synopses for each question posed to employers are provided, with illuminative quotes included where appropriate. Where possible, comparisons are made between respondents of different geographies (i.e. large vs. small/rural municipalities). More detailed interview findings can be found in technical appendices at the end of this report (Appendix B: Detailed Interview Analysis and Appendix C: Employer Interview Raw Data which can be found in the main report appendix).



1.2 2002 – 2005 Alberta Recreation Industry Labour Market Project Findings

This research builds on earlier ARPA work (i.e. Alberta Recreation Industry Labour Market Project) that examined the size and scope of Alberta's recreation industry, analyzed the industry's labour market, and identified education and training needs for the immediate and long-term future (2002-2005). Major findings of the 2002-2005 include:

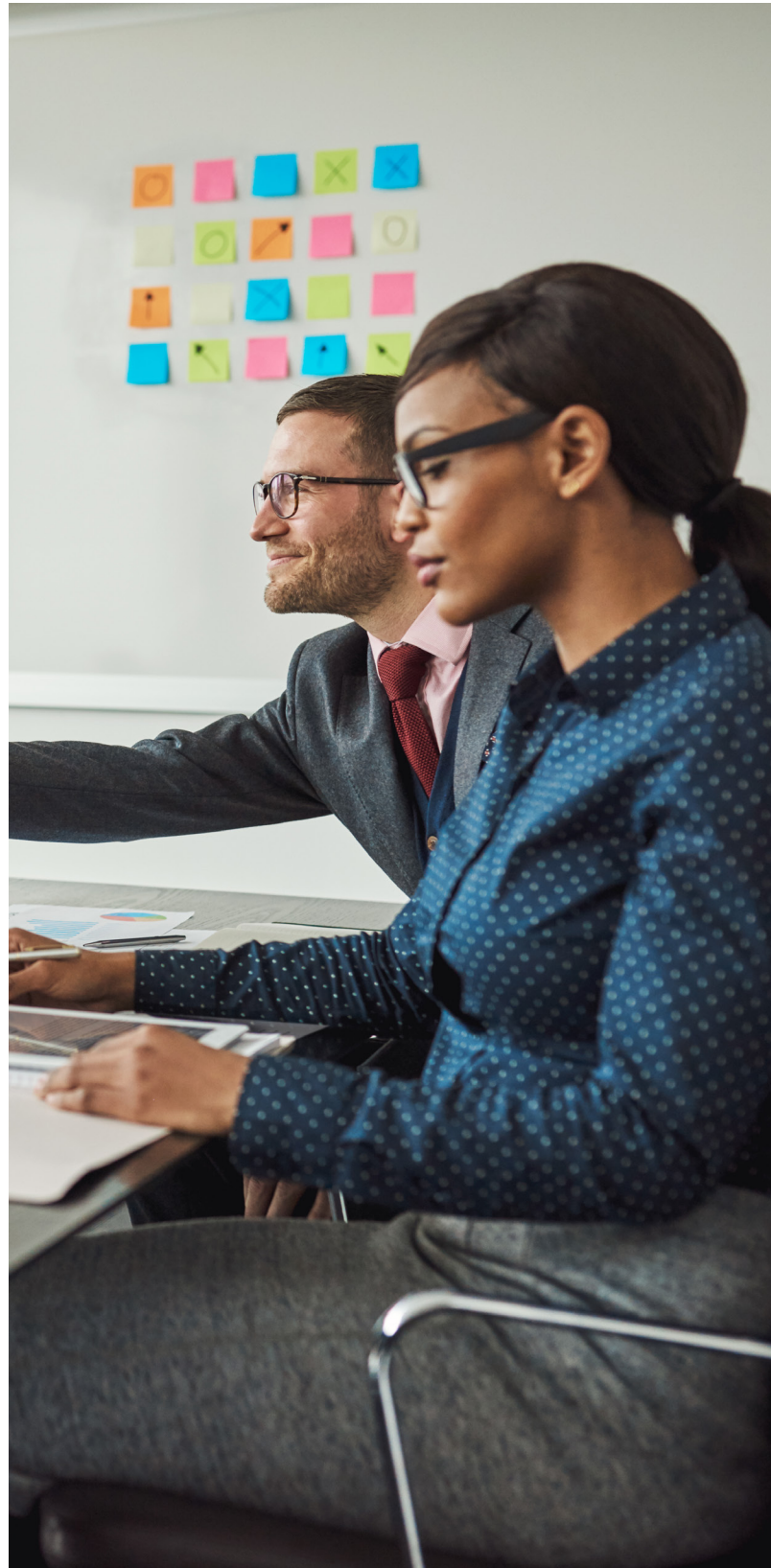
- Aging populations, increasing immigration to the province, growing demand for access to recreation from disadvantaged groups, rising youth obesity rates, and increasing health care system costs were identified as major trends impacting the recreation sector in Alberta.
- Security and safety were also identified as major challenges, particularly in areas related to liability and risk management.
- Downloading of services from provincial to municipal governments and from municipal governments to the non-profit sector was identified as a trend as well.
- Staff within the sector require additional soft skills in areas including conflict management, problem analysis, and communications.
- Post-secondary programs in recreation need to provide more effective applied learning and integrated training opportunities for students.
 - » Joint degree programs (e.g. recreation combined with law, business, engineering) should be explored to increase educational effectiveness.
- Conflicting and/or confusing certification standards need to be resolved within the sector.
- Public, private, and not-for-profit profits should be promoted within the sector.
- Competition for limited financial resources, increasing costs and operating revenues, and growing customer demands require recreational professionals to have strong business skills in areas including leadership, marketing, and negotiation to be successful.
- Many leaders within the sector are aging, nearing retirement, or are being promoted out of the recreation sector – particularly within the public sector.
- Employers and employees within the industry believe that reductions in recreation education programs within post-secondary institutions, limited career opportunities, non-competitive compensation rates, and challenging working conditions will limit new leaders from emerging.
- Mentorship and professional development are key for addressing skill labour gaps.
- Employers increased staffing in recent years and expected to further increase staff capacity.
- Ideals are as important as salary in motivating recreation industry employees/students to pursue a career in the sector. However, a tight labour market challenges recruitment.
- Limited pay scales challenge the industry's ability to recruit qualified employees.
- The sector relies extensively on volunteers, who often put in a lot of their own funds.
- Part-time and seasonal work is prevalent within the sector.
- Recreation industry professionals are in demand in other sectors due to their well-rounded education and values/skillsets.
- Many jobs within the sector require formal education and certification, particularly where liability exists.
- There is a sense of disconnect between educators and practitioners in the field, leading for new strategies to build cooperation to be developed.
- Business or general management, human resources management, and leadership are skill and knowledge deficits identified by employers.

1.3 Research Methodology

Employers within the recreation sector were interviewed to gather information on several topic areas pertinent to labour trends and challenges. These topic areas include employee supervision, recruitment, staff training, and broader challenges within the industry such as succession planning, career development and other trends. Data was collected via interviews, occurring primarily over the telephone or else participants submitted written answers. To ensure consistency, a 13-question interview guide was developed to structure conversations (See Appendix A). This guide was informed by the findings of the prior ARPA survey and by ARPA administration.

An initial shortlist of employer participants was compiled in consultation with ARPA administration to ensure a broad range of organizations were contacted. Potential participants were initially grouped into one of four categories: community groups/businesses, municipal government, provincial/federal government, and universities/colleges. These groups were established so that information gathered was from a diverse audience, with varying perspectives on the dynamics of the recreation industry (i.e. those delivering programs and services, educators, policy makers, etc.). Indigenous employers were also identified and engaged by ARPA staff, with data shared upon interview completion. The initial shortlist consisted of 61 potential participants; eight participants were removed due to contact information being outdated, generic or no longer up to date (i.e. participant had left their position, etc.).

The remaining 53 potential participants were invited via e-mail to participate in an interview in early-December 2019. For participants that did not respond, an additional two rounds of e-mails were circulated, one in early-January 2020 and the other in early-February. In total, 23 responses were collected, 5 of which were submitted by participants in writing, 2 provided by the other consultant (Indigenous-specific), and the remaining 16 collected through telephone interview. Interviews lasted between 20 and 60 minutes, approximately. Data was collected through detailed notetaking during the interview (typed), with data captured verbatim as much as possible. Following interviews, brief revisions were made to correct typos and transcripts were then shared with participants to ensure accuracy (i.e. member-checking). No participants indicated that corrections were necessary.



Respondent Profiles



Facilities, Parks & Environment*

- City of Medicine Hat
- City of Airdrie
- Kneehill County
- Mackenzie County
- MD of Opportunity No. 17
- Town of Castor
- Town of Hanna
- Town of Peace River



Community Development & Administration

- Government of Alberta – Parks
- Olds College
- Lifesaving Society – AB & NWT
- Boys and Girls Club of Calgary, Indigenous Initiatives
- City of Spruce Grove



Health, Fitness, Rehab & Therapeutic

- Lifestyle Options Retirement Communities
- University of Alberta
- City of Edmonton
- Origin at Spring Creek Active Lifestyle Residences, Canmore
- Grand Prairie Regional College
- Glenrose Rehabilitation Hospital
- Siksika Health Services



* the large vs. small/rural breakdown is 2 large municipalities and 6 small/rural.

Data Segmentation

Once all interviews were completed, data was then segmented from the initial four categories to better illustrate findings for interested associations within the recreation industry. These sectors are: facilities, parks & environment (Alberta Association of Recreation Facility Personnel); community development & administration (Alberta Recreation and Parks Association); and, health, fitness, rehab & therapeutic (Alberta Fitness Leadership Certification Association & Alberta Therapeutic Recreation Association). Results presented below are organized into these segments, with question synopses provided. For an overview of all organizations surveyed and raw data, please see Appendix C.

Response Rate & Research Limitations

Excluding two interviews with Indigenous organizations (completed by ARPA staff), a total of 21 out of 53 participants contacted completed an interview (40% response rate). The number of interviews completed provides good information and insight into challenges and experiences of employers within the sector. However, these findings cannot be considered statistically representative of all industry employers. As such, while some conclusions may be drawn from information gathered, caution should be exercised about generalizing findings to all employers within the sector.





2.0 Employer Interview Findings

2.1 Facilities, Parks & Environment

Of the 23 employer interviews completed, 8 participants fall into the facilities, parks & environment segment. These employers are focused on facility and parks operations, development, and maintenance. While data is of interest to all within the recreation industry, this segment is of interest to the Alberta Association of Recreation Facility Personnel (AARFP).¹ Of the 8 participants within this segment, 2 are based in large urban centres and the remaining 6 based out of smaller or rural municipalities/counties. Findings presented below are broken down geographically.

Overview of Job Responsibilities and Hiring/Supervising

Respondents in both large municipalities and small and/or rural municipalities indicate having broad job duties, ranging from supervision of staff, strategic planning, and recruiting for higher-level positions within organizations. Some staff report also having to manage budgeting and financial management of operations.

Large Municipalities

- More specialized departments/areas, including arenas, pools, leisure centres, etc.
- Tend to provide overall strategic direction/leadership in supervision
- Less likely to be actively involved in recruitment, but more involved in hiring above the supervisor level (e.g. team leads, managers, superintendents)
- Large municipalities often have formalized staff performance management agreements, etc., so more time dedicated to bureaucratic tasks

Small/Rural Municipalities

- Greater likelihood to also manage agriculture programs, as well as responsibility for all recreation facilities, programs, parks/parks maintenance
- More likely to work directly with CAOs and elected officials to develop financial and strategic direction
- More likely to have a greater degree of supervision/hiring involvement due to smaller staff sizes, with fewer permanent staff compared to larger centres
- Tend to manage facilities over a broader geographic area, including at the county-wide level

Challenges in Hiring/Recruiting

Both large and small/rural municipalities indicate that providing permanent, stable positions to staff is a major challenge for recruiting qualified staff. Budgets for hiring are declining given the broader economic downturn in the province.

Large Municipalities

- Hiring/recruiting challenges impacted by having to compete with private-sector facilities operating within the sector.
- Recruitment pools are generally robust in large urban centres, with employers noting that the appeal of working for ‘the city’ and competitive wages/perks (e.g. staff development, pensions) assists in recruitment
- Adapting to shifting public demand for programs and facilities can be challenging, as it is a constant process to ensure staff are appropriately trained and/or certified
- Some candidates at the supervisory level can lack ‘soft’ skills and administrative experience needed to be successful in leadership roles in large municipalities

Small/Rural Municipalities

- Often struggle with having smaller talent pools to recruit from compared to large centres
- Tend to have to compete with other sectors that can pay higher wages (e.g. resource sector, primary industries)
- Finding qualified staff within or willing to relocate to a small/rural community is the most commonly identified challenge
- Broader trend of rural to urban migration is making it more difficult to attract former residents back to small/rural communities upon completion of post-secondary studies

How Have Challenges in Hiring/Recruiting Changed?

Respondents in both geographic subsegments note, again, that permanent, stable positions are becoming less common, making recruitment more difficult. Specialized skills are also more difficult to recruit for in some areas, including aquatics.

Large Municipalities

- Fewer permanent, established positions (FTEs), larger municipalities shifting to contracts or part-time positions more commonly
- Less candidates applying with technical skills/experience in areas such as arena operations and aquatics programs
- Slight increase in applicants coming from the oil and gas sector, increasing the overall experience diversity of the talent pool

Small/Rural Municipalities

- Challenges have not changed significantly over time in terms of candidate quality and pool size
- Did not report seeing an increase of qualified candidates from other sectors due to the economic downturn
- Youth are increasingly moving to and staying in larger centres, further decreasing the talent pool from which to recruit, particularly for summer/seasonal positions

Challenges in Maintaining Appropriate Staff/ Staff Levels

Respondents again cited a declining ability to provide permanent, full-time positions to staff as the primary challenge impacting abilities to maintain appropriate staff/staffing levels. Budget constraints were once again identified. Seasonal hiring and frontline turnover are also identified as challenges.

Large Municipalities

- Navigating union constraints can be difficult when it comes to staff promotion/movement, with seniority having a major influence on staff decisions
- Wages and position permanence are key drivers of turnover, particularly within fitness programming due to having to compete with private gyms
- Some positions require staff to be certified prior to taking on positions, for example lifeguards. Other positions can be ‘trained up’ for on the job, alleviating timing challenges

Small/Rural Municipalities

- Few challenges faced in maintaining permanent, full-time staff due to the appeal of these positions within the community
- Some limitations in terms of ability to promote staff given small organizational structures
- Competing with wages in other sectors and recruiting youth for seasonal positions can be challenging in some communities

How Have Challenges in Maintaining Staff Changed?

Respondents largely note concern over the long-term effects of the province’s economic downturn in terms of their ability to maintain staffing levels, with some respondents noting that staff contraction is possible given the likelihood of lower budgets moving forward.

Large Municipalities

- Growing competition from the private sector (e.g. private sector) and some municipal tension about cities competing against private-sector fitness facilities
- More niche programs are being offered and demanded by users (e.g. crossfit, parkour, etc.), creating new demand for staff with specialized skills
- Recruiting younger staff has become more difficult, as many are not necessarily educated in recreation and are looking for permanent work in their field (e.g. education)

Small/Rural Municipalities

- Challenges have largely not changed significantly over time
- Impacts of provincial economic downturn starting to be felt, with many departments concerned with long-term resources
- Downturn has made staff retention a bit easier, but also must manage potential for staff contraction as well

Challenges Requiring Attention within 10-20 Years

Facility maintenance and increased operating costs were identified by respondents. Aging infrastructure is a significant concern within municipalities, with many respondents indicating they are struggling how to determine whether to reinvest in existing facilities, develop new facilities, or close facilities all together.

Large Municipalities

- Financial challenges in the short- and long-term, including managing staff wage increases, unionized workforces, and keeping operating costs down
- Volunteerism as a major challenge, as hosting major events, community events, etc. requires a strong volunteer base for success – sense that volunteering is becoming less common
- Health, safety, risk management, liability and reporting requirements (e.g. incident reporting) are increasing costs and bureaucratic burden, limiting staff time for other tasks
- Finding alternative revenue streams is a challenge, as there is a tenuous balance between user fees, grant funding, taxation, and corporate sponsorships

Small/Rural Municipalities

- Attracting qualified staff to small/rural communities requires attention and a strategic approach
- Many amenities in small/rural communities are nearing or have exceeded operational lifespans, creating situations in which some facilities may have to be revitalized at significant cost or shuttered

Actions to Address Challenges in Hiring/Retaining Staff

Large Municipalities

- Creating more permanent positions
- Having access to comparable salary data and scales within the sector to ensure staff are paid appropriately
- Better educating youth on opportunities within the recreation sector – as more than just a good summer job, but as a rewarding career
- Providing leadership development and staff advancement opportunities

Small/Rural Municipalities

- Be more creative when it comes to things like benefits packages, foster a positive work environment, and offer flexible work hours/arrangements to overcome geographic challenges
- More remote communities should work together to collectively offer training opportunities, as training budgets are under stress and it is often costly for small/rural municipalities to send staff out of the community for training

Staff Education/Training/Experience Level Trends

Respondents noted often having to hire staff with the right attitude and work to develop skillsets, particularly in areas such as aquatics, arena operations, and so forth.

Large Municipalities

- Staff often have significant educational experience (e.g. bachelor or master degrees) or work experience, but few staff with specific recreation and/or recreation administration backgrounds
- Trend towards fitness staff having kinesiology degrees
- Lack of business training and financial skills

Small/Rural Municipalities

- No significant education trends identified
- Some identified that fewer staff are considering recreation as a long-term career due to few positions being available and a lack of upwards momentum
- Training budgets are often limited
- More often must hire staff with the right attitude and work with them to develop due to having few applicants coming from outside the community

Career Path Definition

Respondents indicate that career paths within the sector are not well-defined, but that efforts are being made to better map out how staff can develop within their organizations. One challenge reported in municipalities of all sizes is that there is limited turnover at senior levels within recreation departments.

Large Municipalities

- Minimal staff turnover at the leadership level, which creates somewhat of a bottleneck for skilled staff to move up in the organization
- Many staff view large municipalities as ‘employers of choice’ and look instead to other departments for advancement
- Efforts are being made to better define career paths and provide staff with professional development opportunities

Small/Rural Municipalities

- Small staff sizes and few opportunities to move up within recreation departments, as there may be just a single leadership/manager-level position within the organization
- Lack of professional development opportunities leave many staff looking for opportunities to advance leaving the sector entirely

Ability to Manage Succession Planning

Succession planning is a concern in both large and small/rural municipalities, with respondents indicating that many senior staff are now nearing retirement age. Many respondents identify the value in developing succession plans but acknowledge that it can be very difficult to manage these transitions.

Large Municipalities

- Replacing institutional knowledge within larger organizations can be difficult when staff retire
- More likely to have succession planning processes in place
- Larger staff sizes with staff looking for opportunities to gain new skills and experience

Small/Rural Municipalities

- Staff sizes tend to be small and there are fewer staff that can immediately step into more advanced roles when required
- Decreasing training budgets are having a cascade effect on succession planning, as smaller communities often must hire for fit rather than skillset. Cannot train staff up to take on new duties as easily

Other Thoughts on Career Entry/Progression

Large Municipalities

- Need for recreation-focused programs to provide practical skills on the finance and human resources side of things, things like metrics reporting, ROI calculations, personality management, etc.
- Tracking demographics, trends and utilizing data are important abilities to focus on to be successful within the sector
- Growing challenge to compete for people's limited time, attention, and financial resources – look to adding value beyond basic amenities

Small/Rural Municipalities

- Lack of awareness of what opportunities exist within the sector limits new entrants to the sector
- Better effort to communicate the 'value proposition' that recreation staff have in small/rural municipalities is needed, especially when it comes to facility maintenance and program development



2.2 Community Development & Administration

Of the 23 employer interviews completed, 5 participants fall into the facilities, community development & administration segment. These employers are focused on policy/governance, education, community development, and advocacy. This segment is of interest to ARPA, whose mission is to collaborate with members and partners to build healthy citizens, communities and environments, and enhance the wellbeing of all Albertans. There is a good geographic and thematic spread amongst participants, with the provincial government, a college, a non-profit society, a large municipality, and the Boys and Girls Club of Calgary (Indigenous Initiatives) represented.

Overview of Job Responsibilities and Hiring/Supervising

- Business planning, investment attraction/strategies
- Strategic planning, communications and leading community capacity building initiatives
- Staff/student instruction/training
- Indigenous reconciliation and stakeholder engagement/relationships
- Overseeing program development
- Depending on size of organization, HR departments take on a lot of the hiring responsibilities
- Other hiring duties include creating job postings, attending interviews, and making final hiring decisions
- Supervision duties vary, with some respondents reporting having direct reports and other having a staff level in between

Challenges in Hiring/Recruiting

- Finding staff with the right skillsets and aptitudes
- Finding staff with both specialized and generalized knowledge for positions – for example economic modelling, performance measures, systems planning and ‘soft skills’
- Managing budgetary constraints (particularly at the provincial level)
- Finding Indigenous professionals is difficult due to strong competition for qualified staff
- Navigating the wage gap between non-profits and the public/private sector

How Have Challenges in Hiring/Recruiting Changed?

- One respondent noted a trend in terms of volume and quality of applicant pools shifting over time, creating a new challenge in timing of positions being advertised
- Need to hire staff with broader skillsets than in years prior, as staff with more diverse abilities tend to be better equipped to deal with change and add to organizational capacity
- One respondent suggests staff loyalty is decreasing over time, with younger staff more willing to move onto other opportunities more rapidly, looking rather for organizations with good reputations and leadership than financial considerations alone

Challenges in Maintaining Appropriate Staff/Staff Levels

- Respondents in larger organizations note that internal staff movement is often encouraged, with staff moving out of the recreation sector in demand for having diverse skillsets
- Work environments can be demoralizing depending on the context, which can discourage ambitious, energetic staff from leading change
- Qualified Indigenous staff are often ‘poached’ by organizations that can offer higher wages
 - » Creating work environments that are culturally safe for Indigenous employees, navigating variable Indigenous program funding, losing Indigenous staff that return to their home communities/reserves and higher rates of burnout amongst Indigenous staff are also challenges

How Have Challenges in Maintaining Staff Changed?

- Many challenges have remained constant over time, including funding constraints, communicating the value of parks and recreation to the public, and providing competitive wages
- Sense of a declining commitment of staff to stay within the recreation sector
- Staff, particularly newer hires, are more willing to follow interests and move to other positions if values do not align with those of their employer

Challenges Requiring Attention within 10-20 Years

- Growing need to ‘do more with less’
- Managing evolving safety standards and mitigating risks
- Adaptation to evolving environmental challenges (i.e. climate change)
- Developing public-private partnerships to overcome funding challenges
- Monitoring external trends that will affect the sector, including income inequality, artificial intelligence, and changing preferences as to how people chose to ‘recreate’
- Canada’s Indigenous population is the fastest growing demographic in the country – conscious efforts are needed to ensure facilities and programs are safe and inclusive for Indigenous users, shifting towards greater cultural diversity within the sector more broadly

Actions to Address Challenges in Hiring/Retaining Staff

- Focus on the philosophical values of the recreation sector to better align positions with staff values and fulfill staff beyond just wages
- Within the Indigenous space, culture shifts are needed to embrace duality – must create genuine spaces for Indigenous cultures to be celebrated and thrive within a recreation setting, as well as ensuring the physical/cultural safety of Indigenous staff
- Finding staff with the right skillset and personality can be challenging, but investing efforts in finding the right ‘fit’ personality wise is an effective strategy for hiring/retaining staff
- Communicate to staff clear development paths and focus on staff motivation, as many staff feel they are ‘stuck’ in their positions after a certain period
- More experimental on the job learning opportunities

Staff Education/Training/Experience Level Trends

- Operating within a unionized environment can create challenges in terms of training and skillsets, as collective agreements often prioritize seniority over fit
- Increase in nature-based tourism education and the business side of tourism skillsets
- Those coming out of education programs are more so capable problem solvers, rather than subject matter experts
- Greater staff awareness of and sensitivity towards inclusiveness, particularly when it comes to marginalized groups and Indigenous recreation
- Instructors no longer viewed as the ‘keepers of knowledge’ but rather validators of student ideas, particularly with the internet opening knowledge so significantly
- Some organizations explicitly require a university degree or diploma, but do not have many requirements as to specialization area

Career Path Definition

- Career paths often not well defined or are variable depending on subsector
- Some positions are more specialized (e.g. GIS analyst) and others more generalist-type roles less defined by duties and more so approach to work
- Many municipalities are dealing with a ‘bottleneck’ of supervisors that limit staff advancement
- Recent graduates can find themselves in positions where they cannot advance in their career path within their area of specialized knowledge

Ability to Manage Succession Planning

- Succession planning viewed as important to minimizing institutional knowledge loss, but budget and time constraints can challenge ability to effectively plan for staff turnover
- Variable levels of preparedness and ability to plan for succession, but broad awareness of the importance of having succession plans in place
- Some organizations (e.g. provincial government, municipalities) are electing not to fill vacant positions due to budget constraints
- Tendency for some staff to become key holders of institutional knowledge. Departure of these staff can be particularly challenging to succession planning

Other Thoughts on Career Entry/Progression

- Potential that staff will no longer be hired to do 'one thing' anymore, instead having to do many things, work with diverse groups and take a systems approach
- Specialized skills will remain important, particularly within municipal settings
- Investing more into training staff and paying for specialized skill sets can lead to long-term cost savings – having the right staff member in place can reduce maintenance, operations, etc. costs
- Risk of institutional knowledge and leadership being lost due to retirement is a risk. Ensuring knowledge is passed down and education/training approaches are sustainable will be critical



2.3 Health, Fitness, Rehab & Therapeutic

Ten participants out of 23 fall into the health, fitness, rehab & therapeutic segment. These employers are focused on delivering health, fitness, rehab and therapeutic programs and services in public, private and non-profit organizations, including universities, large municipalities, senior care facilities and Indigenous communities. This segment is of interest to the Alberta Fitness Leadership Certification Association and Alberta Therapeutic Recreation Association, organizations focused on standards for training and certification of exercise professionals in Alberta and promoting the profession of therapeutic recreation in the province.

Overview of Job Responsibilities and Hiring/Supervising

- Wide range of job responsibilities, which generally include providing leadership, program and service design, internal/external stakeholder engagement, overseeing training and so forth
- Those more involved in program design/delivery tend to be more actively involved in supervision as well
- Respondents in this segment report a high degree of involvement in hiring and recruiting staff
- Those working in the health/rehab/therapeutic side (i.e. organizations employing recreation therapists) also report having to manage the complexities of working with other levels of government to secure funding (i.e. Alberta Health Services)
- With program delivery, coaching is a major component of respondent job duties, as some respondents report overseeing more than 250 course instructors

Challenges in Hiring/Recruiting

- Can be difficult to hire staff in niche areas, including working with children, seniors, those with disabilities, and so forth
- Part-time staff turnover is a challenge, particularly within organizations that hire students – there is a temporal dimension in terms of knowing students will only be in programs for a set number of years
- Hiring external candidates can be more difficult within unionized organizations
- Can be difficult to sell Band Councils and community members on the importance of investing in recreation and sport and to find staff that are responsive to diverse Indigenous community needs
 - » Residential school survivors see recreation differently – as something often forced upon them, but also as key to survival

How Have Challenges in Hiring/Recruiting Changed?

- Frontline staff turnover is a larger challenge, as many staff are looking for opportunities to secure permanent, full-time work
- Respondents in more remote locations report struggling to attract candidates to the region, including recreation management graduates that grew up in these communities – used to be easier to attract candidates back
- Need to constantly adapt to changing user demands and expectations for programs – example of group fitness now being more popular, but can be difficult to find staff with these skills
- Providing stable, consistent, permanent positions is becoming more challenging
- Practicums and work experience arrangements are now major components of educational components, which increases the ambition and overall skill of staff

Challenges in Maintaining Appropriate Staff/ Staff Levels

- Budget constraints are limiting organizations to create new positions, provide staff training, and adapt to trends
- There are often few opportunities available for staff to move up within the subsector, as many staff in senior positions tend to stay in their roles for a long time
- Attracting and retaining qualified staff is challenging in more rural or remote areas compared to larger urban centres
- High cost of living in some communities can force staff to exit the sector due to wages not covering living expenses
- Program enrolment dynamics can create pressure to hire or let staff go quite quickly. Hiring for summer camps and programs requires a rapid hiring of dozens or hundreds of staff

How Have Challenges in Maintaining Staff Changed?

- Lateral staff movement rather than upward movement is becoming more common, creating even greater competition for roles that do not necessarily have higher wages/ importance or responsibilities, but more so opportunities for staff to gain new skills
- Greater prevalence of staff burnout and managing work environment pressures
- Private sector increasingly attracting staff due to being able to offer more stable hours or better pay

Challenges Requiring Attention within 10-20 Years

- Broader sense that health, rehab, and therapeutic subsectors are not valued appropriately, with funding levels reflecting this. Effort is needed to better communicate the value proposition.
- Long-term funding stability is needed for organizations to adequately adapt to aging populations, support healthy aging, and meet new cultural preferences resulting from greater immigration – significant concerns
- Indigenous employers note that holistic approaches to sport, fitness, health and recreation are emerging. Understanding broad factors affecting participation, including social determinants, is an important step to addressing systemic, historic challenges communities are facing
- Demand for and affordability of long-term care and affordable, accessible recreation opportunities
- Greater focus on facility design and programming to create new opportunities for cross-training and hybrid-type positions, particularly within Indigenous communities. New skillsets (e.g. crisis prevention training) and blended services are needed (e.g. psychology services within rec/ sports centres) to have a positive impact on Indigenous youth through recreation

Actions to Address Challenges in Hiring/ Retaining Staff

- Sport and recreation have a critical role to play in supporting communities to heal from trauma. It is important to create positive, culturally inclusive spaces for Indigenous staff to flourish
- Actively try and create a ‘family’ type work environment where staff feel valued, appreciated and respected to overcome budget limitations
- Provide abundant professional development opportunities
- Create opportunities for staff to share knowledge with one another, by example requiring staff that attend a seminar to give a presentation to staff that did not
- Align educational programs in the province with national standards within recreation therapy

Staff Education/Training/Experience Level Trends

- AHS now requires all applicants to have degrees, which will increase the overall level of education that applicants are presenting
- Growing staff interest in pursuing additional certifications and education while on the job, in many areas, including emotional intelligence, dementia care, diversity/equity
- Some note they are getting better educated applicants and staff, but sometimes without significant work experience
- Common educational backgrounds include kinesiology, physical education, recreation therapy, and/or diplomas in health, fitness and rehab
- Increase in the number of educators applying to large municipalities particularly in areas where working with children is required
- One respondent working within therapeutic recreation has noticed more and more applicants are trained in the discipline, rather than in other areas such as physical education

Career Path Definition

- Varies by the subsector – some respondents indicate paths are very well defined, others not defined at all
 - » A respondent working in adaptive physical activity, for example, notes that many graduates are unsure as to how to translate their skillsets, limiting career progression
- Many staff begin within recreation and eventually transfer to other departments to continue their professional development
- Seniority and unionized workforces limit career path definition within the subsector, as there are instances where best candidates are not being considered due to seniority
- New opportunity areas (e.g. mental health, dementia care, LGBTQ+ and Indigenous inclusiveness, multicultural/multigenerational recreation) are creating new opportunities, but broad path definition will take time
- Limited opportunities to move into senior roles within many organizations due to limited staff turnover

Ability to Manage Succession Planning

- Succession planning is an important topic within the subsector, with many respondents noting that plans and strategies are in place to manage succession
- Creating action plans and ‘how to’ documents to support staff covering off for sick days/vacation to using performance agreements to map out skillsets and gaps are strategies identified by respondents to manage succession
- Lack of turnover in senior-level positions has created a strong pool of qualified staff internally, particularly within municipal settings
- Important to actively encourage younger people to enter the recreation sector now to limit institutional knowledge loss and provide adequate mentorship before senior staff retire

Other Thoughts on Career Entry/Progression

- The diversity of opportunities available within health, fitness, rehabilitation and therapy needs to be better mapped out and communicated to students and graduates
- Expediting changes to academic programs to better meet emerging requirements and trends in the sector should be prioritized (e.g. new certifications)
- Recreation is not often just a 9-5 job. Managing expectations and maintaining flexibility is critical
- Important to acquire skills in areas such as budgeting, marketing, financing
- Educational institutions need to become more active in promoting subsectors within recreation and developing specialized programming. Change in this area can be extremely slow.
- An Indigenous employer expressed the importance of taking a holistic view on health, recreation and wellness. In relation to sports and recreation specifically, the connection between community development, mental health, and physical wellness is slowly being re-established in the Indigenous context

ACKNOWLEDGMENTS

APPENDIX 1

**The Province of Alberta is working in partnership with
the Government of Canada to provide employment
support programs and services.**

Funded by:



Conclusion

The Alberta Recreation and Parks Industry Labour Market Report was an industry led project and the first in 15 years. Over the course of those 15 years, aspects of the Alberta recreation and parks industry have changed while others haven't. In addition, COVID-19 occurred at the end of this report development and will have lasting implications on the trends and information presented.

The findings in this report represent a part of the Alberta Recreation and Parks Industry. Recreation, as defined by the sector in this report, is found within multiple industries as reported and categorized by both the provincial and federal government. Furthermore, the breakdown of urban, rural, remote, and indigenous communities gave a snapshot of the industry differences and similarities in those communities. Overall, the information presented was compiled from over 500 employees, 65 employers, 350 submitted positions, and 20 interviews conducted. While these participation numbers provided a lot of great information, caution should still be applied making generalizations or forming conclusions. The participation of employees, employers and the data they provided gave a snapshot of the overall industry and can begin to show a trend since 2005. It is the desire of the sector partners that this report will be built upon again. However, sooner than 15 years from now!

The conclusions found in this report can provide snapshots into the sector and allow human resource departments, employers, and employees to read and understand the pulse of the current Alberta recreation and parks industry.

Acknowledgments

This report was developed in collaboration with sector partners, consultants, and those who took the time to participate in surveys and interviews. The Alberta Recreation and Parks Industry Labour Market Report would not have been possible without the financial support of the Government of Alberta and the Ministry of Labour & Immigration. The Province of Alberta is working in partnership with the Government of Canada to provide employment support programs and services.



We would like to take this opportunity to thank our sector partners who contributed both financially and in-kind through their time.

Alberta Association of Recreation Facility Personnel (AARFP)

Alberta Fitness Leadership Certification Association (AFLCA)

Alberta Therapeutic Recreation Association (ATRA)

Indigenous Sport Council of Alberta

Ministry of Labour & Immigration

Those who participated on the Steering Committee, which directed and provided insight into the development of the report throughout the duration of the project.

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EMPLOYEE SURVEY

APPENDIX 2





Appendix A: Open Ended Responses by Industry Focus





Q11b. If you have formal recreation and / or fitness qualifications or certificates please list them.

Fitness, health and active living

- Degree is Therapeutic Recreation
- Kinesiology and various fitness certifications
- Bachelor of Education degree, Water Safety Instructor (other awards but not required - National Lifeguard and Aquatic Emergency Care, CPR C AED.
- All Swim instructor certificates
 - » National Lifeguard, Red Cross Lifeguard, Water Safety Instructor, Assistant Lifeguard Instructor, Standard First Aid and CPR
 - » Sport Coach 1, Trainer Clinic, National Lifeguard –Water Park, Swim Abilities Instructor, O2 Administration, Exam Standards Clinic, Swim Instructor/Examiner, Lifesaving Instructor/Examiner, Lifesaving Instructor – Advanced, Lifesaving CPR Instructor/Examiner, National Lifeguard Inst/Exam Pool, National Lifeguard – Pool Recert, NL Instructor Clinic
- Lifesaving Society Certificates
- wsi, coach
- Lifesaving Instructor, Swim Instructor, Swim Trainer, Lifesaving Trainer.
- Lifesaving Instructor National Coaching Certification Forest Technology Diploma/Parks and Recreation Division
- Water Safety Instructor Water Safety Instructor Trainer National Lifeguard National Lifeguard Trainer First Aid Instructor
- Lifeguard/instructor certified Undergrad and Masters degrees in Recreation, and Leisure studies Becoming a Master instructor - Nait
- National lifeguard Water Art Water safety instructor Aquatic emergency care
- National Lifeguard certification Aquatic Emergency Care Standard First Aid Lifesaving Instructor Water Safety Instructor
- NL,NLI WSI, RCLG RCLGI SFAC, o2Admin CALA Speedo Water Art
- National lifeguard (NL), LSI, CPR A and C, Bronze Cross, Bronze Medallion
- Bachelor of Science Physical Education, with a Major in Leisure and Sport Management as well as numerous aquatic certificates (too numerous to list)
- Pool operators 2 Arena operators 2 NLS LSI IT CPR/AED First Aid WHMIS ARPA certification
- NLS First Aid CPR o2 admin
- AFLCA National Lifeguard Red Cross swim instructor Life-saving swim instructor Life-saving bronze levels instructor Life-saving first aid instructor
- National lifeguard, first aid, water safety instructor, pool ops 1
- Infant Swimming Resource Self Rescue Instructor
- BARST degree from the U of A, professional ATRA member
- National lifeguard water art and swim and lifesaving instructor
- National lifeguard certification
- National lifeguard Water safety instructor
- WSI NL AEC (Both Red Cross)
- NL waterpark national lifeguard Bronze cross WHMIS 2015 first aid CSTS
- Lifesaving Swim Instructor (LSI)
- NL, WSIT, FAI, Rec Coach, Pool Op 2, LSI
 - » Lifesaving Swim Instructor (March 2018), National Lifeguard (Recertified January 2019), Red Cross Water Safety Instructor (Recertified March 2018), Standard First Aid, CPR-C and AED (Recertified January 2019), Bronze Cross (2013), Bronze Medallion (2011)
- NL, SFL, LSI, Arena and Pool operator 1 & 2 and SFA
- LSI CPR C & AED
- First aid instructor Lifeguard
- LSS Trainer COR Auditor NLI NL LSI
- swim and first aid instruction
- Bachelor Degree in Recreation & Health Education
- AFLCA, Trainer of Fitness Leaders BCRPA, Experienced Registered Yoga Teacher- 200 hours (ERYT-200)
- MA BPE CSEP-CEP AFLCA Trainer and Group Leader (resistance, aquatic, older adult, portable equipment, spin) RYT-200 Urban Poling Leader Hypopressives Level 1 CanFitPro pre-postnatal
- CSEP-CPT AFLCA NASM
- Group fitness certificate
- Phys Ed Degree, CSEP-CEP, MES, NCCP Community Level Tri & Swim Coaching
- AFLCA Canfitpro GGS-1
- arp one and two plus bld. maintenance

- BPE CEP AFLCA Trainer of Leaders Persistent Pain Cert
- Cala
- Bachelor of Physical Education and Recreation
- AFLCA Resistance Training
- CSEP-CPT AFLCA Group Exercise Leader
- A.F.L.C.A. Group Fitness Leader, AQUAFITNESS, Older Adult,
- BA in Recreation Administration First Aid MBA
- AFLCA group fitness certification Aqua certification Resistance training certification
- PGA of Canada Class A Professional
- NL and many many more.
- AFLCA Certification
- Red Deer college Activity Coordinator certificate with Alberta A Seniors and supports Grande Prairie College leadership courses Many 1 day Rec therapy courses, 28 years experience in the field Always looking for additional learning and training opportunities
- AFLCA
- CSEP personal trainer Aflca Active aging practitioner CHPB Holistic nutritionist
- National Lifeguard Certification
- Aqua Fitness MOSSA - Group Power and Group Fight
- AFLCA Aquatics Fitness Leader certificate AFLCA Older Adult Fitness Leader certificate City of Calgary "Gentle Fitness" Fitness Leader training Alberta Health Services "Healthy Living Program" Fitness Leader training AFLCA "Arthritis & Exercise" course
- Degree from U of A in Recreation Administration
- Pool Operator 1&2 Arena Operator 1&2
- ARFP Pool 1,2 ARFP Arena 1 ARFP Building Maintenance 1 ARFP Supervisory Skills
- master certificate
- AARFP Recreation Facility Master Operator Certificate
- Physical Education Degree. AFLCA SFA Instructor
- HIGH FIVE PHCD, Quest 2 etc.. AFLCA NCCP NL WSI SFA Instructor College Diploma
- High Five Training Respect in Sport
- National Lifeguard Pool National Lifeguard Pool Instructor National Lifeguard Pool Instructor Trainer Lifesaving Instructor Trainer Water Art Water Safety Instructor
- AFLCA - Resistance / Group Fitness CAN-FIT-PRO - PTS, FIS, MBS CORFIT - Personal Trainer, Performance Nutrition K9
- Fit Club - Master Trainer (human/canine fitness) Past certifications: *Zumba *Foxy Kickboxing *Turbo Kick *Fitness Kickboxing Canada Advanced *Lebert Fitness EQualizer *Bosu Basics *YogaFit Level 1
- AFLCA Certification with Resistance Training, Group Exercise Specialty, Cycle/Spin Certification and Portable Equipment Designation, POUND PRO Certification and Jumping Jax Training.
- Kinesiology & Sport Studies Diploma Past - aquatics & fitness instructor HIGH FIVE NCCP
- National Lifeguard, First aid, water safety instructor
- NLS water safety instructors BEd with major in physical education
- Lifesaving Instructors Lifesaving examiner CPR level C & AED First Aid Instructors All with lifesaving society
- Personal Trainer from Canfit Pro
- All RFP courses
- UofA BARLS Eleiko Strength Coach Functional Range Conditioning Practitioner
- Phys Ed Degree
- BA - kinesiology Bachelor of recreation studies NLS Certified Pool Operator
- BA in recreation
- BSc in Exercise Science CALA NL WSI, WSIT, MIT LSI AEC
- ARFP Arena, Pool Operators Certifications
- Bachelor of Arts in Recreation Sport and Tourism
- Canadian Society of Exercise Physiologists - Clinical Exercise Physiologist
- BPE AFLCA Group Fitness Instructor

Amateur sport

- Arena Operator 1 & 2
- NL/AEC/O2 and Water Safety Instructor (Red Cross)
- National lifeguard instructor, first aid instructor, lifesaving sport coach, swim 101
- Pool Operations 1&2 NL& AEC CPR-C AED RC Water Safety Instructor
- To many
- A1 A2 operator Building 1&2 , Olympia
- Recreation Diploma
- Certified coach
- National Coach Certification Program Chartered professional Coach designation
- Arena 1 & 2, Olympia Maintenance, Lift/Fall Protection, Skid Steer, First Aid, Life Cycle/Risk Management
- Rec Admin Diploma
- arena ops 1 and 2. pool 1 and 2. 1st aid.
- Leadership certificates Coaching certificates
- BPE
- Arrfp sports field operator 1&2 Arena operator 1&2 Pool operator 1 Supervisory
- arena operator 1 status
- Bachelor Degree in Kinesiology

Outdoor recreation and parks

- AARFP courses: Parks & Sports fields 1 Arena 1 & 2
- Local Government Administrators Certificate SAIT Rec. Facility Operations and Maintenance. Landscape Gardeners -Journeyman
- Bachelor of Physical Education, CPT,
- Primary: Degree in Ecotourism and Outdoor Leadership
- Recreation, Community and Tourism diploma
- Swim instructor
- Paddle Canada Tandem Lake Intro Instructor Trainer Paddle Canada Waterfront Instructor Lifesaving Society Waterfront NL ACCT Level II Ropes Course Facilitator
- AARFP Certificates including Pool level 1
- first aid certifications
- MANY LIFESAVING AWARDS
- National Lifeguard Challenge Course Facilitator Level 2

- All AARFP courses RDC recreational cert. 1 year Business admin 4 year BA physed
- BBA, Diplomas in Therapeutic recreation, community services, playground inspections certificate
- Bachelor of Arts, Recreation and Leisure Studies
- Landscape Gardener Apprenticeship Certified Playground Inspector
- ARFP Courses Close to my masters
- AARFP Parks and Sportfields Level 1&2 AARFP Swimming Pool Operator 1 AARFP Arena Operator 1 AARFP Building Maintenance Level 1 AARFP Lifecycle/Risk Management AARFP Supervisory Skills for Facility Operators
- BA in Recreation and Leisure Studies from University of Waterloo; MA in Physical Education with focus on Sports Administration; Citation in Community Engagement
- First aid instructor
- Honors degreei
- Diploma in recreation administration. Look and rink operator tickets. Curling ice technician. Parks and sports field tickets.
- BA Recreation and Leisure Studies
- Bach. Physical Activity Studies (Sports Admin) MSC. Kinesiology

Community recreation

- MA in Sports and Recreation Stuides
- NL NLI WSI POOL OPS 1 & 2 LSI
- Diploma Sports Administration
- Bachelor of Arts - Community Recreation and Tourism
- yhvyu
- BA Recreation & Leisure Studies Diploma Recreation Administration
- Degree in Recreation and Leisure Studies Certificate in Municipal Management and Leadership
- Coaching certificates
- Bachelor of Arts Recreation and Leisure Studies
- Arena Operator Level 1 Pool Operator Level 1 Parks and Sports Fields Level 1
- NLI, WSIT, First Aid instructor, Pool operator
- Water Safety Instructor Trainer, Lifesaving Trainer, National Lifeguard Instructor, First aid Instructor
- All required lifeguarding certifications, instructing

certifications

- Lifesaving Instructors certification
- Lifesaving National Lifeguard Instructor Lifesaving National Lifeguard Instructor - Water park option Lifesaving First Aid & AEC Instructor Red Cross Water Safety Instructor Trainer Lifesaving Instructor Lifesaving National Lifeguard Aquatic Emergency Care
- AARFP Pool Operators Level 1 & 2
- Degree
- National Lifeguard First Aid and CPR C First Aid Instructor Swim and Lifesaving Instructor
- WSI WSIT MWSIT - Course Conductor Bronze Cross NL/AEC SFA LSI
- CPRA - PDC
- LSI NL WSI NCCP coaching Coaching 101 SFA
- NLS/AEC/CPRC/AED
- Recreation Management Certificate In Progress - Recreation Management Diploma
- Pool ops 1
- Aquatic Emergency Care, National Lifeguard, Water Safety Instructor, Standard First Aid Instructor, National Lifeguard Instructor
- AFLCA
- National Lifeguard Lifesaving and Swim for Life Instructor
- over 2 dozen aquatic instructor and Trainer certifications from the Lifesaving Society, Red Cross and Water Art Certified personal trainer Fitness management bootcamps and training seminars (4 from various agencies)
- AFLCA Aquatic Fitness Instructor LSS Lifesaving Instructor LSS National Lifeguard
- National Lifeguard Water Safety Instructor used to hold WaterART
- National Lifeguard Instructor, LSS/Red Cross Swim Instructor/Trainer, First Aid HCP Instructor,
- Lifesaving National Lifeguard & Trainer Lifesaving First Aid & Trainer Lifesaving Swim/Lifesaving Instructor & Trainer Water Art Fitness Instructor NCCP Kayak Instructor Pool
- NL
- Red Cross: WSI, WSI Trainer Lifesaving Society: LSI, FAI, Trainer (in both first aid and lifesaving)
- Personal Trainer
- Lifesaving Instructor / Examiner National Lifeguard Standard First Aid and CPR/AED
- NL AEC CPR-C WSI O2 Lifesaving society fitness skills
- Western Canadian Operator Master Certificate through Alberta Recreation Facility Personnel
- B Kin from u of c LSS of Alberta, lifeguard, swim instructor and trainer
- Trainer, NLI, FAI, Aquatic supervisory management, SEE, AFLCA, WSI, WSI, some business and rec management courses.
- Water Safety Instructor(WSI)
- red cross swimming instructor life savings society swim instructor coaching certificates in swimming and diving diving certificate
- Lifesaving Society awards to be legally able to lifeguard in Alberta Canada.
- National lifeguard, AEC, Pool op 1, 2, 2 years university, f AID inst, nl inst, lifesaving inst, Red Cross inst,
- National Lifeguard Standard First Aid Along with many instructor certifications
- 3 year Bachelor Arts Degree with a Major in Physical Education
- Lss lifeguard, instructor and trainer certifications
- YMCA Swim Instructor (YSI) Lifesaving Instructor (LSI) YMCA Aquatics Trainer (YSIT) YMCA Aquatics Trainer Educator (YSITE)
- National lifeguard First aid and cpr Bronze med
- RFP Arena & Pool Operators, CPRA Certification,
- Aquatic focused, Lifesaving certifications; NL, LSI, AEC & Instructor Trainer Red Cross certifications; WSI, WSIT & SFA Instructor AFLCA Aquatic Fitness
- Two year Recreation degree AFLCA Red Cross and Lifesaving instructor in guarding, instructing and first aid Red Cross Instructor Trainer - Lifeguard
- National lifeguard, renewed annually, Standard first aid LSI Whmis Cpr c AED
- NLIT, NL, SFAIT, SFA, WSIT, WSI, Lifesaving National Trainer
- I have my Water Safety Instructor, Water Safety Instructor Trainer, Stay Safe, National Lifeguard, National Lifeguard Instructor, Aquatic Emergency Care, First Aid Instructor, Lifesaving Instructor, Lifesaving Trainer. These are all Certifications from either the Lifesaving Society or the Red Cross.
- Pool Operator 1 Mental Health First Aid First Aid and CPR - Healthcare Provider Basic Life Support - Provider -Heart and Stroke

- Aquafit, SLI.
- Lifesaving CPR Instructor/Examiner Lifesaving Instructor/Examiner Swim Instructor/Examiner Standard First Aid
- National Lifeguard (NL) Aquatic Emergency Care (AEC) Standard First Aid (SFA) CPR-C
- NL AEC WSI LSI SFAI
- Lifesaving + Swim + CPR instructor National Lifeguard Pool Operators 2 WHMIS + TDG
- NL/AEC certification CPR Level C
- All o my certificates through lifesaving society and red cross. Certificate in Ethics UofA
- Bachelor of Physical Education and Recreation
- Advanced Aquatics Training Supervisor Skills Training RFMOC
- RFP Certificates
- Pool level 1 Arena level 1 and 2
- Parks and recreation 1&2 Building Maintenance 1&2 Natural ice Basic refrigeration Developing procedure Life cycle management Baseball construction Custodial care
- Adaptive Recreation and AFLCA
- Western Canadian Operator Certificate through RFP
- First Aid High Five Training
- Pool Operator I NL lifeguard CALA instructor NL instructor LSI WSIT
- Arena operator 1&2 Ice Maintenance Supervisory skills
- Aquatic fitness Aqua Zumba
- Uk
- Arena Operator level one
- Pool Operator 1 National Lifeguard Water Safety Instructor Lifesaving Instructor
- Recreation Facility Management Certificate
- lhvlhk
- NCCP CSEP CPT HIGH FIVE Trainer
- Bachelor Degree - Human Kinetics AFLCA - water fitness and strength fitness instructor
- Diploma Sports Administration
- National Lifeguard & Instructor Red Cross Water Safety Instructor & trainer First Aid Instructor AFLCA group fitness & aquafit
- CRPA - PDC High Five trained 15 years experience in the field of recreation
- Arena operator 1 Arena operator 2 Turf science CPR First aid Qualified hockey referee Swim CANADA coach
- Bachelor Degree, NCCP Level 1 and 2 Basketball, Soccer, Field Hockey, Coaching.
- Recreation and Cultural Management
- NCCP Level 3
- Bachelor degree, diploma
- Certified Curling Club Coach Certified Competitive Coach Certified Level 2 Official
- Diploma in Recreation Management.
- Diploma, Recreation Management, Diploma Business Administration
- Bachelor of Arts in Recreation, Sport, and Tourism High Five
- Arena I & II Parks I & II
- Lifeguard / Aquatic Instructor / high five trainer / First Aid Instructor / Lifesaving Trainer
- AFLCA certified
- National Lifesaving Society, Oxygen Administration, CPR & AED, Aquatic Emergency Care, FITT certified, respirator fit tested, WHMIS & TDG
- Arena Operator Level 1 & 2 (AARFP) Pool Operator Level 1 (AARFP) Parks & Sport Field Operator Level 1 (AARFP) Customer Service (AARFP) Biological Sciences Diploma (NAIT) Marketing Certificate (SAIT)
- Diploma - Recreation Administration - RDC; Degree - U of A - Recreation Leisure Studies; CPRA - Professional Development Certification
- compressor qual, arena 1 and 2, pool 1 and 2, facility management, turf 1,
- NL LSI WSI certified WaterArt instructor
- BPE Kinesiology Degree with Previous AFLCA trainer status (expired)
- RFM - certificate SAIT Western Master Facility Operator - AARFP 4th Class Power Eng
- WaterArt Aqaufitness Instructor Red Cross WSIT High Five PHCD/QUEST Facilitator Red Cross SFA/CPR Instructor Red Cross Youth Leader
- degree
- Recreation Leadership Diploma
- Bachelor of Tourism and Recreation Management
- upper level lifeguard/lesson Instructor Advanced Management OHS certificate

- AFLCA - aquatic exercise NL Instructor LSI Instructor WSI Instructor NL Lifeguard Red Cross First Aid Instructor Lifesaving First Aid Instructor O2 Administration
- RFP Pool Op 1 & 2 RFP Arena 1 RFP Building Maintenance I and II RFP Supervisory AMHSA Safety Auditor Expired NL, NLIT, AEC, AECIT, WSIT
- certified lifeguard and swim instructor as well as youth leader certified
- National Lifeguard National Lifeguard Instructor Aquatic Emergency Care Lifesaving Instructor Oxygen Administration O2 Instructor Red Cross SFA Instructor Stand First Aid Water Safety Instructor Water Safety Instructor Trainer Bronze Cross Youth Leader Psychological First Aid Instructor
- Bachelor of Phys Ed and Rec AFLCA Certified fitness trainer Aquafit instructor
- BA Rec Admin
- High Five - Principles of Healthy Child Development High Five - Healthy Minds for Healthy Children High Five - Principles of Healthy Aging Move and Play Through Physical Literacy NCCP - FMS Coach Training
- AFLCA-All subsidiaries TRX MoveBall 200Hr RYT, Yin Yoga, restorative, Kids, prenatal Booty Barre Keiser M3 Spin
- Recreation and Leisure Services diploma
- Lifesaving Trainer National Lifeguard Instructor First Aid Trainer Lifesaving Instructor Trainer National Lifeguard Pool and Water Park Aquatic Emergency Care Water Safety Instructor Trainer High five PHCD High Five Older Adult
- Coaching Leadership Business
- AARFP Masters Certificate, 5th class Power Engineering, OH&S from UNB, SEFSAM.
- Degree Rec Admin
- High Five PHCD
- Bachelor of Physical Education and Rec CSIA Level 2 Instructor
- Babysitting, Water Safety Instructor, Lifesaving Instructor, Education and Proficiency Instructor, Standard First Aid, National Lifeguard.
- Swimming Pool OPERATOR 1 BLDG. OPERATOR 1 & 2 ARENA OPERATOR 1
- MA of Recreation & Sports Studies AFLCA Fitness Instructor Can Fit Pro Trainer PL Facilitator HIGH FIVE Trainer NCCP Part A & B
- National Lifeguard Water Safety Instructor Standard First Aid LSI Instructor National Lifeguard Instructor/Examiner Lifesaving Standard and AEC Instructor/Examiner Red Cross Instructor/Examiner Water Art Instructor
- post secondary diploma in Kinesiology, Personal Trainer Group Exercise Instructors with 5 designations Mind/Body certification Resistance Training certification
- Lifesaving society national lifeguard Red cross lifeguard Red cross water safety instructor Lifesaving instructor/examiner
- First-aid Aquatic emergency care Water safety instructor National lifeguard Bronze cross Bronze Medallion
- National lifeguard Aquatic emergency care First aid Water safety instruction Bronze cross Bronze medallion
- national life guard certificate. water safety instructor certificate, aec.cpr and first aid. pool opps level one. too many to list.
- NL, WSI, Swimming 101
- Graduate Certificate from the U of Alberta
- National Lifeguard Water Safety Instructor Lifesaving Society Instructor/Examiner Pool Operations 1 & 2 Resistive Training
- Canfit pro certified personal trainer & group trainer.
- bronze cross and medallion, national life guard, first aid, water safety instructor
- NLS certification; bachelor of physical education; Certified recreation therapist ATRA; WSI
- KNSS Diploma
- Level 1 Early Learning and Childcare
- Bachelor of Tourism Management, Major in Recreation
- water safety instructor Life saving instructor AFLCA
- Sport specific, plus NCCP accredited
- BA Recreation Admin
- HighFive NCCP
- Management Degree Certificate in Municipal Management and Leadership NCALAA
- iuyvhw
- Rec and Leisure Diploma Facility training (Arena, Parks, Building Maintenance) Leadership training
- BofA in Rec. Admin All RFP courses Project Management Certificate Leadership Certificate
- Recreation Diploma from LLC All RFP courses available

- National Lifeguard Pool National Lifeguard Pool Instructor Standard First Aid First Aid Instructor First Aid Instructor Trainer Water Safety Instructor Water Safety Instructor Trainer Lifesaving Instructor Lifesaving Instructor Trainer SEE Auditor Pool Operator level 1
- Kinesiology Degree, AFLCA, Pool Operator 1&2
- rfp courses playground inspection
- Arena Operator Pool Operator Facility Maintenance Asset Management
- Bachelor of Physical Education
- Business admin degree Sport and Rec degree Management degree
- Degree
- Arena 1&2, parks1
- AFLCA Group Fitness U of A Physical Education Degree

Q13 What best describes the highest level of education that you have attained?

Fitness, health and active living

Bachelor Degree

- BARST 2
- BPE 2
- Education 2
- Kinesiology 2
- Arts - Economics 1
- B. Sc. Exercise & Healthy Physiology 1
- B.A. 1
- B.Sc. 1
- B.Sc. Chem 1
- BA Psychology 1
- BA, Economics 1
- BA. 1
- BARLS 1
- BBA - Marketing 1
- BSc Phys Ed, major Leisure and Sport Management 1
- BSc in Exercise Sci, BSc in Nutrition and Food Sci 1
- BSc 1
- BSc Geography 1

- Bachelor of Recreation Management 1
- Bachelor of Science 1
- Civil Engineering (In process) 1
- Commerce 1
- Computers and business data processing 1
- Economic and Psychology 1
- Ecotourism and Outdoor Leadership 1
- Environmental Science - not completed 1
- PE 1
- Phys Ed. 1
- Physical Education and Recreation 1
- Political Economy/Business 1
- Psychology 1
- Recreation Management 1
- See above 1
- Social Cultural Anthropology and Development Studies; Education 1
- Teacher full time Physical education 1
- Therapeutic Recreation 1
- U of A in Recreation Administration 1

Graduate Degree

- MBA 4
- Business 1
- Dental Assisitance 1
- Human Kinetics 1
- MBA International Sport Management 1
- Master of Visual Art - Photography 1
- Master's of Health Sciences 1
- PhD 1
- Phys Ed 1
- Recreation and Leisure Studies 1
- Sustainablue Community Development 1
- U of A Faculty of Kinesiology 1

Amateur sport

Bachelor Degree

- B.PE / Kineseology 1
- BPE 1
- Bpe 1
- Engineer 1
- Engineering 1
- Kinesiology 1
- Major in English and Minor in Sociology 1

Graduate Degree

- MEd Councelling Psych 1
- MSc In Sport and Exercise Science 1
- ag diploma 1
- medical technology 1

Outdoor recreation and parks

Bachelor Degree

- Agriculture / Hort 1
- Arts 1
- B.A. & B.Mgt. 1
- BA - Sports and Leisure Studies 1
- BA RLS 1
- BSc - Chemistry 1
- BSc - Env. Science 1
- Bachelor of Arts; Sociology 1
- Bachelor of Managment 1
- Bachelor of Science 1
- Bachelor of Tourism Management 1
- Bla 1
- Business Administration 1
- Ecotourism and Outdoor Leadership 1
- Environmental Biology 1
- Nutrition and Food Science 1
- Physical Education 1
- Psychology 1
- Rec Man 1
- Sport Management 1

- U of A Recreation and Leisure Studies 1
- Youth Mlnistry 1
- applied arts 1

Graduate Degree

- Communications 1
- Kin. 1
- M.Ed 1
- M.Sc. Heritage Management 1
- MA Physical Ed. Sports Administration 1
- MBA 1
- u of a RLS MA 1

Community recreation

Bachelor Degree

- Bachelor of Arts 3
- Education 3
- Engineering 3
- Kinesiology 3
- Physical Education 3
- BPE 2
- BSc 2
- Psychology 2
- Recreation Administration 2
- kgfhkyx 2
- Administration - Organization 1
- Arts - RLS 1
- Arts, Psychology 1
- Athletic Therapy 1
- B of Applied Horticulture Science 1
- B. 1
- B.Comm & J.D. 1
- BA 1
- BA - Recreation Administration 1
- BA Community Studies 1
- BA General & Biblical Studies 1
- BA Psychology 1
- BA Psychology with some post graduate studies in wellness 1
- BA RST 1

- BA Rec Admin 1
 - BA arts 1
 - BACS 1
 - BARLS - Uof A 1
 - BARST 1
 - BSc in Conservation and Environmental Sciences 1
 - BSc in Nutrition 1
 - BSc: Psychology 1
 - Bachelor of Arts in Business Administration 1
 - Bachelor of Arts: Major Kinesiology 1
 - Bachelor of Business Administration major in Human Resources 1
 - Bachelor of Science in Kinesiology 1
 - Bachelor of Sciences 1
 - Bachelor of Tourism Management Major in Recreation 1
 - Bachelor's of Science in Nursing 1
 - Bachelors Science 1
 - Bachelors of Arts 1
 - Biological Sciences 1
 - Bsc Engineering Management 1
 - Business 1
 - Business Administration 1
 - Business Management 1
 - Economics 1
 - Education 1
 - Education - Phys Ed Major 1
 - English literature 1
 - Horticulture 1
 - Human Resources 1
 - Kinesiology 1
 - Land Use Planning 1
 - Management 1
 - Marketing & Bowling Lanes Management 1
 - Native Studies 1
 - Phys Ed - Active Living, Health & Wellness concentration 1
 - Physical Education 1
 - Physical Education Degree 1
 - Physical Education and Sport Studies 1
 - Physical Education/Kinesiology - Socio-managerial Aspects of Recreation, Leisure and Sport 1
 - Physical education 1
 - Psychology. Education 1
 - Rec Admin 1
 - Rec. Administration from UofA 1
 - Recreation Degree 1
 - Recreation and Leisure Studies 1
 - Recreation and Leisure Studies U of A 1
 - Recreation, Leisure Studies 1
 - Recreation, Sport, Tourism 1
 - Recreation, Sport, and Tourism 1
 - Science 1
 - Social Work 1
 - Social psychology 1
 - Sociology 1
 - Sociology and Geograhly 1
 - Sports and rec/management/business admin 1
 - Tourism and Recreation Management 1
 - U of A - BPE 1
 - U of A, Rec Admin 1
 - UVIC - Leisure Services Administration 1
 - University of Alberta 1
 - kinesiology 1
 - theatre 1
 - uyl 1
- Graduate Degree
- Kinesiology 2
 - MA Sport and Recreation Studies 2
 - Art History 1
 - Education 1
 - Environmental Science 1
 - Human Kinetics with specialization in Women's Studies 1
 - Library and information studies 1
 - M.A. - Music History 1
 - MA in Sports and Recreation Studies 1
 - MA in Tourism Management Royal Roads 1
 - Management 1

- Massage Therapy 1
- Master of Arts in Child Studies & Education 1
- Masters in Education and a Masters in Counselling 1
- Masters in Molecular Biology and Biochemistry 1
- Masters in Sport Administration 1
- OH&S 1
- Physical Education and Recreation 1
- Recreation & Sport 1
- Red deer college transfer studies to University of Alberta 1

Q13 What other professional accreditations do you have?

Fitness, health and active living

- Level 2 ice technician, CPO certificate
- Absa - 4th Class PE
- NACLA II, CMML, MATI
- CSEP Yoga Association of Alberta Yoga Alliance AFLCA CanFitPro Hypopressives Canada Urban Poling
- precision nutrition
- CSEP-CEP, MES, NCCP Community Level Tri & Swim Coaching
- Post grad. diploma in Environmental Studies Current - Kinesiology degree
- CSEP-CEP, AFLCA Trainer of Leaders, Persistent Pain Certification
- Athletic Therapy
- Certificate in Adult Education Certified Professional Facilitator
- CPHR
- RPR
- Refereeing courses
- Professional Accountant
- CHPB certified holistic nutrition consultant GAMP Postural analysis
- Apprenticeship in floral design
- National Trainer - Lifesaving Society; many certifications
- Diesel Tech.
- power engineering
- Masters in Electrical Masters in Telecom Masters in Fibre optics Fire protection certificate Electronic Technology

- PMP
- Project Management Certificate
- Unit Clerk Certification Nutritional Studies Certification
- Media training Management Skills for Supervisors Successful Supervisor Fundamentals of Accountable Leadership - Instructor
- CPHR
- Certificate in Human Resource Management

Amateur sport

- Journeyman mechanic
- R F P ARENA LEVEL 1 INSTRUCTOR
- Project and Program Manager
- Coach Education
- licensed land permit agent, tree pruner, seismic field operations supervisor (SFOS)

Outdoor recreation and parks

- Multiple Safety Courses Certified Pesticide Applicator Horticultural Technician Park Inspector
- GRAD CERT IN MANAGEMENT
- Certificate in Social Innovation and Systemic Design
- BCSLA AALA
- LAT NAIT
- CET, PMP
- Diplomas in Business Administration, Payroll Management
- Diploma in Horticulture with a Major in Turf Management Unit Secretary 3 month course
- CPSI - Inspectors Course, CPTED training, AMHSA safety inspector courses
- Landscape Hort Certificate Organic Master Gardeners Program
- AMHSA Municipal Supervisor in Health and Safety AMHSA Municipal Joint Health and Safety Representative AMHSA Recognized Municipal Health and Safety Advisor Commissioner of Oaths for Alberta
- LNT trainer Wilderness first responder High five NCCP multi sport coach
- CMML NACLA level 1
- CMML - Certificate in Municipal Management and Leadership

- Several RFP qualifications, Journeyman Landscaper, ISA Arborist, Pesticide Applicator, IPWEA Asset Qualifications.
- Certificate in Social Innovation and Systemic Design
- Environmental Professional
- Fish and Wildlife Technology - Lethbridge Community College

Community recreation

- AMSHA WHIMS Trainer & Auditor
- Lifesaving/CPR/AED Instructor First Aid/Aquatic emergency Care/O2 Instructor National Lifeguard Inst. YMCA Instructor Trainer
- Diploma in Film Production (Cinematography specialization)
- I have current certification to set up life, health, and accident insurance policies
- EMT Para Legal Diploma
- AFLCA
- Economic Development - University of Waterloo and 8+ years in this capacity in a municipal setting
- Electric
- jgc kg
- Registered Dietitian
- Uof A supervisory Course
- Certificate in Cultural Planning, ARPA professional program
- Early Childhood Education Management
- Business Administration Diploma Human Resources Certificate
- ICS 100 ICS 200 BEM 100 First Aid CPR
- NACLAA certification
- Journeyman Landscape Gardener
- Emergency Social Services Supervisor ICS 100, 200, 300 Emergency Exercise Design certificate
- H2S Alive, Respirator qualitative fit test administrator, CSTS
- Yes, but not related so much to recreation Reiki Level 2 Animal Reiki Level 1
- CPRA - Professional Development Certification
- journeymen landscaper
- Previously held AFLCA certifications (expired - not required in current Administrative role)
- WSET & accounting
- WPIC Program Leader Project Management Certificate
- ISA Municipal Arborist ARPA Member
- as above non profit management certificate advanced recreational facility Management certificate
- Registered Massage Therapist
- Pool operators, wsi, first aid, I can swim, nccp, WHMIS, lifesaving society supervisor etc
- Medical Professional - Laboratory Assistant Courses towards a Business Diploma
- Graphic Design Diploma
- Alberta Construction Ass / Aerial Work Platform Cert. / Fall Protection Cert. / Forklift Operator 1-7 Cert./ Forklift Safety Cert / WHMIS / Zoom Boom Cert. / Wildlife Awareness
- Certificate - Management and Leadership
- certificates in Municipal Administration, Project Leadership and Project Management
- CAE
- Master Certificate Municipal leadership
- Certificate Indigenous Sport and Rec
- NB Teachers License Certificate in HR MGMT
- NCCP Artistic swimming coach level 2 Artistic swimming Official Level 1
- Business diploma from Switzerland Flight attendant in Switzerland
- chef. sait cooking diploma
- Auto CAD / Cadworx Operator Drafter
- CPRA PDC High Five Quest 2 High Five Principals of healthy child development High Five Principals of Ageing Working on Certificate of Municipal Management & leadership
- Alberta therapeutics recreation association ATRA
- Office and Medical Administration Professional
- Diploma in American Sign Language Interpretation
- Registered Professional Planner and Member of the Canadian Institute of Planners (RPP, MCIP)
- Firefighter 1001 level 1
- Certified Holistic Nutrition Bookkeeper Certificate
- k,hgj.k/ l
- Project Management Certificate - Mount Royal Leadership Certificate - RDC Western Regional Master Technician Recreation Facility Master Operator Certificate
- Playground Inspection Certificate Pesticide Applicator License

- AARFP Arena 1 & 2, Pool 1 & 2, Sports field 1, Building Maintenance 1 & 2
- Health Care Aide
- CLGM

Q19 If you don't plan on staying in the recreation industry for the foreseeable future please explain your reason(s).

Fitness, health, and active living

- This is not a correct with sustainable income
- I am getting a university degree
- I have other plans
- Income related and growth opportunities. If I were to lose my job today I would have to take a major step down in terms of pay and work quality. I also feel like I am not putting my degrees to good use and I am just a convenience for people.

Amateur sport

- More opportunity for growth in other sectors

Outdoor recreation and parks

- The time commitment in my salaried role has become prohibitive, and difficult to live an outside life.
- retirement

Community recreation

- Pursuing a different career path.
- Depart to work full-time as a lawyer. May take occasional contract to teach leadership programs and/or staff re-certifications
- Once I finish my degree I will move on
- Not enough hours
- Going to school, good job while in school but will leave once degree is completed.
- No job security, casual job with no enough work hours
- Will begin online program in Jan 2020 in Disaster and Emergency Preparedness (diploma) in order to change career stream. Unable to advance in current position as I lack "formal training", and as a single parent, job security, potential for advancement, and pay are the top factors in determining career plans. I like my job, but cannot make

ends meet as I am taking care of my child and my aging parent.

- Plan on retiring in next year

Q1 What is the most valuable in terms of recruiting and retaining people in the recreation industry? Other

Fitness, health, and active living

- Appreciation of work done, healthy work environment, bosses that have your back and are encouraging, pay
- Career advancement and a diversification of activities
- For me, a great wage is nice but a professional organization that I can align myself with and be proud of is much more important.
- Good boss
- Good bosses to work for.
- Hours worked
- Job Satisfaction
- Mental Break from school.
- Sharing love of sport by teaching / coaching others.
- all of the above
- full time over casual
- great atmospher
- positive work enviroment

Amateur sport

- Community involvement, Beautification
- Facility Culture
- Lifestyle, it is a career that you can directly impact not only your own lifestyle but that of your clients. Success in your career is rewarded by helping/creating opportunities for others to achieve.
- Sport and wellness benefits
- good place to work

Outdoor recreation and parks

- A positive working environment where my ideas are appreciated and respected.
- Culture at the workplace
- Job Flexibility
- Long-term career stability and ability to live a quality life
- Quality of life benefits related to a rewarding job, opportunity, setting, work-life flexibility, etc.
- Respect in the workplace

Community recreation

- A feeling of community and safety within the workplace. If they feel valued they will stay.
- A fulfilling career
- A good work environment, with good supervisors, decent pay and understanding and appreciation for what you bring to the organization. As well as flexibility in work schedules and tasks.
- Combination of all above
- Job Satisfaction
- Job Security
- Job perks
- Job stability and security
- Lifestyle
- Meaningful employment contributing to the quality of life of the community
- Other job perks
- Part time work at all levels of leadership
- Positive workplace environment (fun)
- Recreation provision services
- Reliable Hours
- Respect and Feeling Valued
- WAGES we lose so many gifted and talented staff whom can be compensated better in other fields that require less training.
- Welcoming and pleasing environment
- Work Life balance
- Working environment, culture
- funding - I work for a charitable group
- job security

- more hours
- positive environment
- the environment in which we get to work in
- work/life balance

Q22 What are some issues that you think will have an important impact on the recreation industry in the foreseeable future?

Fitness, health, and active living

- Cuts to provincial funding that does not allow us to focus on our primary market, students.
- Mental health
- Lack of jobs that offer living wage or higher.
- Managing budgets based on the recent provincial budget
- Working with seniors
- Definitely financial. Times are not easy!
- Budget cuts
- Safety of Patrons- not all employees are trained well, meaning there should be higher standards of training
- Lack of government funding. Lack of professional development opportunities.
- Minimum wage increase
- Recreational "community" activities seem to be less and less valued, as basic facilities are slowly disappearing and being replaced by huge mega multi activity facilities. Walking or biking to the neighbourhood pool, rink or ball field is becoming an extinct option, requiring families to drive to the multi-million dollar complexes. Some families may not have that option to drive or pay the required fees to support payment costs of building and maintaining these super structures.
- Cost of programming
- Changing Demographic patterns in Alberta The economy Being environmentally conscious in everything we do which is a good thing
- With the rise of minimum wage, there is less of an incentive to get the certifications necessary to work for some jobs. As well as older adults are less likely to work for these jobs.
- Alberta's Economy
- The amount of people in the industry
- There should be numerous professionals retiring within the

next 5 years, which should open up opportunities for others

- Provincial Budget aging buildings infrastructure
- Mismanagement Over worked Front-line staff depreciated by management Public/patrons more voice than staff
- Pay and job availability
- Being competitive with other industries
- Public Funding
- Cuts to health care funding (= cuts to wages, cuts to FTE/ hours, frustration & burnout)
- Aging population (hopefully getting more active, but also rehab opportunities), less disposable income (fewer able to afford gym membership), change in child demographics (fewer children affecting programs developed, greater immigration in some areas possibly reducing number of families with exercise as a priority)
- More minimum wage increases without raising the position wage. It lessens the appeal to get the position because the pay gap is less prominent.
- cost of running, maintaining and replacing facilities.
- Unsure
- Budgets, government funding for recreation and education cuts.
- keeping up with the different types of activities that are wanted.
- Budget cuts
- Some organizations pay swim instructors more than other organizations. Therefore, some people get paid more than other people for doing the same job.
- Aging baby boomers and health concerns in the older population
- I think that no matter what you are doing if you get given a job to do at work you actually get payed for it. Especially when you are on a medical leave!
- lower wages is an on going issue
- N/A
- Hourly wage.
- Unknown
- Integration into healthcare Incorporation of professional Colleges
- -local economy -types of facilities offered to members
- -ability to get hired
- ageing population, economy,

- Federal/Provincial Government cut backs
- more professionalism and certifying of staff. Provincial regulations regarding training for refrigeration plants .
- The high turn over rate of professionals is leading to less seasoned people staying in the industry due to lower wages and lack of stability.
- The bottom line.
- Budget Constraints
- Quality of employment and wages. The fitness industry is often under-paid for the quality of the person. I know many people who have a bachelor's degree with certifications and they are struggling to get minimum wage jobs in the fitness industry. The opportunities for growth are also very limited and are not worth the financial losses to stay in the industry. For right now, I really see fitness as a hobby and not a sustainable career.
- Sport gaming
- Provision of programs, services, empowerment to vulnerable/underserved groups
- Keeping up with current trends while keeping fees reasonable for participants
- Rising operational costs leading to increasing user pay costs.
- Government funding
- Aging population
- Access to recreation, we need to recognize the importance of spontaneous recreation, green spaces, partner with AHS for promotions, support and values, benefits of recreation to well being of communities both rural and urban.
- public funding cuts. With the UCP cutting all kinds of programs without thinking of the long term implications fitness is an area that will be cut although healthy bodies and minds means reduced health care costs in the future
- Economy
- - Wages for young workers - flexibility in working hours - Too many facilities built, not enough staff to go around
- The ageing population
- Funding, wages, government cutbacks. It will be very important to reinforce the importance of Recreation for citizens, communities etc.
- Too much focus on sport as the most "important" recreation activity. There needs to be diversification and value placed on outlier activities.
- Economy

- better training
- Continued resources made available to all personnel wanting to learn more as well advance it the industry.
- I think the industry will grow. People are realizing the importance of recreation.
- the increasing number of fitness/health clubs
- Budget cuts = job cuts Lack of value for service provided.
- Politics, Inclusion and Diversity, Environment (Climate Change)
- Trying to do more with less. Competing focuses for different demographics - ie/young children vs seniors
- Budget restrains from municipality
- People cannot afford to come to rec centers or it becomes less important when money is tight in a struggling economy. Also other gym facilities opening up creating competition
- Funding
- Too many facilities - competition Lower rates for participants = Less \$ for instructors which may cause them to move into something else
- Increasing Users fees
- Economy. Political Support Health Diversity
- Wage and overall compensation for hours worked in high stress situations
- Those in the field do not have enough training or interest to make recreation a career and the wages and opportunities to have well trained personnel in organizing programs is not present in small towns as well as in the cities. Too many part time people and not enough continuity in programs
- credentials, wages, health benefits for contractors
- Economy
- Having no pipe lines, means no one spends money and businesses are not making money which in turn decreases funding and people being able to use facilities.
- Lack of funding. Recreation is a common industry to see funding cuts
- Funding
- Supply for Building Operators, Lifeguards and pre-school instructors
- -Provincial cut backs -Accessibility in and around facilities -Older facilities needing costly improvements
- Aging infrastructure; Prevalence of Health spending (can recreation make inroads in the world of health?) Inclusion

and Diversity - how do we make recreation available to all?

- Wages levels Retention Diversity in the position

Amateur sport

- The larger groups wanting to participate with less room for us to accommodate them
- Provincial government cuts to employees in this industry
- Making things affordable for all participants
- cost for sports
- Attract and retain talent
- budget cuts which in turn look at scheduling which equates to fewer hrs for people to work. However, most pool already run a tight schedule. Cutting more will result in situations where pools need to close due to lack of staffing.
- Industry regulations
- safety and training
- Less micro management from administration !
- Equitable pay with other industries to retain talent; the shift to more digital working will change how we work and how we deliver the services we offer
- Not enough funding growth following population growth. Money for programs and projects but not for staffing.
- Facilities for sports teams and public recreation
- The coming Downturn, austerity.
- aging managers with no upcoming replacements
- Provincial & Federal Funding
- Many will say cost, but I think coaches and the volunteers. We need to do a better job of keeping the good ones and appreciating the hard working ones. The team aspects where everybody feels included and supported goes a long way. I think it would teach our kids and fellow workers some important life lessons, and would benefit most or all included.
- Government funding
- increase costs, funding cuts
- liability of the building with the public and safety within public facilities, violence, drugs social issues
- Recreational Sport being over shadowed or consumed by structured, competitive, year round Sport. Access to facilities - affordable, quality venues. Ability to adjust traditional community sport to reflect the more global nature of communities, particularly in larger urban centers. Keeping recreation affordable - municipalities face fiscal

restraint and recreation is often first in the cross hairs.

- Economy - how many people are accessing and utilizing facilities.
- less municipal and government money and grants increased operation costs older infrastructure

Outdoor recreation and parks

- Parent/Everyone (coaches and staff) relations, Political changes
- Loss of experience as people retire and not enough skilled individuals to step in to the vacated roles.
- Constant budget cuts and lack of capital investment
- Budget cuts
- Budget
- The amount of positions available. This area is also dependent on disposable income of participants. When there is more disposable income more people participate, when disposable income is less, recreation is one of the first things to go.
- Lack of respect for municipal and government workers. Viewed as a drain on our province/city and are called lazy and overpaid. Average citizen does not know of the workload, responsibilities and stress that being a government worker involves.
- I think that customers are going to have to take a close look at the actual costs of the services they receive, and will need to pay more to support the organizations providing services. Our staffing model is unfortunately not sustainable for our employees. This is probably not unique to non-profits, but is a particular difficulty for us.
- Wage freezes in Alberta, despite major cost of living increases
- budget and the lack of
- federal and provincial cutbacks
- - Regulation / de-regulation of activities on public lands
- - Community engagement and support for transition toward recreation economies - Responsible land/resource stewardship and sustainable management
- provincial government funding/credits cuts to student tuition, employment programs, capital projects, union wages, education, sports and arts organizations - everything that is not oil and gas. This next 4 year period will be have a negative impact on current students, new grads and organizations seeking to maintain and grow opportunities for Albertans.
- narrow focus of training limit opportunities
- UCP provincial government will have long-lasting negative impacts.
- Budget Mass retirement within the next 10 years
- Federal and Provincial budgets - funding Public Sector perceptions
- Our organization only let's municipal directors/County Councillors to attend workshops and conferences like ARPA/CPRA. Lower administration isn't allowed to attend.
- waning audience interest and competition in the registered offerings
- Campsite cleanliness Boat Launch design MR and ER maintenance/development Playground design
- Funding
- Fed and Prov funding cuts
- Budgets
- U.C.P.
- Communication between facilities Career Opportunities.
- Funding to maintain infrastructure. The long lasting down turn in the economy is being felt significantly for the last few years and no relief is in sight over the short term.
- Budget cuts from the government
- Aging infrastructure in rural communities without access to provincial funding is always an issue and will continue to be. How to do more, with less and not increase residential taxes is always the biggest challenge?
- Changes in provincial budget and trickle down funding to the recreation industry.
- Provincial budget constraints.
- Changing demographics
- The important link between mental health and fitness
- Current Provincial Budget, lack of funding
- Wages are the biggest hurdle. After this I see less of the new generation coming on board in recreation as it seems to me the focus is in other industries.
- training, education, funding, relevance
- 1- unknown funding for future projects 2- skilled employees 3- climate change/ weather disruptions 4- more competition bringing quality/pricing down
- changing demands and lack of interest
- Recreation is not seen as a profession.
- Overall: (i) Getting the same recognition as other

professionals that hold “hard” skills (e.g. CPA) or “essential services”. Municipal Sector: (2) “Soft” services in the municipal sector are often under staffed and have undefined boundaries when it comes to capacity verses traditional services with defined organizational roles e.g. fire or enforcement services. Resulting in pressure to do “more with less”.

- Loss of Funding/access to funding streams, uncertain or changing insurance and liability requirements related to increasing need to partner and collaborate with multiple agencies whom have differing mandates and the resulting change in program delivery methods/access to equipment and transportation/etc.
- cost
- Youth and their choices of employment. There needs to be more emphasis on young family outings in the Parks and Recreation industry. this includes programs and activities that are both structured and non structured. For all Ages. Engagement of the toddler through the teen years and into adulthood. Very similar to Marketing of Gaming.
- Cuts in provincial funding, recessing economy, leisure time constraints negatively affecting programming quality
- Budget cut backs, aging infrastructure and or closing facilities due to aging infrastructure
- We need to look more closely as a profession at systems thinking and social innovation to expand knowledge, tools and resources in this field.
- Funding, volunteers
- Provincial budget cuts, which also impact municipal budgets.
- Economy (disposal income) Assets and Infrastructure deficits Cost to use facilities Taxes Structured sport Tourism Immigration
- lack of funding for infrastructure. Aging facilities without funding may require closing

Community recreation

- Lack of funding/grants
- Economic future of the province / country
- Staffing
- turx
- The funding for recreation with the provincial budget will be problematic.
- Government Funding and RT being licensed and registered.
- Provincial funding will play an important role. This

uncertainty may force us to be more creativity to ensure we are offering an equivalent or better service to todays offerings.

- Funding - cuts to budgets, grants, inability to secure sponsorships
- Budgets, less opportunities for non profit youth groups
- Government Funding Retention of young staff Succession planning (or lack thereof) for large onset of retirements in the near future
- Alberta Government Budget Fall 2019 and Spring 2020 and any future budgets under this Government.
- How to keep people in the field. A number of people who I graduated with have left the field either for other jobs, or going back to school
- Wages in non for profit sectors Lack of funding for programs
- Wages, longevity of positions. will changes in the government cut funding to sport, art, municipal funding?
- Municipal budgets and funding cuts from the Provincial Government.
- provincial and federal funding
- Budget Constraints Adaptability of residents
- Budgets Regional servicing Aging recreation infrastructure Maintaining relevance to the general public during harder economic times
- Management only working on day to day operations and not having enough staff/funding/etc to better provide development and initiatives for the community
- Funds
- Funding
- Cost
- -Decrease incomes, loss of jobs will result in slower registrations and decreased funds for recreation. -Reduction in government funding for recreation infrastructure.
- Only hiring people with high school diplomas is very limiting and you will likely just be hiring folks who need jobs while they finish school. I am a red seal journeyman with 7 years in my trade, 10 years in workforce and can speak 3 languages but did not qualify for most positions because I lacked a high school diploma.
- Low wage for amount of trading needed
- Government funding
- The amount of job opening

- Budget cuts
- Retention and Training
- Economy
- Provincial grant cuts
- Lack of funding for facilities. People not being able to afford going to Rec facilities because of job loss
- N/A
- founding options - provincial and federal salary packages for employees
- -jobs available
- Budget dollars & lack of skilled workers
- Recreation Education for Sr Managers, Wages, aging facilities
- Lifeguards need specialized training that takes time and money to accomplish, the wage gap between getting a job at Tim Horton's versus at the local swimming pool is decreasing, making it less appealing to youth
- Lack of courses offered and promoted from Lifesaving Society. Especially in monthly local re-certifications and engagement with Community Facilities
- Pre-employment qualifications
- Affordability for citizens
- budget cuts- cuts to municipal government employee wages
- population number of recreation centres
- Available pool of workers.
- Funding cut
- financial, oh&ts
- Poor organizational culture, Management that refuses to change with the times, lack of motivation or reward for any sort of positive work. (my facility specifically)
- Budgets
- People not having time or extra money, because of the economy
- lack of new employees need to recruit older or semi retired
- Loss of provincial and federal funding
- Cuts to wages or cuts to hours since I'm part time
- Budget challenges, recruiting, retention
- Lack of public funding for recreational opportunities
- Advancement, Communication, Multi-activity facilities
- The biggest thing in Alberta is people won't be able to afford it.
- Many individuals start off in the industry on a casual / contract basis. Tough to make it a full time job / career
- Lack of upcoming personnel that will consider recreation (especially aquatics) a career as most cities/towns do not consider recreation an essential service so positions in these areas are not treated as valuable or necessary to include in planning and development
- Think people swim and participate in fitness programs even when the economy isn't great. It's an outlet and they depend on us to be there. I think privatisation of all fitness facilities increases the cost for families to participate and decreases staff pay which then decreases age and experience of staff which in my opinion creates a sub par experience for facility users and to be frank, can be very dangerous. Treating staff as if they are disposable and replaceable, does not create strong work ethic or loyalty.
- Lack of comparable wages to retain younger staff. Being small town, we cannot compete with larger cities.
- Provincial Budget restraints
- I think the recreation industry needs to work on pushing for a strong staff base and creating better opportunities for staff advancement.
- Access for all, some individuals/families can not afford fees. Maintenance and up keep of facilities to provide a variety of programs and activities. Wages increase need to match Certifications and membership fee increases.
- Government funding cuts to municipalities and broader recreation programming.
- Lack of available full time job opportunities lessens the interest for great candidates.
- Wage cuts in Alberta, unstable economy in Alberta, aging facilities, major renovations to swimming pools in Alberta (making the switch from chlorine gas systems to salt-based systems)
- The economy is and will continue to be an issue
- Large Population Base is aging- living longer More focus on Reacting to issues rather than exploring preventative measures
- Safety and training. In my training there wasn't enough to prepare me for the Alberta regulations of lifeguarding large amounts of people individually. There is a great deal of stress and little support from management and training. Alberta has the highest drowning rates in the country and these are the factors that impact new guards.
- Provincial funding to municipalities Technological advancements Aging/sedentary population

- High turn over, standards that are costly to implement.
- Disposable income for singles, family
- Government funding
- Workload management
- Funding, Access, cost to consumer
- Availability of staffing. Availability of funding to maintain and develop recreation.
- Economy
- Wages in the public sector and funds for people to recreate.
- The budget that municipal recreation has to work with and that cuts can reduce the number of people able to take part in the programs offered.
- We need more movement for people the Recreation industry. this is a respected profession, but its not respected from other parts of a municipality its only viewed as a job for a kid going through college/university. not as a career as I have found it to be. I have moved as far as I can in my town in the 8 years I have been here.
- Availability of jobs applicable to more specific skill set
- Treat people as budget and not as human, managers, supervisor they not give anything but expected to use people when they want, ask to much offer nothing
- Budgets, program cuts, layoffs
- Attendance
- Funding, professional development, wages, reassurance of having a job, focus on prevention
- Budget as a not for profit- we rely on government grants and municipal funding. If government doesn't see recreation as a necessity that will impact what we can provide and the resources we have.
- With the economy's downturn, recreation programs are often not an option for some people I can see a large increase in needing grants and sponsors to sustain community programs and events.
- Aging population and younger generations with a lot less disposable income. Families are facing job/housing/ food insecurity and simply cannot afford recreation that costs money. We need to take another look at how we envision "recreation" and see if there are ways we can make recreation something that lower income individuals and families can participate in. And remove the stigma associated with those programs and the people who use them.
- cutbacks in Provincial Government funding
- The new Alberta Gvnt and how it will affect the recreation industry including the social benefits of recreation to individuals and society.
- Fees getting too expensive and people just dropping recreation.
- Financial realities
- provincial government's budget, lack of facilities to meet community needs, lack of funding to meet the needs of newcomers, LGBTQ, etc
- Provincial funding for infrastructure, challenges in the changing marketing and promotions landscape
- Increasing certification requirements and associated costs Staying on top of evolving trends hours of work does not promote a typical work life balance - Monday to Friday - and the wages provided do not compensate (like they would in health care, for example)
- Funding & Importance of Culture and Recreation
- Government cuts
- Funding Private business vs not-for-profit vs municipal tax funded
- Government (of all levels) funding. Recreation is important however if cuts keep and need to be happening they will try to do more with less.
- Aging Facility Infrastructure Limited Investment into Rec and Parks Services Societal behavioral changes Technological advances Unstable political environments
- For municipal governments, budget cuts can really limit what you are able to offer. Also specialization of sports in younger kids does not allow them to explore lots of other options and limits attendance numbers.
- Politics, less positions available in the field, lack of jobs for new professionals or people with less experience
- The public's affordability to participate in our facilities could be what closes the recreation facilities.
- Provincial budget cuts, reducing the level of service in recreation therefore reducing the job opportunities
- The Alberta economy and aging population
- Lack of funds and poor handling of staff morale by City of Edmonton Management and union
- 1. Lack of grant funding 2. Younger generations lacking interest in this work - so succession planning

- Current prov. govern't interest in privatization. Economy - impacting the cost of access for services and programs. Future facility infrastructure - maintenance and new capital costs. Environmental sustainability. Park and green space maintenance and preservation. Diversity. Integration of wellness service delivery within health services.
- economy.
- training.
- aging population will mean that activities will have to be directed towards keeping the elderly active and fit, but at the same time finding ways to entice and keep the younger generations active as well. our facility sees a huge gap in ages for our clientele. it is hard to have programs that are equally attractive to both children and retirement age adults
- Funding to maintain wage rates and current service levels
- Definitely government grant money, and reliability of it.
- Societal issues Behavior issues Workplace safety and wellness
- when there are economics downturns it is often Recreation Programming that sees cuts first.
- - positioning the importance of Recreation with our Prov/Fed governments as budgets tighten - competition for funding - wellcare vs. sickcare
- budget, cuts to programs, cuts to social services, non profit organizations that offer programs etc for low income or just for the community, such as Ringette, minor ball etc
- Provincial 'Austerity' Budget, cutbacks, service level decreases, degradation of the value of community benefit - focusing only on the financial bottom line
- Overall decline in physical literacy in adult. We have a weight and inactivity epidemic. This coupled with reduced government spending has me concerned about the future of recreation in our communities
- if finances are tight people tend to cut their expenses on themselves (recreation)
- Our current economy
- Budget Cuts at provincial and municipal level Being constantly asked to do more with less - loss of service levels, increased work stress
- Government cut backs
- Provincial Budget Less jobs Less programs
- - disparity between the public and private sectors - political agendas overriding community development priorities
- Conservative government cuts to public programs. Economic struggles means less people paying for leisure programs & activities.
- Funding, facilities becoming irrelevant/unfeasible
- Untrained workers, and a growing population
- cost a lot of money to keep it going
- Full Time positions available. Whether or not we will build another pool for Red Deer
- Provincial gov't changes Economic struggles of individuals and families
- Cost
- Limited funding translating to limited career opportunities
- Lack of funding for services and programs in the community
- Public Relations/Guest experience
- Wages Facility/Infrastructure Budgets
- meetings ,less casual positions more full time
- Climate Change, electronic devices
- Economy slowing
- Climate Change, Government Funding Levels, Shift from using volunteers to paid staff due to lack of volunteers, Liability issues preventing access to facilities
- provincial economic situation
- In tough economic times recreation and parks are always cut how do we speak to that
- steady employment, working with less
- Entry fees increasing at recreation facilities (indoor pools), but staying free during the summer at outdoor pools. Other non-city facilities may be cheaper and people will start going there instead.
- Upgrading some facilities and équipements
- Reductions in government funding over the past 5 years and continued cutbacks. Some organizations are reluctant to join partnerships or work collaboratively with others for services and funding opportunities. More training and focus on recreation and services for older adult populations.
- Job security
- Keeping people in the industry with low wages
- Price increase
- Prices increase and people not using the facility
- lack of staff. people just get by on what they earn and will move on to other employment. im older and have a place paid for etc. the young ones I work with have no chance at all machining things work at 26,000 a year we will only have most staff for a year when there in high school they they move on.

- Low wages means we lose people to other sectors
- Not sure
- Living in a rural location I see the biggest road block to attaining qualified staff is the accessibility to training. There is a lot of costs associated with needing to leave the community to obtain the certifications needed.
- cuts to community rec funding, a decreased view of recreation as an important part of health in the community
- Funding cuts. The ability to access grants and infrastructure support from the Provincial and National government may directly impact the ability to maintain current service levels.
- Financial constraints. Unstable economy. Job stability and security may be questionable.
- We work hard and our pay should more so reflect that.
- Lack of continued government funding and support.
- Budget cuts on a municipal level
- Municipal budget cuts, aging infrastructure
- Funding, Alberta Government is in the process of making changes to the Alberta Lottery Fund - based on their current practices, we don't know what impact those changes will have.
- Cost savings tend to cut hours of service at rec facilities
- As a non-profit, the capacity of funding and being able to retain employees/employment.
- Budget cuts, doing more with less.
- m< .
- Municipalities not hiring Recreation professionals in recreation departments.
- How well we are received as a proactive solution to most physical/mental/social issues. Potential for many more recreation jobs to be funded as a preventative method to our healthcare/economic & crime crisis. Bodies dealing with Physical/Mental/Social issues need to fund the Recreation field as a preventative method rather than their regular reaction to funding the issues around the symptoms of the problems.
- Physical activeness of children Cost of activities
- Competing with minimum wage Casual Positions - undetermined hours Government Funding
- Green spaces and corporate fitness
- more permanent positions
- funding sources demographic changes
- with the declining industry base, non-profits across

the province who operate and run many of our sports programs, rec facilities and events are hurting as the sponsorships and donations are not there any longer.

- increasing costs
- Funding, budgets, employment, climate
- The aging population.
- The reduction of public funds. Delicate balance.
- Cuts in funding while still trying to keep recreation and active living affordable. Recreation may not be a priority for some governments in the near future.
- Costs
- Provincial budget cuts
- Unsure
- Availability of information online (apps/programs) so less 'need' for group fitness Tight budgets causing organizations to trim things they don't value or prioritize. Unfortunately health (community-wise) is one of those areas for some organizations.
- The Economy Frivolous law suits and accountability

Q1 Please provide any other comments you have about employment and careers in the recreation industry.

Fitness, health, and active living

- I've learned we are just as passionate about what we do as those who work in the high-performance area. Our target markets are just different.
- It's a fun way to stay active and earn money!
- I enjoy my job as and Aquatic Instructor but will be moving to Lifeguarding as they make more money and have less admin work .
- We must continue to provide training and promotional opportunities to new staff in this field We must diversify our workforce to match what's happening in Alberta.
- Recreation Therapy is a very satisfying and rewarding career path, but working in health care can be difficult, especially in times of uncertainty such as now. Pay and benefits may be good (hourly), but when this is matched with a decreased FTE, the monthly pay can be low.
- No comment
- A lot of time rec has terrible managers and office people that do not handle conflict well. A lot of times I will move jobs because the environment is disorganized and negative.

- The job is awesome, great people and very enjoyable. Overall a fantastic place to work!
- majority of positions are part time or casual without benefits and no guarantee of minimum hours. very discouraging.
- N/A
- No standardised way of job category/ description. No wholly accepted industry accreditation that is required. This all affects pay ranging from \$15-\$35 per hour for what seems like the exact same job. Just different locations.
- Alberta's recreation and fitness field has been extremely difficult to 'break in to' even as a seasoned professional from BC. It would be nice to see more opportunities to interview those that are unknown versus always relying on internal referrals (which for newcomers, are almost impossible to gain).
- Very few jobs that pay a living wage Not always deemed reputable particularly in healthcare due to a lack of governing body and College
- It can be a very difficult industry to work in. It is very rewarding, low paying, and long/irregular hours. It is not an easy job. High pressure sales have a huge impact on the enjoyment of working at a facility.
- a union
- I wish there were more development opportunities for career lifeguards in smaller communities
- I think with the increase in people who are becoming physically fit, I see careers and employment increasing.
- People need to be given a proper, sustainable living wage. Even on salaries paying \$35, 000 annually - it isn't enough and you aren't going to retain people in this industry if they can't afford to stay.
- We'll need to be aggressive for talent for life guards, pre-school instructors and Building Operators
- N/a
- I am in university. I have worked as an instructor and now as a lifeguard since I was 16. I see it as unlikely that I will continue deeper into employment with the city but rather treat it as a great job while I am getting my degree. I work for the city because its decent work and it pays well. I feel that from where I am sitting there are a lot of glaring inefficiencies. It seems there is little real reward structure to ensure that people give their 100%. I care a lot about my facility running smoothly. I get paid well enough that I don't feel displeased with ensuring that happens. With that being said, there is very little keeping me from being lazy or encouraging me not to be. I dislike when things that need to be done happen occur in delayed and ineffectual ways. It shows to me that due thought or care is not being put into the administration of the facility. It feels like there is a lot of bureaucracy and disconnect with the actual operation of this facility. Often it seems the economical side of decisions is not being considered properly in places where it matters, and the when government cuts are happening the city begins to be frugal with smaller expenses (some of which contribute to employee comfort). As a quick example, my facility recently delayed a shutdown for maintenance and pushed it into the summer. This is the time when we make the majority of our income (specifically from swimming lessons). Many of the things which should of been taken care of in the shutdown were not which resulted in various expenses including overnight trades works, lifeguard overtime, and escapades to fix our hot tub which include many plumbing hours and parts including what is now about 200 bags of ~\$50 glass bead filter media. Our hot tub is still not operational 2-3 months later. Our patrons continue to complain and likely many of our regular patron who come only to use the hot amenities will unsubscribe from their memberships. With all that being said, I generally tend to enjoy my days working here. Most of what I am talking about really doesn't have a massive effect on me. The efficient functioning of this facility and its bottom line sadly aren't something I'm really incentivized to care about.
- My recreation leadership is as a volunteer
- In your questions you should have the ability to choose more than one item that you are responsible for in your role...I don't know many people in the recreation industry that stick to one option.
- Too many people start as instructors and work their way up into management positions without any formal education. The lack of breadth and respect for alternate recreational actives is a result.
- Not enough money to keep recreation centers running best

- I have no further comments
- Very fulfilling profession. Lots of variety. I love what I do.
- I am also self employed and own a business that caters to both human & canine fitness and wellness
- There are not many careers as there was 30 plus years ago when I started teaching physical education. There are teaching positions but not jobs in recreation where it can be a full time job. We use to have a rec director in our town with awesome programs and learning opportunities for our youth with coaching and leadership
- I believe the recreation industry is very important for the health and wellbeing of our communities. Providing proper resources and support will be vital in order to ensure our communities are able to meet the needs of the people.
- This field is so diverse, it has a career full of opportunities!
- Currently we are having struggles finding people qualified in the industry, specifically fitness. Degree programs are not coming with fitness certifications - ie Kins. AFLCA courses should be included in the curriculum in order to be more well rounded for the fitness industry.

Amateur sport

- More emphasis should be put on leadership experience and performance when someone has been in the pool industry longer than someone who just graduated from university. I keep seeing people who have chosen to work for the city and keep getting passed up for advancement in front of people who just graduated from University or Colledge with little to no experience in pools.
- Hire staff that are passionate about recreation & let them enjoy the work they do in the the recreation field.
- I believe some roles are underpaid for the work and level of responsibility
- public image seems to be “ with that degree you can only be a rink rat, why would you want to do that”
- Love my job, love the people I work with. I feel very fortunate and appreciate everyone I come in contact with. Thank you for listening.
- It's an incredibly important field and though it is shown that people understand how important it is it always falls off the priority list. There is very little opportunity to make a good living in the field. I would encourage youth to choose something else.
- it is a good career with many challenges and rewards.
- Individuals looking at a career in the industry must remain nimble and a student of field of those fields related directly

and indirectly to the industry. Changes in Insurance, Building Codes, OH&S, Finance all impact the industry. It is not an industry that operates in a silo.

- Discrepancy of wages and salaries
- risky in smaller communities. cannot afford properly trained staff

Outdoor recreation and parks

- The recreation industry is an amazing industry to work in. The people really care about what we do and they appreciate our efforts. It is very much a family. You won't get rich doing this work but it is very rewarding.
- Recreation workers tend to be in their position because of a passion for their community and for supporting healthy development. It would be wonderful to do a better job of sharing their immense experience and qualifications with those they serve.
- Outdoor recreation and tourism are areas of high growth potential, and parks and protected areas are often excellent venues for these activities to occur within. However, in this time of deregulation and decreased parks funding, a partnership approach will be important to ensure that important resource and recreation values (land, wildlife, water, infrastructure, visitor service & experience, etc) are well managed into the future.
- The long term commitment to quality recreation, sports, parks and culture facilities, activities, events and festivals which build community capacity and quality of life need to be protected and maintained. The changes in provincial and federal government philosophies and funding continue to create unpredictable operational environments.
- Very diverse, important field of work. Health and well being of the public is very important.
- competitive
- There is no career opportunities for next level, Its better if we get a turn to do the other roles in the department. this will give us more knowledge about the department.
- We need more emphasis on job levels and statuses based on schooling and Professional development. Currently a summer student here for 4 months gets paid the same as someone with a Horticultural Diploma. What incentive is there to go get training, if summer students are getting paid the same as you?
- A career in the recreation industry can be sometimes undervalued compared to other professions, but has a huge impact on the overall positive image of a community.
- It's always important to keep current or with trends in sport

and recreation.

- We need to ensure this industry is funded by all levels of Government
- college diplomas and great and very practical but Alberta is lacking in this area. University degrees need to do a better job supporting the professional aspects of the degree not just theory.
- Recreation needs to be seen as a profession. Requires a designation and that employers hire those with recreation degree and designation.
- As listed in #19.
- More ideas such as Geo Caching need to be explored and introduced. Including technology in the recreation experience is going to be very important to our future and the next several generations.
- Love the industry and the facets involved in all areas especially how it really links to the wellness of people over all. It is very under represented that if people were healthier everything would be a lot less expensive

Community recreation

- There is an opportunity for rec centers to use collaborative approach to be able to grow in the future.
- There needs to be better promotion within universities & colleges about careers in recreation. From programming, events, facility mgmt, and parks.
- It's really hard to be in a smaller community: the wages are lower than in the city, but the position is more comprehensive and responsible for a wider variety of tasks. A similar position in Calgary would pay \$10K more.
- The Recreation industry has provided a fantastic career!
- Sould be paid more to lifeguard
- N/A
- N/A
- I haven't been able to get a job as a lifeguard or swim instructor since receiving my certification last summer and have only had two interviews. The feedback I received was that I needed more experience but I am having trouble even getting any experience.
- Frustration that people think lifeguarding and teaching swimming lessons is an 'easy' job. People not considering swimming as a life skill, so don't have kids attend or schools not putting it in their curriculum (mostly due to busing costs). Not really being considered part of the first responders group (Fire, EMS).

- Community Recreation Centers need to engage with schools and community groups much more to fully utilize both their relationship
- Limited
- Recreation is the heart of our community, but it is under valued. Funding is cut and this leads to unsafe areas. Recreation needs to be affordable and available to everyone no matter their income
- Not a lot of opportunity for full time employment
- Needs more promotion to the public
- Aquatics is very hard to keep a long term Career, people who are in the top roles stay a very long time (not a bad thing) but the roles to move up and advance are few and far between. Our municipality has limited funding as a result 2 full time employees and 12 casual/ part time with no guarantee of hours, make it hard to have committed staff when they all get less than 20 hrs a week
- Aquatics is a great career choice but the stress level of this career choice is very underestimated. Burn out rate for staff is very high and not recognized as a reason for high staff turnover.
- Said it all in my last comment, thanks!
- I have nothing higher then having completed High School and I don't really have any more career advancement opportunities. I think people need to look at experience being just as valuable as having a degree, especially if a degree does not even have to be relevant to the position.
- Fulfilling career but few full time positions and room for advancement.
- The need for full time work with benefits will attract better qualified people.
- those at grass roots are often over looked. Managers are not interested in developing below them- very much a "me" mentality
- I work federal and municipal but this survey only allows for one response. Multiple responses would be more useful. Also potentially a rating scale for the factors.
- Wide range with not enough communication within the industry on common duties, wages, job descriptions
- availability of continuing education, accurate information,
- I feel some of the wages need to be more competitive. We take a lot of courses and extra education to succeed in our field.
- Creat stabile secure jobs, so parents can feed them kids, and pay them bills, employers ask for commitment but they not offer that commitment

- I am currently finding it hard to find the right transition for me from a middle-management position to the next level. I either am over-qualified for positions or under-qualified for an advanced position.
- I love organizing and facilitating programs and events for the community to participate in. It keeps them active and promotes overall health and wellness!
- Perhaps it is something that is particular to the area/region that I work in, but people who do not fit into the mold of middle class families with money for hockey/figure skating/speed skating in the winter, or soccer/lacrosse/rugby in the summer, are largely ignored. What few programs or assistance that are available to families with less disposable income (or none) is given token support. Everything is focused on the younger, more affluent users. Seniors, low (or lower) income, special needs, are ignored or tolerated. Very frustrating and discouraging industry to be a part of at this time.
- My personal opinion about working in this field, is that we do help people every day, we just don't see or know it. Sometimes participants don't even know themselves until later on. Recreation is way to give back to the people in my community and help keep people healthy, physically, emotionally, spiritually and socially.
- More advancement opportunities to be known would be nice to move onto working in larger scale work environments.
- Great industry to be a part of, empowered to think of making a difference in peoples lives
- It is so varied and so many growth opportunities! Would love to see people recognize as a career for life
- I love working in the recreation industry, though a lot of what I do focuses on culture and the arts, it all ties in together. Wellness is important for any community for it to be healthy. It is very easy to burn out in this industry, as it seems to have high turnover rate and not a lot of opportunities to grow.
- Its not a 9-5 career so be prepared to work evenings, weekends, holidays, 7 days a week.
- I feel to many higher end positions in cities put to much stake in degrees instead of hands on experience thus many of us in large towns looking to move on have a tough time doing so even though we have 15 years experience.
- Less interest in the pursuit of recreation and parks by next generation as earning potential is limited. With immediate information distributed through social media, image of public sector workers is often negative. More unrealistic expectations from municipal politicians.
- Can be a difficult field to get into
- Our titles do not often reflect all that we do. Even this survey does not allow us to fully describe what we do. many of the questions i would have selected multiple options for what i do. a professional designation would be great
- I have worked as a Fitness Leader teaching Older Adult land classes to Seniors and aquafit classes mostly to Seniors for 12 years for City of Edmonton, AHS, non profit seniors centres and private members clubs. The wages for a one hour class range from \$25-\$50+ per class. It's all over the map depending on the facility/sector. I live in Ottawa currently and teaching Aquafit w City of Ottawa where the average hourly fitness wage is much lower than in Alberta. I was very surprised at this. I can attest that fitness teaching wages in the past were ^are very good. With the terrible Alberta economy currently, I wonder if this will be sustainable with all the Provincial cuts
- I feel that the City of Edmonton management team has little interest in the morale of their recreation staff. I believe this has been made evident by their decisions to cut the number of hours staff are able to work and their unwillingness to assist career advancement within their corporation. I am not hopeful that things will change in the future due to behavior I have seen during training events and facility-wide meetings.
- Need to re-focus post secondary institutions to municipal recreation and not just 'niche' markets and private enterprise. Common-good and recreation-for-all does not have future leaders to protect these concepts.
- Alberta needs more training, especially after what occurred in Fernie BC
- N/a
- Costs of doing business are becoming high and becoming unsustainable
- Many individuals working do not have post secondary education related to their field and also lack the drive to promote wellness in the community as they are not active or engaged themselves.
- Young people need to have a more diverse set of skills and education.
- People work in recreation because they love the job. You don't get rich and advancement is extremely limited but it is usually fun and rewarding. There is however a tipping point. We are constantly being asked to do more with less. The amount of abuse that front line workers have to deal with now compared to years ago is becoming intolerable.

- Lifeguards are grossly underpaid as most facility they are considered a job before you get careers
 - » There is a lot of nepotism. - A lot of workers and managers have worked for the same organisation for most of their careers - often since they have been teenagers. While these people are often passionate about their communities, they lack experience and old styles and habits are passed along, over and over. - There are often diverse sectors housed under Rec & Parks, Rec & Culture or Rec, Parks and Culture, but the majority of department heads come up from a Rec background - often through the ranks of the same organisation, and do not have an understanding of the other sectors, their priorities or how to approach development. In my job, we are asked to conform to a model that works for one sector, but not the other. Truly a square peg in a round hole.
- So many professionals have the opportunity to work part-time. Often in the Rec Industry it is hard to find part time work. Once you are above a certain level of leadership, nearly everything is full-time. This makes raising a young family while working difficult.
- I think it is a hard industry to make money in working for a municipality
- Because of our high paying satisfying jobs, there is little to no movement in the management level unless there are maternity leaves. I am crossing my fingers for the new pool to be built and put back into the capitol budget plan.
- I work in arts and culture, survey didn't include that
- There are not many career opportunities outside of academia for people who hold PhDs in recreation
- more education / public
- It's a great industry and the better it is the better/happier your community is.
- Employment is generally stable however pay and opportunities vary greatly across the province and can result in higher turnover and less stability
- Some locations are hard to recruit good staff ...
- Fun and challenging environment
- No comments
- No comments
- we have many people that are 14 years plus in our town that are part time casual and will never be permanent staff. no benefits and over all poor wages. I tell the kids once there 18 they should go work as a lifeguard when they go to school. it cost thousands to train for a lifeguard job. about 5000. for what I have and it pays 20 an hour. I could make that at any restaurant and 10 dollars of it per hour would be tips. cash money. the job works for me because im old and have everything paid for but the young ones should do something else. people could make more cutting lawns and baby sitting then working two days a week in this industry which is what a lot do. what a waste of time and life for the young ones. this industry is very under valued. everyone wants the world but wont pay people for it.
- I have none at this time
- Very rewarding career, although not very likely to get rich doing it.
- I have not been here long but so far it seems great/
- A lot of local community based organizations will be impacted by the changes to the Alberta Lottery Fund. Without knowing the extent or full purpose of the changes, it's hard to comment on how they will be affected.
- Recreation is a very rewarding and satisfying career to work in.
- m^c ./
- Recreation careers are often not taken seriously and many people over the years have just fallen into their careers. I.e. the Aquatics industry can provide for long term careers but most don't realize it.
- recreation is needed more than ever, but challenged more than ever (time, accessibility, funding)
- unless you are working for a large municipalities, the province or large tourism draw such as Jasper this industry is hit or miss
- Lots of variety.
- Still I feel we are undervalued in terms of wages compared to other professions. Our skills don't appear to be as 'technical' to others and the emotional side of the profession is undervalued.
- Great place to work if you can handle dealing with the public, which is becoming harder every year with the more demanding people as well as their lack of respect and entitlement issues.

EMPLOYER INTERVIEW

APPENDIX 3



Alberta
Recreation & Parks
Association



Appendices

Appendix A: Employer Interview Guide

Employer Interview Questions

About You

1. Name
2. Organization
3. What is your position / title?
4. Please provide a brief overview of your job responsibilities.
5. What is your role in hiring staff? Supervising staff?

Challenges

6. What challenges are there in recruiting / hiring suitable staff? (suitable refers to skills, knowledge, and aptitudes)
 - a. How, if at all, have these challenges changed / are they different than previously experienced?
7. What challenges are there in maintaining the appropriate staff and staffing levels?
 - a. Have, if at all, have these challenges changed / are they different than previously experienced?
8. What challenges do you think will be significant and require attention in the recreation sector over the next 10-20 years? (These could related to labour and staffing or others.)

Mitigation Strategies

9. What actions can / should be taken to address the challenges associated with hiring and retaining staff?

Education and Career Pathways

10. What trends are you seeing as it relates to the education / training and experience of staff?
11. How defined is the career path for individuals working in the recreation field in an organization like yours?
12. How would you rate the ability of your organization to manage succession planning over the next mid-term? (Referencing the ability to fill more senior roles in the organization.)

Other Thoughts

13. What other thoughts do you have as it relates to career entry and progression in the recreation field?

Appendix B: Detailed Interview Analysis

Facilities, Parks & Environment

Large Municipality

Question 4/5: Job Responsibilities and Hiring/Supervising

Respondents reported having broad job responsibilities, managing areas including programming, arenas, pools, leisure centres, providing overall leadership and strategic direction, as well as ensuring financial and asset stewardship – with a specific mention of the importance of creating a culture where people want to work. Both respondents indicated that they were not actively involved in recruitment of front-line staff, but more involved in hiring beyond the supervisor level (e.g. coordinators, superintendent, team leads/managers). One respondent indicated working with staff on work plans, performance management agreements, and so forth.

Question 6: Challenges in hiring/recruiting

One respondent reported experiencing a significant challenge to recruit many new staff to deliver recreation programs in response to a facility expansion and the decision to offer recreation programs in-house after several decades. Finding the optimal blend between experience, education, and skillset can be challenging. Some candidates at the supervisory level lack soft skills and administrative experience. Another challenge is dealing with a somewhat seasonal workforce, where staffing requirements are significantly higher in spring and summer and much slower in the winter. As a result, there is a lot of turnover in frontline positions and recruitment of students and youth is high. There is not a lot of turnover at the leadership level, with one respondent estimating the average tenure for a full-time staff member as being around 10 years.

Question 6a: How have challenges in hiring/recruiting changed over time?

The largest challenges reported include providing permanent, established positions to staff (FTEs), finding technically skilled staff for arena operations and aquatics programs (limited by compensation that can be offered), and determining how best to ‘skill up’ staff to take on duties they may not be experienced in, particularly administration and staff supervision. One respondent reported that many staff desire permanent, stable employment with good benefits, but that their municipality was moving more towards temporary contracts or part-time positions. It was also noted that there has been a slight increase in the number of applications coming from candidates within the oil and gas sector as a result of the economic downturn, creating a larger pool of applicants with diverse experiences.

Question 7: Challenges in maintaining appropriate staff/staffing levels

One respondent identified that it can be challenging to navigate union constraints when it comes to staff movement internally, with there being specific requirements for seniority in promotion and so forth. Wages and permanent position availability are also key drivers of staff turnover, particularly within fitness programming. One respondent identified that many private gyms have opened in recent years that can offer a more competitive wage than they can given salary scales and fiscal constraints. Within aquatics, there has been a bit of pressure to find qualified staff given the training requirements to qualify for such positions. Lifeguards are one of the few positions within municipalities where staff must be 100% certified prior to being offered employment, whereas other positions staff can be ‘trained up’ after being hired. Frontline staff turnover is a challenge, as many of these positions are staffed by youth, students, and those looking for permanent, full-time work.

Question 7a: How have challenges in maintaining appropriate staff/staffing levels changed over time?

Private gyms are opening at a rapid rate, which increases competition for skilled staff, especially within fitness areas. One respondent indicated that there is a bit of tension within their municipality about the City being in 'business' and competing against private-sector fitness facilities. There are also new niche-type gyms opening, for example crossfit, 45 minute fitness programs, indoor parkour, and so on. There is simply more competition for qualified staff and more competitive wages being offered within the private sector. One respondent noted that the challenge to recruit and keep younger staff has been a common issue over the years, particularly given that many they recruit are in school to become educators. How do you convince someone on the path to becoming a teacher to consider recreation with a lack of permanent positions/stability?

Question 8: Challenges that will be significant/require attention within next 10-20 years

Financial challenges are likely to be significant in the short-term, particularly coinciding with the broader economic downturn in Alberta. Another challenge in the near term is trying to balance keeping operating costs down while also providing employees with guaranteed hours, permanent positions, and so forth. One participant identified volunteerism as a particular challenge, as there are huge requirements for strong volunteer bases for hosting major events, supporting community events, and so forth – there is a sense that people are just less committed to volunteering, particularly on boards and within minor sport groups. Costs are increasing over time, especially in relation to health and safety requirements, liability risk and reporting requirements (e.g. incident reporting, investigations). Health and safety legislation is identified as a challenge in this area, with requirements increasing but resources not necessarily being made available to conform. A long-term challenge is to diversify revenue streams, with the public potentially not understanding the tenuous balance between user fees, grant funding, taxation, and corporate sponsorships. Finally, aging infrastructure is also a significant long-term challenge, with respondents indicating a high degree of difficulty in deciding whether to pour limited resources into maintaining aging facilities, to build new facilities, to sell facilities, and so forth.

Question 9: Actions that can/should be taken to address challenges in hiring/retaining staff

Creating more permanent positions would be a significant measure to address challenges. One respondent mentioned having comparable salary data within the sector to ensure staff are paid appropriately. More education on what opportunities and careers are available within the sector could increase overall level of interest in working in the sector, with one respondent indicating that working in recreation is more than just a good summer job – can also be a rewarding career. Leadership development is another area that could be improved, creating a culture where people are developed and encouraged to move into other areas within the municipality. One respondent indicated they are making efforts to move casual positions to having more set areas, especially in key areas such as training incoming staff and dealing with the public.

Question 10: Trends related to education/training and experience of staff

One respondent reported having some staff with significant academic training (i.e. bachelor or master's degrees) or significant life-experience but was not aware of anyone on staff with recreation administration related training. There is overall a diversity of academic backgrounds within the sector, particularly at the leadership level. Within fitness, one respondent reported a trend of more people having kinesiology degrees, which they love. On the technical side, specifically in arenas and operations, one respondent reporting that many they hire do not have appropriate training/courses and, as such, are opting rather to hire people with the 'right attitude' and build them up that way. A gap identified is a lack of staff with a blend of business and recreation training. At the frontline level, there is more of a motivation to hire those with the right attitude over academic/experience fit.

Question 11: Career path definition within the recreation sector

One respondent indicated that they are actively trying to define the potential career path within the parks and recreation department within their organization, so that someone can enter the organization at one level and see a path to leadership-type positions. However, respondents indicated that there is not significant turnover at the leadership level, which creates somewhat of a bottleneck for staff moving up in the organization. An advantage of operating within a large municipality is that many staff view them as ‘employers of choice’ and that there are often opportunities to move around within the organization. With minimal turnover in leadership positions within recreation, respondents report staff eventually look to move into other departments to continue their professional development. Both respondents reported their organizations are taking concerted efforts to better define career paths and provide staff with professional development opportunities.

Question 12: Ability to manage succession planning

One respondent indicated the organization was somewhat challenged to replace the institutional knowledge that some senior-level staff possessed if they were to retire. Overall, the sentiment from respondents was that their organizations overall were well-positioned to manage succession planning in the mid-term, particularly at the team lead level, with many staff looking for opportunities to take on new roles. At the senior-leadership level, however, a gap between experience and skillset was identified by one respondent – need to find the right person to step into these kinds of roles and it takes time.

Question 13: Other thoughts as it relates to career entry and progression within the recreation field

One respondent indicated a sense of disappointment that students were not coming out of recreation-focused academic programs with practical skills that they can apply in the workforce, especially on the finance and human resources side of things – things like ROI calculation, metrics reporting, personality management, and so forth. This respondent also mentioned appreciation for a program offered by Lethbridge College in the 1980s focused on recreation management, but that such a program is not really offered anymore. Tracking demographics, trends and utilizing data (analytics) were also identified by respondents as important skillsets that those within the sector will need to have in the future. One respondent discussed the challenge in offering unique experiences, flexible programs, and competing for people’s attention in an increasingly digital world. This respondent mentioned that facilities should focus on niches, such as adding value beyond an amenity like a pool – what can parents do while children swim? Inclusiveness is another major challenge identified by respondents.

Small or Rural Municipality/County

Question 4 & 5: Overview of job responsibilities and role in hiring/supervising staff

Job duties described by respondents in small/rural municipalities/counties largely mirror those described by those in larger urban centres. However, there are a few areas of difference: some respondents indicated being responsible for agriculture programs; having responsibility for all recreation facilities, programs, and parks/parks maintenance; as well as working more directly with CAOs and Councils to develop financial and strategic direction. Respondents are also more likely to oversee a greater degree of staff supervision and involvement in hiring decisions. Some respondents report not sitting in on every interview, particularly those for frontline or seasonal positions, but having final sign-off authority for all hiring decisions. Another notable difference is that many respondents indicate managing facilities located over a significant geographic distance, including at the county level. Generally, permanent staff numbers are more limited in small/rural areas, with a greater prevalence of seasonal staff and/or staff that shift roles depending on the season.

Question 6: Challenges in hiring/recruiting

Finding qualified staff within or willing to relocate to a small/rural community was the challenge most often mentioned by respondents. Respondents report difficulty in finding candidates with the right skillsets and suitable candidates for positions. One response to this challenge is to hire staff that do not have the right qualifications and train them up. However, a further challenge in this area is the cost of training staff can be significantly higher if not proximate to a major urban centre, as travel and accommodation costs can quickly exceed training budgets. Providing staff with competitive wages, especially when compared to other industries (e.g. resources) or larger centres, is also a challenge.

Question 6a: How have challenges in hiring/recruiting changed over time?

Respondents generally reported that challenges in hiring/recruiting have not changed significantly over time, with candidate pool size and quality ongoing issues. One respondent reported not seeing much of a change in terms of applicant quality even within the context of an economic downturn. Another respondent indicated that the most significant challenge that has emerged relates to regulations and safety, which puts greater onus on managers to ensure all staff are complying with regulations and are properly trained/certified. Attracting youth is another challenge, as many are attracted to larger urban centres for school and other job opportunities – it can be difficult to convince youth to come back to small/rural municipalities beyond seasonal periods, if at all. One respondent also reported that they are seeing a decline in the overall number of applicants, suggesting there may be fewer individuals moving into the recreation sector than in the past.

Question 7: Challenges in maintaining appropriate staff/staffing levels

Respondents report that they face minimal challenges in maintaining permanent, full-time staff. One respondent noted that many staff do express the desire to be promoted and move up within the organization, and, as such they try to promote internally as much as possible. Providing meaningful, ongoing training was one challenge identified by a respondent. In terms of seasonal and/or younger staff, competing with wages that are available in other industries or larger centres is a challenge. One respondent indicated that they faced a challenge with having youth stay with them for a few seasons, then move on to look for full-time opportunities or stay in cities they moved to for school.

Question 7a: How have challenges in maintaining appropriate staff/staffing levels changed over time?

Respondents indicated that challenges have not changed significantly over time, but with some starting to notice the effects of the province's economic downturn. One respondent noted that the downturn has made staff retention easier, with another noting that their community is going through a phase of staff contraction in response to shifting budgets.

Question 8: Challenges that will be significant/require attention within next 10-20 years

Challenges identified by respondents include managing growing operational costs, attracting qualified staff, and providing adequate training for staff. Several respondents indicated that facility maintenance and operating costs are significant concerns, as many facilities are aging and are becoming more expensive to operate.

Question 9: Actions that can/should be taken to address challenges in hiring/retaining staff

One strategy identified by respondents is to be more creative when it comes to things like benefits packages, creating a positive work environment, offering flexible work hours/arrangements, and focus on the excellent lifestyle aspects of working within the sector. One respondent suggested for northern communities that working together to collectively offer training opportunities could be beneficial for staff retention. Another respondent indicated that training budgets are under stress and that many municipalities are struggling to send staff out of the community for training.

Question 10: Trends related to education/training and experience of staff

Respondents did not identify any one trend when it comes to education/training or experience of staff. One respondent noted that, particularly with younger staff, that there is a lack of people skills or general work experience that creates a steep learning curve for some. Other respondents noted that they sense that fewer people are considering recreation as a career path due to few positions being available, often a lack of upwards movement (i.e. promotion to higher level positions) and lack of interest in specific roles within recreation, particularly aquatics. Another trend identified is limited training budgets that can hinder staff development, as a few respondents indicate they often must hire people with the right attitudes and work with them to develop due to few 'outside' the community applicants.

Question 11: Career path definition within the recreation sector

Respondents indicated that career paths within municipalities tend to be diverse and open-ended, with career paths specifically in recreation less defined than in other departments. Staffing levels vary significantly, with some small/rural communities having few staff and minimal opportunities to move up within the organization. Another challenge identified is that the lack of development opportunities is creating a situation in which staff in the sector do not view recreation as a long-term career. For staff looking for new challenges, many must leave the sector entirely to advance professionally.

Question 12: Ability to manage succession planning

Succession planning is an important topic within small/rural municipalities, as many respondents identified that senior staff are nearing retirement ages without clear plans for how to manage these transitions. Time, effort and lack of certainty whether staff trained to succeed others will stay in the organization hinder attempts to plan for transitions. One respondent indicated that they are trying to improve communication across the organization, from Council/CAO down to frontline staff within the recreation sector, as well as to utilize things like vacation coverage to provide staff with new opportunities to learn other positions within the organization.

Question 13: Other thoughts as it relates to career entry and progression within the recreation field

Respondents expressed a wide range of thoughts on career entry, progression, and other important trends within the sector. Attracting qualified staff, engaging with younger persons to enter the field is a challenge given the geographic remoteness of some communities, ensuring training is accessible and affordable, and doing a better job of promoting opportunities within the sector were identified. Respondents suggested that there is a lack of awareness of what opportunities exist within recreation sector. Some respondents suggested that there needs to be better communication of the 'value proposition' that recreation staff have within municipalities, including the positive impact that well qualified staff can have on maintenance and program development. One respondent suggested ARPA look to create an online board with job postings, development opportunities, and so forth to better promote opportunities within the sector.

Community Development & Administration

Question 4 & 5: Overview of job responsibilities and role in hiring/supervising staff

Respondents are involved in business plan and investment strategies, college instruction, strategic planning, communications, membership management, and leading community capacity building initiatives to strengthen collaboration and innovation with community groups and citizens through recreation. Two respondents work specifically on advancing Indigenous reconciliation, stakeholder relations, and managing/supervising recreation programs that support Indigenous children, youth and their families. Depending on the organization, respondents indicate having only some direct involvement in hiring staff, with HR departments taking on most of these duties. Creating and approving job postings, attending interviews and making final hiring decisions are some hiring responsibilities. Staff supervision varies, with some respondents indicating having direct reports and others not having any supervision duties. One respondent, involved in education, views their role as being a liaison between employers, graduates and alumni.

Question 6: Challenges in hiring/recruiting

Challenges identified include managing budgetary constraints, particularly at the provincial level, finding staff with robust, diverse skillsets (e.g. economic modelling, performance measures, systems planning) to take on expanding duties, managing high application volumes, and navigating the wage gap between non-profit organizations and public/private sectors. One respondent reported that while application volumes are strong, there was a notable gap in terms of applicants having the appropriate skillsets and aptitudes. The respondent involved in education reported that in the turfgrass sector specifically there is a strong demand for candidates with formal education in the subsector, but that municipalities are tending to continue hiring general employees and assigning them to areas that require specialized knowledge. Respondents in the Indigenous subsector indicate that finding Indigenous professionals to fill roles can be challenging given high demand for these staff and few applicants. Competition for qualified staff in this subsector can be significant.

Question 6a: How have challenges in hiring/recruiting changed over time?

Changes identified by respondents include the need to hire staff with broader skillsets than in years previous, as staff with more diverse abilities tend to be better equipped to deal with change, succession, and so forth. One respondent noted that there are opportunities for younger people to enter the recreation field, but that staff loyalty is decreasing over time. Many younger staff are willing to move to other opportunities quickly, motivated more so by landing in an organization with a good reputation and strong leadership rather than financial considerations. Fluctuation in applicant pool size and overall quality was noted by one applicant, with some years having many qualified applicants and others very few, noting that properly timing postings can be difficult within the sector.

Question 7: Challenges in maintaining appropriate staff/staffing levels

Respondents within larger organizations find that internal staff movement is encouraged, with some staff moving out of the recreation sector but benefitting from the skillset acquired through experience in the field. A respondent working in the provincial government suggests that staffing levels are challenged by budget constraints and that staff can be demoralized if clear connections between work and outcomes are limited. The respondent involved in education identified that labour mobility overall is increasing, with staff perhaps less focused on the value of a career within the sector and more so focused on getting a paycheck. This respondent also noted that students often graduate with great excitement to enter the recreation sector but can quickly become discouraged by work environments that are less focused on how parks and recreation are integral to quality of life than they anticipated. The two respondents working in the Indigenous subsector note that successful employees are at risk of being poached by larger organizations or the private sector because they can offer higher wages. Other challenges include creating work environments that are culturally safe for Indigenous employees, navigating variable Indigenous programming funding, losing Indigenous staff that return to their home communities/reserves, and high rates of burnout amongst Indigenous staff. Managing day-to-day duties while also working with individuals that may be dealing with long-term trauma can be extremely difficult to manage for Indigenous staff.

Question 7a: How have challenges in maintaining appropriate staff/staffing levels changed over time?

Respondents indicate that some challenges have remained constant over time, particularly funding constraints, communicating value of parks and recreation to the public, offering competitive wages, and a declining overall commitment to working within the recreation sector. One respondent noted that those employed in the sector, particularly new staff, are more willing to follow their interests and move to other positions if their work and values do not align with those of their employers.

Question 8: Challenges that will be significant/require attention within next 10-20 years

Major challenges identified include doing more with less (i.e. budget constraints), the importance of staff specialization, maintaining safety standards and managing risks, managing demographic transitions, adapting to evolving environmental challenges (i.e. climate challenge), and supporting the public to recreate as user needs and desires change. The respondent working in the provincial government suggests that with budget cuts entail greater reliance on businesses and the non-government sector to advance the sector more broadly. The respondent working in education believes that risk/liability trends within the sector will increase the overall quality and calibre of infrastructure like sports fields, which will also lead to increased costs. Maintaining safety standards within the context of growing concern with risk management will be a challenge. One respondent had a particularly wide-ranging response to this question, identifying several broad challenges that will impact the sector, including income disparity, rise of artificial intelligence (e.g. autonomous lawn mowers, etc.), training standards and professionalization within the sector, and changes as to how people choose to 'recreate' (e.g. online gaming, recreation becoming more consumer-focused, rise of elite level sports, etc.). The respondents working in the Indigenous subsector note that Canada's Indigenous population is the fastest growing demographic in the country. This will require conscious efforts to make sure facilities are safe and inclusive spaces for Indigenous users and to move away from 'tokenism' in participation and move towards more genuine engagement and embracing of diversity within the sector more broadly.

Question 9: Actions that can/should be taken to address challenges in hiring/retaining staff

Respondents generally identified that ensuring the right skillset and personality fit for an organization is an important strategy to address hiring/retention challenges. One respondent recognized that skillsets are going to change rapidly in the next 10-20 years and narrowing the gap between educational training and in-demand skills must happen, potentially through greater use of internships within the sector. Targeting students graduating from specialized programs rather than having a 'blanket' approach to posting a position and screening all candidates can improve skillset fit. One respondent acknowledged that operating within a unionized environment challenges organizational ability to promote the best candidates, often having to prioritize things like seniority for training, talent development, and so forth. There is a need to communicate to staff that there is a clear development path for them and to focus on motivation, rather than let staff think that they might be in the same role for more than a decade. Aligning corporate and staff values is important, as is following trends in terms of change management, staff development, and so forth. Within the Indigenous space, culture shifts are required to embrace duality. Organizations have to adapt and change in response to community needs, with staff educated how to work with diverse communities. More experimental learning opportunities are required. Creating genuine spaces for Indigenous cultures to be celebrated and thrive within a recreation setting is required, as well as ensuring physical and cultural safety for Indigenous employees.

Question 10: Trends related to education/training and experience of staff

One respondent working within the tourism side of recreation has noticed that nature-based tourism and education is growing, as is educational focus on the business side of tourism. There has been a significant shift in the last 6-7 years in that educational instructors are no longer the keepers of knowledge, but rather as validators of student ideas. The internet has opened knowledge significantly and students are shifting towards being problem solvers that draw upon more open-source resources. This respondent also identified that educational institutions are looking closely at ROI of programs but recognizes that properly training a student to be successful within recreation requires many years of education and that low wages for entry-level positions can dissuade some students from pursuing advanced training within the sector. The two respondents with an Indigenous focus expressed that there is a greater level of cultural awareness and sensitivity within the sector, which is slowly becoming embedded within all levels of education and training. They require that all employees have either a diploma or degree, but these credentials come from all sorts of disciplines, including physical education, recreation, social work, and so forth.

Question 11: Career path definition within the recreation sector

Respondents generally expressed that career paths are either not well defined or variable depending on the subsectors within the recreation industry. Some recreation positions are more specialized (e.g. GIS analyst, data analyst) whereas others are more generalist-type roles that are less defined by job duties and more so approach to work. This problem can be particularly challenging within municipalities, as graduates can enter the organization and not experience advancement within their area of specialized knowledge, which can deflate staff. A bottleneck of supervisors within certain organizations can keep staff from advancing and erode traditional career path definitions in the sector.

Question 12: Ability to manage succession planning

Depending on budgetary considerations, succession planning can be quite challenging, as organizations (specifically the provincial government) is opting rather to not fill vacancies. Organizations may have policies in place and plans/strategies that can be mobilized but can be quite difficult to implement if there is not long-term commitment to maintaining positions. One respondent suggests that municipalities are not well-prepared due to a lack of organized department leadership to develop succession plans, which is further complicated by unionized workforces. Other respondents indicate they are well-prepared to manage succession planning or else have no plan in place at all. The two respondents with an Indigenous focus indicate that succession planning is particularly difficult due to budgets shifting, a situation in which staff are overburdened and tend to take on multiple roles. There is a tendency for a few staff to become integral to organizational operations and if they were to leave, there would be a significant loss in capacity and knowledge - particularly related to Indigenous protocols and ways of working. Operational budgets are not increasing with inflation/cost of living, meaning that staff tend to do more with less year over year. It can be challenging to provide staff a wage that meets cost of living, further limiting the potential for staff to stay in the organization over the long-term.

Question 13: Other thoughts as it relates to career entry and progression within the recreation field

Respondents expressed a few contrasting views, with one suggesting that staff are no longer being hired to do 'one thing' anymore and that they will have to do many things, work with diverse groups, and the importance of taking a systems approach to work. Another respondent, however, expressed the importance of specialized skills, particularly within municipal settings. By investing more into training staff, paying more for specialized skills/knowledge, municipalities may be able to offset costs by having the right staff member in place that understands dynamics such as maintenance, business, and so forth. There are opportunities within the sector and growth areas, but there is a risk that some of institutional knowledge and leadership may be lost over time. Ensuring knowledge is passed down is important, as is ensuring that education and training are sustainable/aligned with emerging trends.

Health, Fitness, Rehab & Therapeutic

Question 4 & 5: Overview of job responsibilities and role in hiring/supervising staff

As is the case with other segments, respondents reported a wide range of job responsibilities and varying degrees of involvement in hiring/supervising staff. Duties generally include providing leadership, designing programs and services, engaging stakeholders both internal and external to the organization, overseeing training and recruiting, and so forth. Those involved in program design and delivery tend to be highly involved in employee supervision, with the number of staff supervised largely contingent upon the size of the organization. Respondents in this segment report a high degree of involvement in hiring and recruiting staff. Those working in the health/rehab/therapeutic side (i.e. organizations employing recreation therapists) also report having to manage the complexities of working with other levels of government to secure funding (i.e. Alberta Health Services). Some respondents report being directly involved in hiring and supervising all staff, even below the coordinator or manager level, in order to provide strategic direction and support. With program delivery, coaching is a major component of respondent job duties, as some respondents report overseeing more than 250 course instructors.

Question 6: Challenges in hiring/recruiting

A major challenge identified by respondents is part-time staff turnover, depending on the type of candidate being hired. For organizations that hire a lot of students, there is a temporal dimension that comes into play (e.g. hire a student in their 3rd year, they will eventually graduate), as well as difficulty in coordinating schedules appropriately. Student scheduling can be a big challenge given the many time demands that students often have. In other instances, some staff hired part-time continue to seek full-time employment and may move out of their roles if such an opportunity arises. Additionally, within recreation therapy and rehabilitation subsectors, it can be difficult to hire staff with more niche skillsets. Those hiring within municipal settings indicate that it is fairly easy to find qualified staff at the coordinator level due to the appeal of working within a municipality. However, specialized skills or staff for specific niche areas such as child-minding, youth programming, and group fitness instruction can be more difficult to find. One respondent that works within AHS identified that hiring external candidates can be challenging due to unions and policies, but that there is healthy internal movement of staff so that there are rarely major challenges in hiring/recruiting. Lack of resources and budget constraints were also frequently identified by respondents. One respondent working within the Indigenous subsector noted that it can be difficult to sell Band Councils and community members on the importance of investing in recreation and sports, as well as to find staff that are responsive to diverse Indigenous community needs. The respondent also noted that residential school survivors see recreation differently – as something often forced upon them, but also as key to survival.

Question 6a: How have challenges in hiring/recruiting changed over time?

Respondents in more rural or remote locations (e.g. Peace River) report that they have consistently struggled to attract candidates to the region, including recreation management graduates that are originally from the region. Areas with a high cost of living (e.g. Canmore) can also struggle to recruit candidates due to wages not going as far as in other communities. Respondents delivering recreation programming note that there has been little turnover at the coordinator and above levels, meaning there is a degree of organizational stability. At the same time, such stability also limits staff ability to move into more senior leadership roles. Another factor affecting hiring/recruiting within recreation programming is the need to constantly adapt to changing user demands and expectations for programs. One respondent provided an example of group fitness being significantly more popular than in earlier decades, which increased demand for staff with the right education and experience to deliver these types of programs. Staff also desire stability and consistency, but one respondent indicated that providing stable hours and permanent positions is becoming more difficult. Within recreation therapy and rehabilitation, AHS now requires all applicants to have degrees, increasing the overall level of education applicants are presenting. Practicums and work experience arrangements are major components of educational programs, which provide students with opportunities to learn more about areas in which they can specialize. Other broader trends, such as an aging demographic, have created new opportunities and position growth within recreation therapy.

Question 7: Challenges in maintaining appropriate staff/staffing levels

One respondent working within AHS suggests that funding models can be very restrictive for hiring staff, particularly those with recreation skills and backgrounds; current models tend to prioritize nurses and health care aides. The respondent noted that the approach to care needs to expand to include rehabilitation and restorative care as important dimensions of keeping people well. Many respondents acknowledge that their organizations have good reputations as employers, particularly amongst students, and that keeping staff is generally not a significant challenge. However, organizations that have a lot of student employment deal with steady turnover year-over-year. One respondent notes that it can be difficult to maintain staff in part-time or temporary positions, as many want more permanent or stable positions. Additionally, in the area of recreation programming, courses can be cancelled if enrollment is not at certain levels, making it difficult for employers to provide guaranteed hours. Seasonality is another factor that some employers must deal with, particularly with summer programs and youth camps where dozens or hundreds of staff have to be hired quickly. Several respondents mentioned that once staff secure a permanent, full-time position in an area that they have aspired to for several years, many will not leave unless an extraordinary opportunity comes available. Most respondents indicated that providing permanent, full-time positions can be challenging given variable funding and other organizational factors (e.g. budget cuts).

Question 7a: How have challenges in maintaining appropriate staff/staffing levels changed over time?

Respondents expressed that budgetary considerations have consistently been a challenge when it comes to maintaining staffing levels, with budget fluctuations prompting hiring and downsizing over the years (cyclical). To overcome budget limitations, a few respondents mentioned they consciously try and create a 'family' type work environment where staff feel appreciated, valued, and respected. One challenge identified by respondents is that there tends not to be a lot of turnover in senior positions, limiting the overall sense of 'upward momentum' that staff may experience. Staff burnout and managing work environment pressures are also newer challenges. One respondent working within the recreation programming area has identified that private sector providers are increasingly attracting staff due to being able to offer more stable hours or better pay.

Question 8: Challenges that will be significant/require attention within next 10-20 years

Budgets and long-term funding stability were brought up by most respondents, whether related to long-term facility operational sustainability or maintaining staffing levels. One respondent noted that they hire a lot of students and that costs incurred by students are not going down – there will always be students seeking employment. However, the overall level of stress that some students are dealing with has increased significantly in recent years, creating situations in which supervision must focus on mental health and self care as much as on skill development. Respondents also expressed concern over competing for attention, noting the prevalence of 'screen time' in peoples' lives. Predicting trends in user recreation preferences and programs, developing programming to overcome sedentary lifestyles, and figuring out how to best engage communities (holistic) are challenges to address moving forward. There are also challenges in managing periods of increased demand and investment within municipalities, which often leads to new facilities being built and new programs offered. In periods of economic decline, it can be difficult to illustrate how investments are returning good results, especially if program enrolment declines. Respondents broadly identified that staff are dealing with situations in which they are getting busier without having adequate resources to meet high public expectations for recreation programs. A few respondents mentioned that there are significant pressures placed upon staff to be good ambassadors for their organization or municipality, especially those in public-facing roles. Providing staff with more support and more resources is needed to meet expectations.

Within the health, recreation therapy, and rehabilitation subsector, there are significant concerns about long-term funding stability based on recent years' provincial budgets. Aging populations were mentioned several times by respondents, noting that recreation – broadly speaking – is integral to quality of life, aging in place, and maintaining health into old age. At the same time, demand and affordability are larger challenges in areas such as long-term care and retirement communities. A respondent working in a lifestyle community in Canmore noted that the waitlist for residents is more than 2 years long and that there are only 25 long-term care beds in the community. A significant challenge in this area moving forward is providing seniors with affordable, accessible opportunities to recreation, as many seniors may be forced to relocate to larger urban centres to get the care they need. Multiple respondents identified that there is a need for more university-level graduates within the recreation therapy discipline, but respondents value that students graduating from the University of Lethbridge's therapeutic recreation program are eligible for certification. Other trends identified include increased immigration and adapting to different cultural preferences.

A respondent working within the Indigenous subsector notes that the purposeful combination of health, recreation, and sports is needed to meet needs holistically. Recognizing social determinants to health and developing interventions to influence outcomes in recreation and sports within Indigenous communities is required. In terms of facility design and programming, greater cross-training and hybrid-type positions (e.g. psychology services within recreation/sports centres) are required to address systemic challenges, especially in areas such as youth suicide rates. Crisis prevention and recreation can intersect in such a way as to have a positive impact on Indigenous youth, if prioritized appropriately.

Question 9: Actions that can/should be taken to address challenges in hiring/retaining staff

There were several ideas expressed by respondents as to how to address hiring/staff retention challenges, including: providing ample professional development opportunities; creating opportunities for knowledge exchange between staff (e.g. one staff member attends a workshop, presents to the larger staff on what was learned); working more closely with community members to develop programs and improve inclusiveness; and, working with HR to better understand programming and skillset needs to improve applicant screening and position descriptions. One respondent mentioned that they relish staff turnover, as it creates new possibilities for shifting workplace culture and is positive for developing new policies; embracing change organizationally can be positive in terms of creating a more attractive culture for staff retention. Developing strategies for how to incorporate part-time or temporary staff into an organization with an eye to staff succession can help address staff retention challenges, as if staff can see a clear path forward within the organization they may be more likely to stay in their roles. One respondent working within the recreation therapy subsector mentioned that ensuring educational programs within the province align with national standards is a challenge that will need to be addressed in the future.

Question 10: Trends related to education/training and experience of staff

Respondents identified that staff seem to be increasingly interested in pursuing additional certifications while on the job, in many different areas, including in emotional intelligence, specialized training in dementia care, diversity and equity and so forth. A few respondents feel as though they are getting more qualified staff (i.e. better educated), but not necessarily staff with significant work experience. Staff often have degrees in subjects such as kinesiology, physical education, recreation therapy, and/or diplomas in health, fitness, and rehabilitation. Some organizations require staff to have a degree to fill management-level positions and a respondent noted that distance education/online learning is becoming more common due to the difficulty staff face in pursuing additional training while on the job (time, distance, cost, etc.). A respondent working in children's fitness has noticed they have been getting a lot of teachers applying for positions. Respondents also noticed that applicants often lack experience working with children and seniors specifically, so they actively encourage staff to explore these roles. A few respondents expressed concern over whether recent graduates are adequately trained to work within the recreation sector in terms of a disconnect between staff expectations and on-the-ground reality of working in the field (e.g. desire to move up quickly, etc.). A respondent working within therapeutic recreation has noticed that more and more applicants are actually trained in the discipline, whereas prior more applicants would have physical education or other recreation backgrounds, not necessarily specialized education.

Question 11: Career path definition within the recreation sector

Depending on the subsector (i.e. health, fitness, rehab, therapy) career paths can be quite well-defined, or else not well defined at all. A respondent working in adaptive physical activity notes that many graduates are unsure of how to translate their skills in other areas and this limits career progression, as not many positions within adaptive physical activity come available. Other respondents identify that emergent opportunity areas including mental health, dementia care, inclusiveness (e.g. LGBTQ+, Indigenous), and multicultural/intergenerational are likely to create new career paths within the recreation sector in the future. A few respondents working within a large municipality note that there are limited opportunities to move into senior roles within parks and recreation departments due to a lack of staff turnover at these levels. Many staff may begin within recreation and eventually transfer to other departments to continue their professional development. One driver of new positions is building new recreation facilities, but many municipalities are tightening budgets in all areas. Most respondents expressed the sentiment that once people get to the position they want to be in within the sector, they tend to stay for a long period of time. Seniority and unionized workforces were also identified as challenges to career path definition within the sector, as there are instances when the best candidate for postings may not be considered due to seniority.

Question 12: Ability to manage succession planning

Respondents report varying levels of ability to manage succession planning, which often comes down to the organization they work in and factors such as funding coming from the provincial government. Respondents working within large municipalities note that succession planning is generally quite strong, with a good pool of internal candidates to fill more senior roles when they come available. One respondent working in retirement communities mentioned that they have been trying to retire for more than 6 years but has not been able to find the right candidate with the blend of skills and education to be effective in the role. Beyond having internal staff to fill roles as they come available, respondents also report actively developing action plans and 'how to' documents to support staff to cover off for sick days, vacation, and so forth. These types of strategies can be implemented regardless of budget constraints but does require significant staff time. Some respondents expressed that protocols like performance agreements can help staff to identify skills they need to work, as well as allow management to map out skillsets.

Question 13: Other thoughts as it relates to career entry and progression within the recreation field

One respondent mentioned the importance of encouraging younger generations to enter the recreation field and to provide adequate mentorship/leadership development. Greater collaboration within the sector is required to break down silos. There are many opportunities to create new positions, but budget constraints are a major limitation. Those entering the profession should also be aware that recreation is not necessarily a 9-5 job and that flexibility is critical. Another respondent identified the importance of bringing a budgeting, marketing and finance perspective to the sector, as these types of skills are critical to navigate new budget realities and to better communicate the value of recreation. For the more specialized areas of recreation, one respondent feels that the profession could do a better job of advertising other career paths, feeling that ATRA specifically could take the lead on profiling different opportunities. Educational institutes, too, should play more of an active role in promoting various subsectors within recreation and offering specialized programming. However, change in this area is often extremely slow and introducing new programs and/or expanding existing programs can take a very long time. A respondent working within an Indigenous community expressed the importance of taking a holistic view on health, recreation and wellness. In relation to sports and recreation specifically, the connection between community development, mental health, and physical wellness is slowly being re-established in the Indigenous context. Creating environments where talents can succeed and flourish is critical to support Indigenous community members to pursue professional positions within recreation departments.

Appendix C: Employer Interview Raw Data

Q2 Organization

- City of Medicine Hat
- Steadward Centre
- Lifestyle Options Retirement Communities
- University of Alberta
- Kneehill County
- Mackenzie County
- Government of Alberta - Parks
- Olds College
- City of Edmonton
- City of Edmonton
- Lifesaving Society - AB and NWT Branch
- City of Edmonton
- Boys and Girls Club of Calgary, Indigenous Initiatives
- MD of Opportunity No. 17
- Town of Cator
- Origin at Spring Creek Active Lifestyles Residence
- Town of Hanna
- Grande Prairie Regional College
- City of Airdrie - Genesis Place
- Glenrose Rehabilitation Hospital
- City of Spruce Grove
- Town of Peace River
- Siksika Health Services

Q3 Position/Title

- Manager of Recreation
- Director
- General Manager
- Sports Program Coordinator, U of A Campus Recreation – intramural sports
- Manager of Parks and Agricultural Services
- Director of Community Services
- Manager of Parks Business, Performance and Development (Strategic Business and Policy Branch)
- ED Turfgrass Research, Golf Course
- Program Manager, Adult Group Fitness Experiences
- Program Manager, Children's Experiences and Arena Programs
- CEO
- Program Manager of Member Experiences
- Director of Indigenous Initiatives & Manager of Community Clubs
- Director of Recreation & Culture
- Recreation Director
- Life Enrichment Coordinator
- Director of Community Services/FCSS
- Manager, Fitness Facilities
- Manager of Genesis Place & Arenas
- Manager, Recreation, Aquatic Therapy and Volunteer Services, Program Manager Specialized Rehabilitation Outpatient Program, Adults & Pediatrics
- Community Development Coordinator - Recreation
- Director of Community Services
- CEO of Health and Recreation

Q4 Overview of Job Responsibilities

- Manager of Recreation: department is parks and recreation (parks section and recreation section) – under the public service division. Manages rec programming, pools, arenas, leisure centres – 3 superintendents under him (aquatics, building operations and recreation programming).
- Steadward Centre – teaching and research centre within Kinesiology, etc. Provide physical activity programs for people with physical disabilities. Her job: Executive Director – supervises managers, involved in HR decisions, finance decisions, has a separate budget for space from the Faculty of Kinesiology, Sport and Recreation (UAlberta).
- General Manager – one the founders with the developer of Lifestyle Options Communities.
- Plan and deliver intramural sports program (u of a students and surrounding community) oversees a staff of about 60 casual student staff and one full-time staff. Staff/ budget/risk management – program planning.
- This position administers all Parks, Cemeteries and Agricultural Service Board (ASB) programs and services, and maintains the office of the Agricultural Fieldman under the ASB Act. The position carry's out the vision and strategic plan of Council and ASB through administering, developing, implementing and maintaining all related programs and services, including but not limited to budgeting, policy & program development, staffing, safety, managing various contracts and contractors, and capital & asset management. Job description: manages departmental full time and seasonal staff, contractors, and consultants.
- Manage the operation and development of parks, recreation, waste management, bylaw services, fire department, building maintenance, indigenous relations and RCMP Liaison
- Works on business plan and investment through different creative ways (fees, voluntary ways) – budget that they get within Parks is miniscule – 40% of the money in the budget is money they have worked for themselves. Have covered roles in conservation in recreation management, etc
- Full time instructor of turfgrass management at Old College. ED of the Alberta Turfgrass Research foundation.
- Oversees the team programming all of group fitness for the City, as well as for persons with disabilities, programs 500 classes per week – HR stuff, budgeting, customer service, programming, looking at fitness trends, ensuring certification and awareness of what is relevant/best practices.
- Oversee the unit as a whole (children's experiences) – arena part is for public skate and shinny – no rentals or that kind of stuff. For Children's oversee 3 coordinators who take on different components (one is school-age children programs and camps, one preschool programs and camps, one is school programs and partnerships and arena). Supervises all of that. And directly manages 5 locations that have child minding centres in the city and indoor playgrounds. Within child minding has two team leads that she supports. They oversee their staff and so on and so on. Kids Den Team leads (2) for 5 locations of child minding; pre-school program coordinator takes on birthday parties and year round camps, school age coordinator who takes on bike safety events, year round camps and practicum students, school partnership coordinator who takes on active living school program (full week field trip for a class, up to 30 weeks of TIS) and arena programs, public, shinny and member.
- Strategic planning, Budget Oversight, Managing Staff Workplans / support, Organizational Communication Oversight, Member Relationship Management, Other...
- Supervise and provide leadership to a team of staff which includes recruiting, training, conducting performance evaluations and managing, coaching and recognition in order to ensure consistency and efficiencies in program service delivery; Research, plan and implement recreation, and/or customer service needs assessment processes, interpreting the results and preparing strategies to provide enhanced programs, services and experiences in the area of Recreation Membership Experiences; Develop and implement action plans to meet guest expectations and facility objectives, department mandates and branch outcomes; Develop and maintain relationships with stakeholders and partners to ensure successful delivery of designated area within the community and the facilities; Provide professional advice and direction to internal and external clients in the planning, development, implementation and evaluation of programs and interpretation within the Branch; Address any concerns or conflicts with clients, programs and spaces; Develop market plan processes, resource materials, annual budgets, and strategies to enhance revenue; Monitor the budget and explain variances; Review and enhance effectiveness of registration processes and program development procedures; Write reports and make recommendations on policies as directed by the supervisor; Perform related work as required
- See attached?

- Director of Rec and Culture. Have 7 communities within the MD of Opportunity. Take care of facility maintenance, custodians, recreation as well. 6 managers that report to him, all have roughly 30 staff under them with different facilities. My role – take direction from council and CAO, develop policy and bylaws, reports for decisions, then provide direction to the managers to other levels.
- Job responsibilities include the oversight of all sports/ recreation programming (hockey, baseball, softball, soccer, summer camp, skating programs, swimming, etc.) and all recreation facilities and staff (arena, pool, ball diamonds, campgrounds, parks). This position also provides administration for Castor Minor Sports and the 3C's Minor Hockey Association.
- Develop and design all programs – fitness programs, trivia, social events. Also organizes several marketing events (private organization to get new clients to move in). Manages volunteers, whether working with residents or residents that are volunteering – they have a shop. Have companions that do one-on-ones with residents (paid through AHS or privately paid) – manage and hire them as well. Have two aides that she manages and supervises. Manages a shuttle (14 passenger bus and minivan) – maintenance, everything else. Lots of private room bookings, always managing room bookings, payments, etc. Right now have 109 residents.
- Responsible for management and operation of all public facilities and green space infrastructure. (Arena, outdoor pool, multi-use complex, complex, parks and playgrounds, skate park, campground and natural park area, cemetery green space, trees and boulevards) This includes overseeing any recreation programs and events and special community events. (Canada Day, etc) This position is a combined position and includes Family and Community Support Services. Very diverse department. Working with community, organizations and volunteers for the overall benefit of community. Includes resource allocation, grant management and new initiatives. (very brief) I have over 35 years experience in the field. Volunteered with both sport associations and cultural organizations, experience working with provincial boards and funding bodies. Diverse personal background which helps to understand the diverse needs within the community.
- Oversee operations of 2 Fitness Centre, 1 High Performance Training centre, 1 gymnasium and 1 climbing gym. Approximately 3 full time staff and 40+ part-time staff to deliver athletic and recreational possibilities to students of the college and those in the communities we serve.
- Different categories – main around overall leadership for the facilities, strategic direction, aligned with City council for facilities. Financial and asset stewardship, making sure budgets are being spent efficiently. People and culture – creating a place where people want
- Professional Service manager – manage programs and disciplines – manages all recreation therapy staff. Also has volunteer services, aquatics, etc. Liaison with the auxiliary. Manages two outpatient treatment programs, have clinics and treatment.
- This position is responsible to lead the creation, coordination, delivery and evaluation of Community Capacity Building initiatives and Recreation Programming. The incumbent fosters grass-roots community growth and development by strengthening community leadership, collaboration and innovation with community groups and citizens. This position reports to the Director of Recreation Services.
- Responsible for Department planning, financial management, resource management, Includes Recreation programming, parks, recreation facilities – Multiplex, Indoor pool, Family & Community Support Services, Parent Link and Museum.
- N/A

Q5 What is your role in hiring/supervising staff?

- Levels he gets involved in: the coordinator level (below superintendent) – last line of unionized supervision. Below that typically doesn't get involved in those hires. Superintendent hiring and coordinating hiring
- Responsible for the full-time staff (7-full time members) – sits on the hiring committee for all hires. Part time staff: manager of recreation and fitness; athlete development coordinator handles coaches. Supervises full-time staff that report directly to her, part time report to managers.
- Big role – work with Alberta Health Services for contract funding. They employ rec therapists, recreation assistants and coordinators. They have 5 buildings now (rec therapist and assistants at each) – part of the contract funding. They also require a degree for rec therapists. Assistants require diploma-level training or some recreation background.
- He oversees the hiring process for all of the staff. For the full-time staff, completely hands on – leadership of 10 students that help coordinate the 50 front line staff that coordinate them. Less hands on as they go down the line – training student leaders on the hiring process and guiding them through that. At the end of each school year, has them have the leaders interview their replacements. Hire almost exclusively students, reliability/availability varies – hire basketball refs and they decide they can't make the workload work. Student leaders can do hiring.
- I oversee all hiring of staff in department. I have 16 staff total with 3 fulltime direct reports and 14 seasonal fulltime non direct reports
- Responsible to hire and supervise staff, including contract positions such as campground caretakers. We have two "recreation complexes" in county hamlets that are operated through agreement with recreation boards. I am responsible to manage the contract with these organizations. I will comment separately on these job positions and you may include these positions in your survey. (note that I am not 100% familiar with these operations so the information is not exacting)
- Small staff contingency – information management, another as a planner (financial planning, performance planning) and last piece is a little bit on legislation – one staff working on legislative projects (red tape reduction). Also had staff more focused on business analysis – with the budget crunch, one person left the position and they need more support on. In charge of the hiring, performance agreements through the year, to pivot from project to project and making sure they are aligned in the strategic plan.
- From his perspective, he's the liaison between employers and graduates, current and alumni – usually giving employers advice on how to attract, retrain, recruit. Giving students job leads, preparing them for jobs – tuning up resumes, compensation analysis for various jobs. Bridges the alumni to employer gap.
- Chooses to take an active role on the whole team – hires and supervises coordinators, but also likes to be involved in the hiring and supervision process to make sure that things go smoothly. Have about 250 instructors.
- When it comes to the coordinators, she does the hiring for them and for the team lead role. Used to take a big role in hiring for the child minding centres but has started to support the team leads in doing that – support them through questions before actual hires. For her, with that section, still works closely with HR to make sure they have the right postings up, identify needs and budgets. Coordinators, however, when needing to hire, they take on the HR work themselves. There's an expectation that you always must have to have two people in the interview – one as a certified hiring manager. She will step in in situations where there isn't a hiring manager. Supervision: has specific 1-1 meetings with coordinators and team leads, they supervise their own staff. However, if they have needs, she will assist more directly. One on one team meetings with staff, group team meetings, open door/reachable – accessible to staff, maintains a team approach to help each other as needed, even as coworkers.
- Approve Job Postings, Establish Organizational Structure and determine staffing need, interview, hire, orientation
- Supervise and provide leadership to a team of staff which includes recruiting, training, conducting performance evaluations and managing, coaching and recognition in order to ensure consistency and efficiencies in program service delivery
- Christy – Supports HR in developing recruiting strategies that supports the hiring of Indigenous professionals. Reviews applications if a second opinion is needed; Shannon – Reviews applications. Completes interviews. Pre-screens candidates. Who to hire is ultimately a team decision but Shannon/Christy has final veto.
- Signs off on all hiring and firing. Physically can't sit in on every interview, but delegates to managers for most of the time – signs off on rates, etc.
- This position is responsible for the hiring and supervision of all recreation staff. This includes Arena and Pool Managers and seasonal and part-time arena and pool staff. In addition, this position is responsible for hiring and supervising summer camp staff when the program is operational.

- Does all of the interviews and hiring for programs (2 staff and companions (hiring and managing their time, has 2 p.t. people). In the event they have more residents it would go from there. Also working with resident families to arrange for companionship and partnering with staff. Also has one p.t. driver (resident family member) – wants to ensure his mom gets involved. 3 full-time positions. An active role in supervising – small team, always touching base, managing schedules and time.
- Have four full time crew members; One community Services Programmer (who assists with programming and FCSS related items) One full time Building manager at Centennial Place with 5 part time year round staff; Seasonal staffing includes 3 summer playground, 12 outdoor pool, 12 seasonal parks; Campground contractor; Any contract services required or special grant positions
- I hire, train, and supervise staff.
- Team of 6 team leaders/managers. Not actively involved in recruiting. Annual workplans, performance managers, priorities.
- She does the hiring and interviewing. Have a bit of a panel, with frontline staff helping – recruitment, hiring and performance, etc.
- Does not hire or supervise any staff
- I hire and supervise all my direct reports – manager & coordinator level.
- N/A

Q6 Challenges Recruiting/Hiring

- Last biggest intake was probably in 2016: quite a big expansion to the family leisure centre and the City got back into direct programming (was not doing that for about 20 years). Had to hire a whole bunch of staff – greatest challenge was to find the 100% skillset they were looking for. Whether that involved education required or the number of years experience or the facility knowledge, combination thereof. Coordinator level, likely experience the same thing. Really lucky on the fitness side of the department – got a guy that was a leader in the community, had his own business in the fitness sector – were able to recruit him. Didn't maybe get everything they were looking for. Probably more so on the supervisory side of things (skillset lacking). When it came to the fitness component, top notch – but the staffing/administrative side was lacking.
- PT staff: turnover is a big challenge. Lots of part-time staff are students – hire someone early on in their program and have them for a few years; or, 3rd and 4th year students may only be there for a few years. Spend a lot of time onboarding new staff, but strong ability to recruit due to the calibre of students within the Faculty. Full-time staff: hired a few people this year, had some strong candidates – great pool of students graduating from the U of A with diverse skillsets. More niche skill set hires more difficult. For example, tried to hire a para-swim coach and had to tap outside networks (Swim Alberta, Swim Canada) to try and find the right candidate. Their programming is very specialized and it can be challenging to find those with specific skillsets in some instances.
- U of A focuses mostly on adaptive recreation, but therapeutic recreation is broader than that – they do a lot of teaching with students on assessments. University of Lethbridge is more focused on therapeutic recreation. U of L students have a better background, they get hired first. They offer lots of practicum positions to students. They also offer practicums to Norquest students. Some knowledge gaps with students coming out of the U of A that they have to train up for.
- Variability of student schedules. Recruiting/hiring not a big challenge – captive audience in terms of students, they accept applications on an ongoing basis – whenever they need someone they just pull from applications. Sport-specific knowledge for refereeing can be challenging – only positions that require specific knowledge. Things like basketball, soccer. Refs make up about 50% of front line staff, game-day staff the other 50%. Plenty of interest, but not an abundance of specialized sport knowledge.

- Some challenges are around enticing qualified employees to our municipality. The other part is once they are here how do you keep them from looking else where and also while an hour interview they may be amazing unfortunately when they actually work in the role it is a different story and then the challenge is how do we now work with this.
- Living in northern Alberta, it is difficult to find qualified employees to fill roles that require certain skills. It is also expensive to send employees to training as the distances to major centers are significant. Training is usually performed on the job unless certain certificates are required by regulation or law.
- Budgetary constraints limit things. A lot of the work they are seeing come through needs a lot of 'cross pollination' – people with a plethora of skills. One part of business analysis is that you need economic modeling and supporting things like performance measures. Generally you'd like several staff, but with constraints you need really robust, multi-skilled groups. Technical skills and capacity within the recreation skills – systems planning require things like Master's degrees. Finding people that have technical skills and the social aptitudes, experience writing ARs, etc.
- There isn't much of a challenge, as so much as there is a shortage on the parks and recreation side. Wages are very attractive (unionized), simply don't have enough people. The Olds program not specifically directed to recreation, but turfgrass – find a lack of parks and recreation-specific education. Trying to force turfgrass management people into recreation. Too many jobs, too few students. Would try to help an employer address compensation based on region – generally not a problem in some areas. Looking for people with training and hoping that the municipalities begin to find department-specific people as opposed to just finding general employees that can bounce around between golf courses, rec centres, swimming pools – find specialized personnel.
- Basically at the coordinator level she finds that finding someone that has the education (coordinators must have a degree or diploma in personal fitness training, degree in a related field) – if anyone comes from the PST program they are well qualified but do not have a great appreciation for group fitness as a whole – very strong in a personal training background, but not the nuances of group fitness like step, Zumba, etc. – not necessarily sound physiologically. Someone with Phys Ed degree may not know about instructors, group fitness, things like that. Usually people that are really good with group fitness do not have the adequate education.
- Pretty easy to hire at the coordinator level. Working for the city is good, good pay. Usually, especially with children's areas, you tend to have people with experience and that they want to work with children. A key factor – some people might get scared away because of children. Lots of good candidates apply for these types of positions. For the child-minding stuff, it has been a bit of a struggle due to wages not being the best. The way the City runs, there is a union side and program specialist side – not on the same pay scale, especially when it comes to children's programs – not a lot of money, limits pay. A good chunk of people in the child-minding section have been in their positions for around 10 years – see it as their career, which is quite something based on the pay/benefits. Recently given some permanent people that have benefits, but not all. As far as coordinators go, majority of their staff are unionized. Depending on the program they are hiring for they sometimes get people that stay for a long time, some don't. The problem they face is that they are very revenue based: if they don't have participant bases to run programs, they won't give hours to instructors – they might eventually leave their roles. They like when students come to them or those looking for part time work – not full time. Tried doing a new program called "Dance Play" – a trend, was going really well – but you have to have certain certifications (school age and preschool) – found that people they hired for school age were good, but those that needed additional training for preschool, they didn't really go for it.
- High volume of applications, selecting qualified people from resumes for interviews. Biggest challenge is salaries for Non-profit vs the Municipal government.
- Top Challenges: 1) Recruiting/Hiring self-motivated staff that will embrace our mission to Engage, Connect, Motivate, and Educate members to enhance their overall experience in our centres. 2) Availability and/or desire to work Evenings and Weekends on a consistent basis. 3) The Trifecta of Quality Service, Professionalism, and De-Escalation Skills
- Finding Indigenous professional to fill the roles can be challenging. -Not all potential applicants first think of the BGCC as a place doing Indigenous programming so they need to address their brand. -There is also a shortage of healthy/qualified Indigenous professionals in relation to a huge demand so the BGCC will lose out to agencies or other organizations who offer higher salaries. -Some Indigenous applicants meet mainstream requirements like having a Diploma or Degree while other meet cultural requirements (as in have lived experience or understand Indigenous culture). It is difficult to find applicants to meet both.

- Live in small communities – 7 of them of various sizes – not like living in Edmonton where there are over a million people to select from. Smaller communities have smaller pools of suitable candidates – mitigate this by providing training opportunities for staff to learn on the job.
- The Town of Castor is a rural community with a population of less than 1000 people. Often the pool of candidates we must choose from do not have the skills we require to fill our recreation positions. Therefore, the staff we choose are usually underqualified and we need to invest additional resources into having them trained to do the job; Many of our positions are seasonal and individuals want full-time work. Therefore, it is difficult to recruit and maintain staff for seasonal positions.
- Does all of the interviews and hiring for programs (2 staff) and companions (hiring and managing their time, has 2 p.t. people). In the event they have more residents it would go from there. Also working with resident families to arrange for companionship and partnering with staff. Also has one p.t. driver (resident family member) – wants to ensure his mom gets involved. 3 full-time positions. An active role in supervising – small team, always touching base, managing schedules and time.
- In rural Alberta the challenge is recruiting returning staff members who have the training and skills required. This is true of our full-time permanent staff and our seasonal staff (ie. Recreation operators, programmer, lifeguards, campground)
- We rely on a number of part-time student staff due to budgets and workload variations throughout the year. For those full-time staff we have hired it seems like the selection pool in the region is limited as not many candidates have the experience or skills we are looking for.
- Recreation is a bit of a transient type workforce (250 staff under him through rec centre and arenas) – 80% are part time or casual, busy and slow seasons, hiring and laying off people through winter or summer, lots are students and youth – lot of turnover in frontline positions. Not a lot of turnover in the leadership area – tenure for full-time staff around 10 years.
- The one thing about working in AHS is that once you're in the system you kind of have a leg up to move around a bit – given more points in an interview if you're an AHS employee as opposed to being outside. One, it's sometimes a case where you'd like to have an outside person to give them a chance (unions, policies) – sometimes the AHS employee will get the position. People also move – kind of get staff up to speed and then they move on to different areas within AHS. There's always the 'churn' – they're on a bit of a hiring freeze, but typically interviewing at least once per month. Has 9 FTEs in rec therapy, 11 rec assistants (FTE), and 6.5 in the rec therapy department. Actually larger than most staffs – makes it a bit more likely that there is churn. Of course, if it's a 1.0 FTE position that's vacant and you're 0.7 you want those positions. Always someone in the hopper for recruiting.
- I do not recruit or hire staff but in speaking to some colleagues in my office some of the challenges they mention would be an increased amount of applicants applying for job without the proper skill set
- Wage requests – we get asked for a wage level that we can not match. Skills - not many options for facility operators – we tend to hire for aptitude then have to train. We tried to hire for skill – but again, we couldn't compete with larger centres and their wages.
- Lack of resources –dollars and people; People not understanding the value of recreation and sports so how do you sell the importance of investing in it to: Band Council, community members, and the government?; Generational understanding in community of recreation and sports, its benefits, and how activities can be implemented. This variation in response makes it difficult to find staffing that is responsive to diverse needs.; Residential school survivors see recreation differently as it was something that was forced upon them and so has negative connotations. But sport also saved many survivors' lives as it offered a way out of the system that repressed and abused them.

Q6a How have these challenges changed/are different than previously?

- Been somewhat lucky in that they have hired other staff that has a skillset and tap into the existing skillsets of staff to train up – fitness area seems to be coming to a bit of a head: lots of administration work and staff workloads. On a more formal basis haven't been able to do things – being able to hire permanent staff is a restriction. Permanent Established Position. These are the ones that are established. FTEs more for temp hours. Greatest challenge is trying to create permanent positions – lack of drawing the really skilled positions. Everyone wants a permanent position – good pension plan, stability, they want permanency.
- Because they are a not-for-profit affiliated/within the University, they have a tension where they operate under U of A union salary scales, which are often dynamic depending on budgetary fluctuations. This means they pay their staff very competitively compared to other organizations in the non-profit sector, but somewhat limits how far they can stretch their budgets. Fundraising and grant writing are integral to organizational budgets.
- Volume of applicants has changed over time. AHS only hire people with degrees – they did a bridging program with the University to accept them into a degree program. Practicums are good opportunities for students to see how they're going to do. Occupational therapy and physio have practicums as well. Had to give stats to AHS for 6 years prior to getting funding for rec therapists. It's very important to have qualified people that understand the broader concept of leisure. Having the information on the clinical and social dimensions is very important – importance of strength and abilities.
- Big change: they have tried to fill positions, they would formerly try and contract out with officials at other associations. Now they're getting in to recruiting/training internally. The challenge has dissipated as they've been able to build a staff where people continue year-over-year, positional awareness grows each year. They started with 1-2 soccer referees, now they have a constant stream of people – it's widely known that they hire students that have specialized skills. Basketball – up until this year they used contract refs, now they're just getting by with their own refs. Turnover – as of two weeks ago they didn't have any basketball refs that they didn't hire – supply is just meeting demand at this point. Often have people apply midseason not aware they could work in rereferring. Awareness of availability of positions.
- With the current economic climate, we haven't noticed a change in the quality of applicants that we thought we might see in general we notice cycles of a few good years and lots of applicants and those with fewer and they are tied to how well or poorly the economy is doing.
- The most significant changes have been in the areas of regulations and safety. These require more attention by upper management to ensure that all regulations are being performed.
- Been with government for 11 years. Seeing in terms of difference is that they had a larger pool of staff across government – a lot of succession planning was done for people retiring, not necessarily about people changing midstream careers or layoffs – dealing with tighter budgets. One of the challenges they're facing is being able to find those candidates that have many skills that can be used across the board – also have to be cognizant of roles changing all together. The ways that things were done in the past will be done differently in the future – hiring for future challenges difficult.
- Way more opportunities for young people – not as much loyalty. Very quick to jump after a single year – not thinking about pensions, retirement yet. Not chasing the dollar around as much, but rather strong leaders with good reputations.
- Things have changed, yes. Been in the position for about 6 years. Typically working for the COE is a 'good gig' – not a lot of coordinator or instructor turnover (a good thing). In terms of how it's changed, not as many people back in the 90s were into group fitness, people are now more into functional training. Group fitness is hard to find in terms of finding the right education and experience.
- For the most part things are the same, but economy has played a big factor in programs – it's hard, especially if you have a family or are trying to pay your way through school. The people they hire need to have consistency. More and more it's been a challenge to provide that consistency. It's not that they don't want to commit, but they're in a position where they must face real world challenges.
- They are ongoing.
- These have not changed since our unit started 5 years ago.
- N/A

- Don't think they have changed all that much. Came from planning and development and came over to rec over a year and a half ago – not much change. Challenges 10 years probably similar. Challenges related to smaller talent pools and dealing with younger staff within recreation – out of high school, decide to go back to school after a few years. Don't typically have many 50 year old lifeguards.
- These challenges have not changed/are not different since I have been with the Town of Castor
- Recreation specific – not too sure. It's been hard filling her role in the past due to not having appropriate candidates – those that are more experienced with childhood, etc. Canmore has a lot of personal trainers, but don't have a background in recreation for all individuals. Possible pool of candidates not perfectly aligned.
- The general trend is to stay closer to the larger centres where the wage scale is slightly higher and more opportunities for social activities; The challenge has only grown in past years; Higher wages in outside industry has also a negative impact upon the field in general; Ch
- Not much has changed in the last 8 years. Not many recreational management graduates in come back to the Peace River Region to work.
- Getting less quality, specifically in arena operations. Anyone with a technical ability looks for professions where the ceiling/compensation is a bit higher – not as many quality applicants for arenas. Same for aquatics, lots of opportunities for youth employment in the area – recruit through leadership programs, etc. Wouldn't say that on the leadership side it's the same situation – with the economy, higher quality. Lots of people that are in the O&G sector, have to sift through more resumes.
- Within Alberta for rec therapy, there are more opportunities – within the last 4 or 5 years it appears that there are more positions – some might be retirements, things are also growing. 6 years ago home care in the Edmonton Zone got a whole rec therapy team – brand new positions – organizations sees a benefit here? Or, new programs that need these positions? More places for these people to work. Not sure if the value of recreation
- Sometimes the applicant pool is full or qualified candidate and sometimes it is not. It seems to be determined by timing?
- There seemed to be more individuals moving into the recreation field in the past. When we post for positions, we don't get as many applicants as I would have expected.
- N/A

Q7 Challenges in maintaining appropriate staff and staffing levels

- Two areas are on the aquatics and fitness. Fitness is more about the wage – they're working on it, going into negotiations (CUPE) – a bit restricted by the Union. Lots of gyms are opening in the city, offering a bit of a higher wage and they'll jump ship. Wage and not permanency. Aquatics: from a wage perspective they're one of the higher in the province. Starting to feel a bit of pressure with younger people not going into lifeguarding – finding training requirements a bit onerous/expensive with no real guarantee of jobs. One of the jobs within the City that you must be 100% qualified at first. Other jobs can be trained up/certified on the job. Finding that they had a bubble a few years ago – offer lots of advanced programs and thought they had a good workforce coming up with the training. Solely whether people are choosing to go into that world. Working with high schools to try and build some lifeguard capacity.
- Been in the role for just over a year; very little turnover so far. Fairly steady. Pretty good reputation with students that they're a good employer – most of the time when they leave its not a result of dissatisfaction with employment, but rather as a result of completing programs, etc.
- Need to stop funding just nurses and healthcare aids and find people that support specific needs – dementia, etc. AHS is going to need more than nurses. The funding model is very restrictive, and you'll find if funding becomes more flexible, they will hire staff with more recreation skills – keeping people well based on rehab and restorative care. There is quite a bit of turnover – people transition to AHS. Community care is at the bottom. Many staff go to AHS. Lifestyle as more of an entry point. But, they have many long-term rec staff – some have been with them for more than 15 years. They're doing a special project in dementia care based on emotional intelligence – they're training recreation staff and then they go to AHS. The tide comes in and out on people – when people get laid off in AHS they get an influx of staff. Funding predictability. It used to be quite hard to get RNs, but now they're getting laid off.

- Because of the transient nature of base labour, it's kind of an ongoing challenge. They will never have a year where they don't have less than 25% turnover. They're used to 50%+ turnover. They expect some will opt out due to work-life balance, graduation, don't enjoy the position. They rarely hire first-year students (they hire in March of the year prior); usually get them in 2nd/3rd year. Tend to see about 50% turnover year-over-year. They have a little bit of progression where they can ascend to student leadership – staff hired in 2nd year, come back as front line staff in 3rd year, then student leader in 4th year (long-tenured staff member)
- We don't seem to have any issue keeping fulltime staff though seasonals tend to move on throughout the employment term as they find full time permanent positions.
- Generally our staff are quite constant.
- One thing – especially when it comes to business analytics – they encourage people to move across the ministry, across government – being able to see where work goes and the value beyond the director level can be challenging. They have a lot of technical staff and seeing work come to fruition and understood at higher levels – there's always a bit of a gap between work and output. With program staff, must make sure that you draw the line between 'what is important to you' but not what an ADM/Minister might need. Understanding of government decision making and how to position things can be different. If staff are not seeing the strong value in the work they are doing, that can be demoralizing. Might have a piece in maintaining appropriate staff. Alberta Parks – close to 373 staff including seasonal – maintaining staff (3-for-1 – hire 3 over the summer for the same cost) – not feasible to hire seasonal staff for longer-term periods (due to cost). Fiscal restraint makes it hard to hire out for even critical.
- Labour mobility. As a trickle down effect, lack of education provided to the public in terms of the value of parks and recreation facilities in general. Filters down – if you don't have city support, don't get funding needed. Have trained staff going to parks and rec departments and are encountering experiencing situations where people don't care about parks, it is discouraging. Getting into communities and communicating to the taxpayer the value of greenspaces – trickle down of budget cuts/undervalued. Initially very excited when getting jobs – high paying – they find that staff within the sector bounce around and have not much of a sense of worth, lack of accountability. Staff bounce from department to department – no longer about creating a better green space, more about getting a paycheck and trying to get through the day. Students graduate and are very excited, but they realize they are trying to lead employees in the sector that don't really care about the job anymore. To look at municipal parks departments and find accountable, trained leaders in the departments is important and challenge. Cities need to shift their approach and find the right people/skills for the sector.
- To be honest, not so far.
- If they can't find the staffing because they want long term positions and meet their financial needs and they can't guarantee that – it won't happen. Might lose them if they currently have them if they cancel programs. Has been tricky – at times, if they still have a program running and have participants (but not an instructor) sometimes must have a coordinator jump in or pro-rate courses. Sometimes reach out to other program areas for staff to fill in. Camps are majority in the summer, run out of 8-9 facilities and running 205 camps this summer. Must staff this and you do all your hiring, but no guarantee those staff are going to stay by the time camps get going. Lots of moving pieces.
- No answer
- Top Challenges: 1) "Entry" Level Job. Wage \$17.00 - \$18.50, Increases to Top Step of \$23.13 within 3 years. 2) No Seniority is Accumulated, No Benefits, Only Scheduled Up to 30 Hours Max Per Week. 3) Job that University Students and Retirees take and then move on

- Successful employees get poached by larger organizations offering higher salaries -Creating an environment within a larger organization like the BGCC that is culturally safe for Indigenous employees -Fluctuation in funding for Indigenous programming. Funders still don't consider it as worthy of core funding and is still thought of as a 'tap-on -Lose employees who end up returning back home to the reserve. There is a higher percentage of Indigenous employees than mainstream employees who leave the BGCC because they are returning home. -Employees return to school to pursue a higher education -Burn out - "We find that Indigenous employees for the BGCC end up taking on caretaking roles as well as recreational ones. As a successful, functioning Indigenous professional, you end up caring for the kids who come to BGCC, you end up being an ambassador for the community, and are also often required to educate potential allies. At the same time, you are still recovering from the effects of intergenerational trauma. We are required to heal others when often, we haven't had a chance to even heal ourselves." Christy Morgan on why many of her Indigenous staff members experience burn out.
- Everyone is looking to be promoted – competition with this, try to do internal promotions. Dealing with younger staff, there's challenges with are they suitable to be in a professional environment? Do they want to stay or move into the oilfield? Big challenge in losing people in the oilfield.
- There tends to be high turnover as our wages are often not comparable to other industries like oil and gas; we usually can get returning lifeguards for several years while they are going through high school/university but then they move on to other full-time work opportunities or they stay in the cities where they are going to school and work for higher wages
- Recreation specific, quite often people that enter the job don't want to leave. If they do end up leaving, some will leave for extraordinary opportunities. Previous staff member decided to leave, but because they're a small team and it's a job that people strive to get, they kind of want to stay. Talking about different departments it's a different story.
- Challenges to obtain quality staff and provide on-going meaningful training will continue to be an issue with the movement from rural to urban areas
- GOA funding is decreasing for post secondary so we will see where budgets take us and if able to keep current staff employed or able to attract newer staff if able and necessary.
- Really just in the front-line positions with turnover. Not much on the leadership side. Young, transient workforces.
- The churn piece – always have a vacant position recruiting for. Climate in the last year or so, lots of scrutiny for health care hiring in the Province. The other piece to it is the succession planning dimension. In health care there is an interesting trend to do with health care freezes in the 90s – have people that are retirement age or are retiring and then lots of young people, but there is a real gap of the in-between. 20-30 year olds love their jobs but are having families, establishing their lives – not looking at leadership opportunities within recreation. A bit of a gap when it comes to wisdom, etc. Going to lose this as people retire. Government funding and leadership.
- N/A
- No response
- N/A

Q7a Have these challenges changed / are they different than previously?

- Bit of a new challenge. Prior to 2016 they weren't really in the fitness building – had a small gym in both rec centres. Then, when they did the expansion in 2016 they put in a competitive running track in and a 17k square foot fitness centre. Really pushed into that world. CAO told Council that other gyms would potentially complain about competition. Gyms are just popping up all over the place – Goodlife the big one that opened. YMCA has been a type of competitor. So many gyms. These are more niche type gyms that are opening. Orange Theory. They all seem to have their theme. F45 – 45 minute workout. Indoor parkour – everyone is trying to find a niche. Based on the population it might be skewed per capita.
- Now at a point maintaining staff levels after a few years of having to really trim the org chart (budget considerations).
- People want to live in communities, they don't want to live in institutions – now, you're having more assisted living facilities, people are living longer and right to the end of life. People want meaning and quality even in end-of-life care. The average length of stay in nursing homes is probably 3-6 months. In assisted living (designated) – average length of 6-7 years. As we debundle services, the funding is going to shift towards the individual (not the organization) – want more about quality of life, meaning of life. As the shift goes to community, non-institutional care – you'll see recreation grow hugely.
- Been pretty constant. Not noticed big changes.
- They have been pretty standard, though we do notice with our seasonal positions they tend to be more and more graduates who are done school so we do take on an inherent risk in hiring them.
- The downturn in oil has made it easier to retain staff recently although it is a little too early to state this conclusively.
- Some things are constant. Staffing/tighter budgets are new. Also have succession happening at a larger scale early-career or mid-career - have them move to different organizations. This is the norm across many fields – except for in Parks – used to have “lifers” – people drawn to the field because they have a certain affinity to environmental files. Finding a lot of people now moving back and forth and not necessarily sticking to an area for a very long time. With this comes a lot of opportunity, but having to retrain people more often than not.
- The challenges discussed about in regards to culture has always been around. Trends are slowly changing. A few students in industry for a few years, now being appreciated for their specialization and kept in that area, rather than people being bounced around.
- In her specific area she does talk to staff about budgetary challenges – they're not effected right now, but have seen some people from the government and university lose jobs. It's a pretty small community, so they have talked about how fortunate they are to not be affected by those changes.
- No, don't think so. For her team – on this team for around 13-14 years – seen different viewpoints. Motivation and making it a family feel/expressing appreciation has helped as far as retaining staff, a big driver of why staff have stayed. Not always this way, though. It's a developed culture now, have a pretty tight-knit team – it's her belief that they need to do this. People she has hired at the coordinator level and team lead level that have followed in those footsteps. Team has been together for many years and that has maintained culture. Team lead and coordinator levels are very stable and they stay long-term. A negative is that if people want to grow/gain experience it can be limited for upward momentum. Coordinators have been with her for a long time, they have applied for higher up positions and have not been successful. They are very skilled, but there is very strong competition for these positions, particularly for internal positions. Some postings, they may already have someone in mind internally. It's a challenge because of these positions being unionized. Even if you apply on a position, you might not have seniority – might not even get an opportunity to interview. One coordinator was asked this week if they would be interested in a lateral transfer to a different area – same pay. No benefit in the sense of pay increase, but the benefit is that it broadens the experience and that if an opportunity higher up comes available the additional experience might help.
- We used to have higher turnover, but we have since stabilized this year. We cant always pay the wage they want but we can offer them an experience they wont find elsewhere.
- These have not changed since our unit started 5 years ago.
- N/A

- Feeling the economic pinch so to speak. If anything, trying to scale back staffing levels – in the process of doing right now. Don't really see a challenge to fill positions, but scaling back. Policy/procedure implementing is to try and keep positions if they leave/are terminated, but try to avoid hiring to see if you can ask more of existing staff. Or, if they need to hire, opting to casual in case. Less pull towards the oilfield right now. MD the largest employer, but have CNRL and other big companies that employ a lot of people. There has been a downturn, so not as prevalent, but certainly these opportunities exist.
- These challenges have not changed/are not different since I have been with the Town of Castor
- Such a unique building. A lot of people end up as say servers have never worked in the senior field – for them seeing what recreation in the facility is, it's a whole new opportunity that they've never seen before. Perks a lot of people's interest. The hardest thing for maintaining is just coordinating – lot of pressure to do a lot of work, be a workaholic, but don't get compensated appropriately. Stress and pressure can be intense. Perhaps have not worked in the field and don't understand dynamics of working with seniors.
- Ironically, this year our council reduced funding for conference and training. As a coal affected community we are hesitant to over extend our resources.
- Budget cuts will be the main driver for changes. On the Fitness side of things there are numerous private industry players that may attract some potential staff, but these are mainly Fitness related, not recreational related.
- Not necessarily different than its ever been – a common issue – how do you recruit and keep young kids that are in school to be teachers, etc.
- Cyclical – in the boom its manna from heaven, then cuts. At Glenrose for 10 years and maybe the 4th time they've gone through this cycle.
- I think the times of believing or being told: get a job, being happy with your job, don't say anything to rock the boat, and whatever you do keep your job and stay with your employer are over. The mindset of new employees entering the work force I believe take more risks. They seem to follow their interests and quit if they their values do not match the employers value set. I think the economy in Alberta and the unknown factor of the Provincial Government Budget coming down in March 2020 has some municipalities on a hiring freeze which may cause challenges in maintaining staffing levels
- No response
- N/A

Q8 What challenges do you think will be significant/require attention within the rec sector 10-20 years ?

- In the short-term financial challenges are going to be on the forefront – 2-4 years are going to be tough, looking at contingency plans, operational constraints. Been through this a few times where things coincide with economic downturns – try to do the same with less. City of Lethbridge really hanging it out there with different service delivery models – private operators. Major events centre: they have a private operator currently. One of the greatest challenges is going to be volunteerism – on a smaller scale with community events and people's commitment to hosting major events. Minor sport groups – people are just less committed to being involved. The City already has volunteerism on the radar as something that they need to look at: board retention, board development, etc. One of the other challenges is trying to find the balance between user pay and tax subsidies. Struggling with this – politicians get involved and get worried about saturation points. People are potentially lacking understanding of how it works: user fees, grant funding and taxation. Pretty low key on corporate sponsorships (just hired a coordinator for the city) but need to diversify revenue streams. What is the sweet spot. Aging infrastructure is a huge one for them. In a bit of a space of 'what do we do?'. Rolling out a new Municipal Development Plan and initiate rec and parks master plan (2011 was the last time, RC did it). Do you pour money into existing facilities? Build new or retrofit? Do facilities become private operations? Difficult challenges with labour markets.
- Funding stability – changes in the provincial government, etc. creates a big challenge to continue to pay good people. Lots of well-trained people within the organization and a strong focus on professional development. Funding is really the toughest challenge. Retention is a bit easier as a result of the U of A affiliation.
- Seeing more and more through Capital Care Group (long term care) – looking at hiring more recreation staff to be supervisors than nurses – very good leadership skills, strength-based approaches focused on community rather than health maintenance. Recreation professionals fulfilling roles as director of care. The shift is going towards community, lived experience – just because they have an illness doesn't mean they can't have a meaningful life. There is a downside though. When government changes, things change. When cuts come, guess what gets cut? If funding is tied to the individual, demand will increase for recreation and leisure staff.

- Students will always need to work, it's never going to be cheap to be a student. Different paradigm – if school gets too expensive, only big money can attend. Private colleges in the US? \$30K per year – they can't recruit student staff because no one needs it. If the financial burden of university education is too great. One staff member from India – the only person from his village that had gone to University in any capacity – he had a very emotional departure – it was unfair for him to take his family's savings and not give everything to studying. Stress and anxiety about academics a low-thrum within student staff. Even when it isn't at the forefront – they do a biweekly meeting to see how people are doing – it always includes an academic component – workload is huge. Varying times of the year does it come to the forefront. No one escapes the stress of school. Outside of labour, continue to have to battle for attention – perception is that NA/western culture has never been so demanded for attention – our ability to convince people that athletics/recreation is important (put the phone down and get moving). Competing for attention. More and more normal to stare at screens. Community: Decent contingent of outside members of the public. Rare that it is very purely not affiliated with campus – even alumni will continue. 2019: Jan-Dec 6,200 people – of them 10% are pure community. 850 faculty, staff alumni. – so around 25% non-students. A direction they really want to go into – spending power is quite a bit higher. Ongoing drive to break into other markets. A little bit higher (these figures) than historically.
- Funding and attracting qualified and eligible staff
- Costs of operation will continue to be an issue as will emission control. Staff will need to be trained to deal with these issues.
- No matter what government we have – doing more with less. Streamlining the organization and mandates happening over a longer period. Relying on the non-government sector to provide supports that government has done in the past – working more closely with businesses and non-profits, ARPA – this government focuses on 'civil society' – don't see this changing too much even with change of government. Stronger stewardship outside of government, duties shifting outside government that were once staffed publicly.
- Importance of specialization. From a maintenance standpoint – safety is huge, specifically for the user. US system: GMax – surface hardness testing. All began back with the NFL and players getting concussions, fields too hard – testing parameter for field hardness (GMax). When he's consulting in Canada and visiting fields that have no maintenance (maintenance as an afterthought) – they'll spend \$50k on playground equipment and will ignore the field. Significant risk to players – field utilization is high, but lack of care/interest in making sure the fields themselves are safe. As GMax testing gains traction in Canada, parks and rec, sports turf, schools – massive sector is going to have to take responsibility for field hardness for players and users. Quality and calibre of sports fields are going to take a step up and costs are also going to take a step up. Helicopter parents, it's going to take someone getting hurt for the call for change to grow within the public. Hopefully can get ahead of it a bit or at least be aware that it's coming.
- Specific to Edmonton – COE and rec centre budgets have been pretty tough. 2014/15 opened Clareview and Meadows. COE had a lot of money then. Even though COE hasn't built new facilities, the facilities themselves are fuller, they have more people – capacity of the team is starting to get a bit stressful. Team is at capacity and taking on more is challenging. Need to come up with better solutions to be competitive in the market with a lot of private studios coming up. Capacity to make fitness as exciting in the rec centres as they are in the studios with the same group of people. Difficult to forecast what fitness will be like. COE has a lot of involvement in recreation with group fitness – Toronto and Calgary doesn't have the same approach. If COE goes the same route as other municipalities, might be less of a focus on group fitness. COE approach to group fitness has been working in terms of the City's vision of active living – taking an active approach to programming. Rec facilities directly are aligned to this directive. Council and other high level directors are supportive. When they were looking at Lewis Farms they were looking at YMCA to program it, but didn't go this route eventually.

- Always a thing with wages – a constant for everyone. COE needs to set the bar high - paying on the higher levels is a requirement for what they represent. Speak highly of the city, should compensate staff well. Customer base has very high expectations due to programs being delivered by the City – complaints if things don't meet expectations. Have a really good quality service, but a continual effort to keep this service level high. As far as the future goes, always struggling to manage changes and program trends. Every year that passes, coordinators are getting busier – they don't necessarily have time/resources to do work effectively – hard to identify changes/trends in a proactive way. Need more support in this area, more resources. If the expectation is to know program trends and deliver programs, need time to figure out those trends.
- Maintaining safety standards. There is a significant loss of institutional knowledge and history leaving the industry. The government does not regulate like they do in other provinces or countries. This leave the public open for potential risk.
- Municipal Budgets. Staffing costs to operate 364 days a year (only closed on Christmas Day); We operate on a cost recovery model as we are a public organization; It is expensive to operate pools and facilities that perform below average and need more of the tax levy.
- The Indigenous population is the largest growing demographic in Canada. With the huge amount of youth and kids coming into play in the next 10-20 years, the recreation sector needs to be prepared. -This includes making sure facilities are creating safe and ethical spaces for Indigenous users to embedding Indigenous practices into all elements of programming and education efforts. -Efforts have to move from 'tokenism' to embrace genuine efforts to support and embrace diversity of all kinds.
- Biggest challenge for the MD is that they have a host of facilities that require maintenance and operating costs, capital replacement costs – when you have a significant infrastructure of facilities, costs are substantial. If the economy continue to trend downwards, biggest challenge is keeping facilities open.
- For small municipalities it is going to be difficult to keep our recreational facilities open as they are aging and there are limited resources to keep up with the maintenance needed. If facilities close, jobs will be lost.
- In general, everyone is aging – going to be more and more demand for recreation and seniors in general. Will there be enough housing? People that want to work in the sector more so stay, but want to make sure that there are qualified people to run the job – never having worked with seniors before, completely different role/field. More so the same now, just with greater demand for senior care – every year it seems that residents/clients are getting weaker, have acute needs, prevalence of dementia. Staff must know how to work with these individuals and create programs. Need to have qualified people who are hired. Only one or two recreation therapist in the Bow Valley – hardly any opportunities – they have rec therapists at other Origin sites, but less paid than AHS. Hard how needs in smaller communities won't be addressed by private companies, benefits of rec therapists, etc. Managers have more often worked in the hotel industry in the private sector – bit of a disconnect on how to deploy skills. Healthcare background. Canmore has an interesting dynamic, for people that are very wealthy – typical people have a hard time affording it. There is a lodge in Canmore, but the waitlist is like 2 years, long-term care only has 25 beds. People are forced to move elsewhere if they want or need care. A need in the Bow Valley for senior housing and affordable senior housing. Attainable options are full locally. To keep costs low, not a lot of recreation programs at least for the lodge in town. People are coming from all over the world to live in Canmore – in Calgary it was more local and wanted to live in the community for longer. Cost of living in Canmore.
- Ironically, this year our council reduced funding for conference and training. As a coal affected community we are hesitant to over extend our resources.
- Need more University graduates with the required degrees for recreational programming. This is provided that governments (all levels) do not continue to look at recreational programming as an expendable service for the communities in which they serve.
- For them, the City is not unionized – challenge to maintain staffing. A few close calls with facilities. Employees are looking for certainty, hours, etc. – keeps costs down this way, but probably the biggest challenge/hurdle that they'll have to deal with – organized labour for frontline staffs, arena staff. Increased costs are big – health and safety legislation are inflating costs. Not a staffing challenge, but a cost challenge to determine how to deal with passing things on to facility. Liability over the last two years is growing – incident reporting, investigations are taking more time, cost.

- In Alberta, because Lethbridge has a therapeutic rec degree program – eligible to be certified when graduating – a trend they want to go towards in terms of ensuring that you know what you're getting. There will be enough people interested/working in rec therapy. Sometimes fears that in lots of places its not valued – don't get this sense in the Glenrose. Curious to know what will happen. One of the things in the field is that there are lots of managers that aren't rec therapists – have to make decisions on cuts and not understand the value financially and to the health care system. Aging population could be an opportunity/challenge, except for immigration – another interesting area. Different cultures and ways of doing things, need to understand from a recreation perspective what it is that people need. It's going to be a bumpy ride in healthcare for the next few years. The other interesting thing in healthcare that she finds is that in rec therapy, leadership piece – often people go into management positions. At one time they had 4 people with rec therapy backgrounds managing people – kind of interesting this way. Often see people with recreation backgrounds moving around. Lots to do with delivering services, look at people strength, etc. Hopefully will bridge the knowledge/wisdom gap. Pay for services are rising.
- a) Demographics – Who will be the participants? What ages will they be? What nationality? What gender? b) Financial – Will participants choose to allocate their finances and time resources to recreation? c) Environmental factors (Global Warming) may be a challenge, it is already like our seasons are changing, later winter, later spring, and later summer. This will also effect the season of sports and needs on the recreation facilities. Many sports are scheduled around the school year well if seasons start changing is the school year going to change. Changes in landscape, temperatures, water rising and quality??? d) Technology: Where will this be? Will people still talk face to face or will they communicate through electronic devices. Will it be E-Sports? e) Economics: More of a split in access to those who have and that do not have access to Recreation and Sport. f) Government: Fiscal pressures on recreation facilities and program development will come with rising energy costs, high cost of land, rising operating costs and revenue limits. g) Inclusion and Diversity: What will recreation and sport look like through an inclusion and diversity lens? h) How will Artificial intelligence play a role? I know that the City of Edmonton is already testing autonomous lawn mowing. How many positions in the recreation field will be required in the future? Will they have automatic lifeguards a computer that scans the pool and automated arms that will go pull a person out of the pool? i) Recreation Services has always struggled with the “profession of recreation” or being taken seriously with other faculties/designations. You are a professional and recognized as a profession working in the Recreation Field. j) Safety – OHS may make it too safe for recreation professionals to do their jobs. A lot of jobs in recreation can be considered dangerous, who will do the work if the legislation keeps changing with more safety regulations. Clearing bush, cutting down trees, maintaining campgrounds, changing chlorine in pools, Ammonia in Arenas, dealing with public, etc. k) Training and consistent practices in the field. How to operate an arena, pool, sports fields? Will it remain soloed or will it be more streamlined. l) More catastrophic weather events and how will that effect insurance coverage. m) Risk management? What will this look like and how will it affect Sport and Recreation, staff, participants, owners, public? n) How people recreate? The trends are changing so quickly in sports and recreation how will this effect staffing requirements and qualifications required when we don't know what next year's trend will be. Recreation is becoming more of a consumer market. Currently there is a move towards private sports operated by a business/non-profit model for more elite athletes instead of a non-profit community driven sports operation for more recreation level athletes.

- Aquatics! No one sees this as a career in smaller centres.
- The purposeful combination of health, recreation, and sports to change the narration of the role of sports to elevate it and make it a societal priority; -The use of the social determinants of health to influence outcomes in recreation and sports; -The role of Jordan's Principal in future actions surrounding recreation and sport in Indigenous communities -Combination of health and recreation services in one building and hiring practices that embrace hybrid positions and are cross-trained. For example, Siksika has a psychologist who works out of the SportsPlex. Their SN7 youth recreation team are also trained as crisis prevention workers and are known highly for their work preventing youth suicides. -60% of Indigenous population in Alberta (maybe even Canada) are 25 yrs old and under. With the Indigenous population being the largest growing population demographic in Canada, the sports, recreation, and wellness sectors must set up systems that will be required to answer this growing need base.

Q9 What actions can/should be taken to address challenges associated with hiring/retaining staff?

- Permanent positions. Relevant wage comparisons – comparable wage survey – what should a personal trainer be paid? We have a bit of a bookmark to say “this is what we need to pay to be competitive” to keep people working for them. Salary survey. More education on what they do – what opportunities and careers are available. Working in the parks department is more than just a good summer job: lifeguarding, arena operating, programming. Better marketing of what they do.
- They try to make lots of PD opportunities available to staff; leverage knowledge of staff members (people working with kids, athletes, etc.) – they've started holding once-per-term mini conferences within the staff to ‘upskill’ one another. Staff present on knowledge or experiences they have/had, helps to keep staff engaged and learning at no cost. Staff like it because it changes up who is presenting, etc. and gives everyone an opportunity to share their expertise.
- Working together with community and bridging the gap – recreation and leisure services in community, could do more together. People with young onset dementia, why are we not focused on keeping people well? They can attend recreation and leisure events. Having more specialized programming. Need to do more and not silo people – can have people come into assisted living facilities because they have 24/7 staffing, could have drop off respite care. Flexibility in how programs are delivered – they have the staff with the right skills, could be doing more. Old nursing home act – so many rec people for so many residents, but they're going to update the nursing home act that will increase the requirements/demand for recreation. Even in community recreation, they're really looking for specialized therapists that know how to work with abilities, etc. More and more people are staying at home – AHS has hired rec staff in home care. The whole community side of care is going to explode.
- Doesn't dislike turnover – churn allows them to be agile. When they're introducing new policies/shift culture, having an influx of people allows them to avoid resistance to change. If he was supervising full-time staff, would have to a lot more work around change management. Change is a constant. If he wanted to prevent loss of staff – could pay people more. Could make the work more flexible to meet schedules. Basketball leagues only works if people show up.

- I think a longer more involved interview process would help some, as well as becoming creative in the benefits package as we can't always compete with the wages.
- Regarding the difficulty in training staff in the north, if training could be made available to northern communities collectively then this would be advantageous.
- As a sector – tourism and recreation – how education can be more complimentary to skillsets we need. Skillsets are changing and new requirements – 10-20 years from now having the right educational tools for potential staff will be big. More opportunities for students and internships to get a better idea of how government works before they're actually in the public sphere – now is not necessarily the time, but would be good to see these types of programs.
- Find specialized people – go to the various schools that teach specialized skills as opposed to the blanket postings. Keep specialized staff within their area of expertise – people that train in a field want to stay in that field. Keep staff motivated to improve. A bit of an issue in relate to the unionized structure, where staff recognize that they are 'waiting in line' for positions. Help employers illustrate to new hires the route of advancement to make sure staff know they're not just going to be mowing grass for 15-20 years. Slippery slope with union structure: cross-training can be taken the wrong way. If you start making moves to train up to eventually take over for someone, that can be viewed poorly on the part of the union – people waiting for positions. Motivating unionized employees to cross-train respectfully. Look at structure, details, routes for advancement. Today's employee desperately want to know what's possible in the future. Not going to take a job where you sit there for 20 years – what are you going to do for me, where can I go?
- COE really tries to support staff by putting in training for leaders/supervisors to make staff feel appreciated, supported, recognized. She feels COE provides great jobs.
- Re-examining areas and budgets and changing priorities. Respects the fact that there are less and less dollars to support areas. Sometimes needs more HR support to help resource out to get the proper candidates in. What happens is that they do a posting, but the posting is only live on the COE webpage – can get other posting areas but have to pay for it outside of the city. Based on certain criteria HR determines who gets selected and moved forward. Could do a better job at the posting and screening stages. There are cases where some people that should be moved forward on a posting don't. HR gap in understanding programming needs – limits ability to make a judgement call, has had to ask candidates to be put through. HR barriers to identifying qualified candidates. Union v. non-union: recently got some permanent staff on the non-union staff. Hired for larger locations – it provided these staff with stability, 40 hours per week, benefits – they were given something benefit wise and it made a huge difference. Have 44 staff in this section – the rest are wondering "well, what about me?"
- Additional organizational funding helps, we need to re-evaluate our models
- Top Goals to Maintain Staff: 1) Ensure staff are trained well and connected with in person regularly by their Supervisor; 2) Ensure staff are supported, recognized, and rewarded
- Shift cultures using a two-pronged approach that embraces duality. Organizations need to look internally and makes plans for change and the community at large needs to mimic these actions. -People need to be educated on how to work with diverse communities. This needs to start first in the school systems but all involve real life, experiential learning. -Meaningful efforts have to be made to create genuine and purposefully made spaces and places for Indigenous culture to be celebrated and to thrive within a recreation setting. -Ensuring both cultural and physical safety for Indigenous employees is key.
- Creating a work environment for staff retention – when you're dealing with some of the staff and younger staff – creating a work place that people enjoy while still being professional, providing training opportunities, illustrating opportunities for internal promotion – young life guard becomes a shift supervisor, then a facility supervisor, then maybe a manager some day – these opportunities do exist and tend to promote internally whenever. More opportunity for younger people to ascend to management levels in smaller communities. Replaced 2 out of 6 managers since starting 1.5 years ago.
- The "easy" answer is more funding for recreational facilities in rural areas, with the ability to provide better wages and full-time employment. The reality is that funding in the current economic climate is declining instead of increasing. Honestly, I'm not sure what actions can/should be taken to address the challenges. Organizations like AARFP can continue to provide training but small municipalities are struggling to afford to send staff for training.

- Don't really advertise in a broad sense if there is a job posting, post internally or use Indeed. If she was getting applications and no one was applicable, they would look to advertise to a broader employment pool. Really haven't done very much of that – one aide lived in Calgary and moved to Canmore, worked as a coordinator in Calgary and wanted to get into the facility and started as a server. People tend to try and get in on the ground level and try and move up. Not a lot of initial opportunities to get into the system so they start low. Dynamics are challenging too – applied to be a therapy assistant at the hospital, but she was deemed too overqualified. Prevalent in Canmore.
- We have focused upon the things that we can provide that others do not; The personal approach, more flexibility within the work place; Flexible work hours and allowances for families; Focus upon the lifestyle as well as the job with benefits; I would LIKE to see us provide access to all town facilities and programs at no cost....this would impact young families very positively.
- Not sure at this point.
- For them, straightforward for leadership – develop people and let people grow and move around within the City – people have moved on to other areas, city good on these opportunities. From a front line perspective, they're moving casual positions to more set hours – key areas, particularly where they want staff to be knowledgeable – help train new staff, etc. Even if they have a lot of turnover they're ready for it.
- In an ideal situation, they wouldn't have people getting pregnant – lots of women in the sector. Not sure how to change things, always churning. In nursing, trying to make people full-time but risk of working more than FTE. In rec therapy, need part time positions to help backfill for holidays. Can hire casual people but then train them and then they go and get a full time or permanent position. Not sure how to stop this trend. From a therapeutic rec perspective, more education opportunities. U of A does not prepare students to be a part of ATRA – a requirement to work within AHS to work as a rec therapist. North zone has Lethbridge students to recruit from. ATRA has been aligning membership criteria with national requirements. So, this year they are being stricter – education program at the U of A doesn't meet those standards. Probably the last two years that they are not eligible unless they take courses to make them eligible. This has decreased the student opportunities that they provide as well.
- Define the role well and the personality/skills sets you are looking for. Make sure the candidates values align with the corporation values, make sure there is meaning in the work a person is hired to do and that they are recognized for their contributions. As an employer a good inclusion and diversity values. Keep up with trends and utilize change or system management tactics.
- No response

Q10 What trends are you seeing as it relates to education/training and experience of staff?

- Right now have a real mix – some really well-educated people (Master's degree) and then people with a lot of good life experience. Seeing some guys coming in from the energy sector that have a lot of experience. Operational skillsets. Seeing a good mix, kids with degrees that can't find work in their fields. A couple of teachers that have chosen to stay with them. Better fit for their lives. Not necessarily a trend but more energy guys. Fitness – more people with kinesiology degrees (they love this) – not paying enough for the degree (a challenge). Everywhere else you have a good mix – marketing degrees, etc. Not aware of anyone with rec administration degrees.
- Growing interest in people getting certifications – online training, staff seem more interested in getting new certifications. Several applicants for positions they hired for in the last year were very well qualified. Not sure if fewer jobs were out there, but really well qualified. Perhaps not a lot of full-time positions in adapted physical programming, openings do not come available very often.
- Recreation people are getting training on the emotional intelligence side. Doing more and more training, specialized training in dementia care, etc. Can't group all people together – everyone is different. Really having a strong leisure/therapeutic based focus.
- Not really a lot of trends at this point. Skew towards Kinesiology, Sport, Rec. Less homogenous. Trends year over year – student education/training, but the pattern is that people tend to come in with similar levels of skill. Every September have to do some basic training - like spreadsheets, google forms. They require first aid training, which they typically get over the summer. The one area where they do see a non-stagnant trend: pretty cutting edge to be talking about issues of equity, diversity and inclusion – not an obvious fit within the recreation context before, but now is becoming more of an important topic. Have had to adjust how they teach the topic – it's almost an understanding now – people have changed. More diversity trends/awareness. More progressive views on inclusion.
- The over the last few years we have noticed they tend to be quite naive and sheltered to basic life skills and to what's going on in the world or even in their region. It more than likely is related to social media and technology and the echo chamber effect but it is concerning never the less. Also there is a common theme and I believe it relates again to social media and technology, in that social interactions and people skills are severely lacking, the ability to talk to another person or to have tact in doing so is rare and requires significant training and mentoring.
- In northern Alberta most people do not see recreation as a career. There are very few positions available and often there is little movement and no place to move up in the organization. Until populations increase this will likely remain true.
- We have a few students that come through. A lot more on nature-based tourism, nature-based education (field is flourishing). More towards the business aspect of tourism – sustainable tourism – including financial sustainability for rec and tourism, these types of opportunities. How to partner better. Might see jobs outside government that are very similar, require very tight partnerships with organizations with new jobs/positions.
- Education has changed a great deal. A massive jump in the last 6-7 years where the instructors are no longer the keepers of knowledge. Internet makes resources limitless. More of a filter as an educator now – students looking for idea validation. Changed from lecture-style to project-style. Learning about how to identify good/bad resources and shift towards problem solving. Producing problem-solvers now. Lots of staff 'within the system' looking for training end up in their program – some with 5-7 years of experience beforehand. Education as a stepping stone to better wages, new positions. Not aware of any other education in the sector other than certification programs – one out of the States. College exploring creating a parks and recreation diploma – but realizing how vast the sector is. The structure of personnel is very different, capital arrangements, staffing – parks, pools, cemeteries, schools, boulevards – so many categories/areas that education programs are daunting. Looking at a 4-year degree. From an institutional perspective, trying to get a good ROI – but to train to someone appropriately would take 10+ years of school, but if the job only pays \$30/hr, students wouldn't take it. Their program has 6-month internships (golf program) and they see a lot of students. Olds is doing well because it is very hands on – that's why they think there's good potential for a parks and rec diploma.

- Younger people don't have a tonne of experience, but expect to move up very quickly – almost surprising where they have maybe a year or less of experience in recreation and don't understand why they are not getting higher level jobs. Need more experience. Can kind of see a deficiency in supervisory skills. Not too much concentration in study areas some have kin degrees, some have phys ed degrees, some have diplomas. For manager-level jobs you have to have a degree – holds a lot of the coordinators back from moving up. Some coordinators are doing distance studies to get a degree. COE had programs where they would pay for some courses, but moving away from that – sometimes people can have time off to pursue education. COE active to develop staff to move up. Not noticing any trends for distance education providers, though – some are trying to get a management degree.
- Typically get a lot of teachers applying. A lot of people that have taken kinesiology degrees, anything recreation-purposed – lots of applicants in these areas. They run fitness programs for kids and you have to have certain certifications. Often shares staff in adult fitness training to deliver programs for kids – if they can work with kids, they'll take them on, so they have to have the same sort of certification. No trends experience wise, not really – maybe at the coordinator level more experience, but not much of a change in the lower levels.
- We are increasing investment in staff by utilizing the Canada Jobs Grant for training.
- Certain staff gain experience with us as an Entry Level position and then obtain higher employment with other organizations that are less competitive (less candidates)
- Not one way is the right way. Every person is treated as a human being first with individual strengths and gifts to share. -Awareness and cultural sensitivity slowly being embedded in all levels of education and training
- No trends, a variety of skillsets – no sort of trend.
- Lifeguards have the necessary training to work at our pool. Other staff that work in the arena or at the ball diamonds do not have any formal training in these areas. Management level staff in recreation in rural areas do not have formal recreation training prior to beginning work but are acquiring training on-the-job or through AARFP (Alberta Association of Recreation Facility Personnel). More training opportunities are becoming available to the sector but in our case unless we can justify the cost of training, it is not affordable. For example, the AARFP partnership with Red Deer College is a great initiative and is a program I would like to engage in but from a budget standpoint the training is not necessary for me to do my job and therefore cannot be justified financially unless I want to pay for the training myself.
- Lack of experience working with seniors specifically. Canmore is very highly educated, but hardly anyone ends up working in their field. As far as seniors' education, probably more under-educated people in areas such as serving (never worked with seniors) or are there for just a short period of time (e.g. one year). Certifications are needed for some positions (e.g. LPN). People are trained but not specific to seniors in the Bow Valley.
- Our Department and administration remain committed to staff training. We will just need to be more aware of budgeting moving forward. We will also look for unique ways of obtaining training such as on-line versus sending someone out of town. We do support continuing education.
- Not confident how well recent graduates are trained for this field. Of those we have interviewed or hired in the last number of years there seems to be a trend that their educational experience has not really trained them for the reality of what would be expected from the labour market.
- More on the technical side, especially arenas and operations – not appropriate type training/courses – they're taking people with the right attitude and putting them through training. Always looking for people that have business/recreation backgrounds. Most staff have this type of educational background, especially in leadership. Frontline is more about the right attitude.
- Newer staff are actually trained in therapeutic recreation. Used to have people trained in rec that didn't understand the job, but now having people come trained. The other piece influencing recreation therapy is who your supervisor is – do they understand what they need when they hire, makes for a better service delivery situation.
- Lots of education when people are applying for jobs (entry level or summer) not a lot of related experience. I.e. coordination experience or working with children/teens for example.

- We are not getting many applicants with any experience. Or it is basic operator experience. Generally, in the aquatics sector we are internally training to retain staff – we don't get applicants from outside of our area. It is not a "career path" that anyone is choosing.

Q11 How defined is the career path for individuals working in the recreation field in an org like yours?

- They 'try' to do a good job to talk about succession planning, starting to get some more questions about this as the younger generation comes in and asks where can they go – about providing an understanding of what is available and putting some 'skin in the game' to advance through the organization. Doing a better job of that. Are they doing this outside the organization? Probably not. Doing it once they're employed with them, but not so much before had. City of Medicine hat is an employer of choice within the area. Good focus on professional development (collective agreement ties hands a bit) – prefer the employee to approach them about training. Otherwise if they suggest things, they have to the most senior employees, etc. Find that 10-15% of the workforce really wants to advance, have goals, want to be a manager, etc. They work with them on an annual basis, provides some funding. A partner with them.
- Not well defined. Students graduate with Kin degrees in adaptive physical activity but have no idea what to do with their skillsets afterwards. Lots of people outside the world of adaptive physical activity don't understand what it is, applicability, etc. Perhaps a greater knowledge in Edmonton due to the U of A voice. Communication piece that needs to happen. They are interested in working with undergrads to better promote themselves and their abilities.
- Clear pathway due to many opportunity areas: mental health and dementia as well, working with younger populations. Creating inclusive communities. Instead of having just seniors in buildings, multi-generation, greater diversity (LGBTQ, indigenous). Opportunities are quite clear. And intergenerational. Career paths are emergent once you're in the sector. More focus on leadership capabilities in the future.

- They don't have a lot for planning for careers/succession – they just hired an assistant coordinator and interviewed a couple of graduating staff that worked for them. They got beat out by someone that had been a student staff member and got some other experience. Not a clear path to work: if the goal is to work in a full-time permanent role in rec, they can't chart that path – they can equip with skills and foster connections (e.g. conferences, etc.) – many students aren't looking to network. US rec employment: a bit more exploitative where one professional staff oversees 2-3 graduate assistance that oversee programs and they'll get paid for 20 hours of work a week and end up working 30+ while completing their masters. It's just known that you need a Graduate Assistanceship on the resume to get a full-time recreational position. Don't have that type of middle ground – they have tried to create some internships to get people more experience, but it's hard: if someone is graduating and asks "how do I get your job" it's a lot about luck. They have one internship that is ongoing. Not with the intent of preparing the next infusion of labour talent – while this work must be done, it's less about finding the step of before finding the full-time job, more about the next step after undergrad. People are trying to work as quickly as they can. Working in recreation as a best-case scenario but not considered as realistic – they'll try, but if it doesn't work out they'll chart a different course – including grad school. Not a lot of people with the intent to work in recreation going to grad school as a logical Plan A. If you're in your 3rd/4th year and you want to work in recreation as soon as possible, more urgency to get going.
- Being in Municipal government the career path can be quite diverse and very open
- See question 10 answer.
- Really varies – anyone more involved on the conservation side it is quite defined. Same thing for GIS, business analytics. Just the opposite for planners and policy – these are more generalist positions that offer up new opportunities that let you go down different rabbit hole. Professional development and HR within GOA – systems thinking, relationship building – central pillars within the Alberta Public Service.
- Doesn't think they are at all. One of the problems. Graduates get in to municipal systems because the money is good and they're remotely attached to the field they study in, but don't see advancement. Where the problem begins with the deterioration of culture. Last year had a degreed student that got a job with Calgary Board of Education (turf manager) - \$75k position – student was thrilled for a high paying job, but, no advancement after that. Will do it for a couple of years, but will have no place to move – might be a bottleneck of supervisors. Staff eventually will deflate. High energy kids fresh with ideas that really get deflated. It's hard for any organization to show their employees a route to advancement, but have to do so. Train staff, prepare them for the next step – have to keep staff motivated and the more they know, the better they'll be.
- Pretty clear pathways if you have the degree you can move very high up in the city. As far as staying in recreation though, you are limited. If you want to stay within the recreation branch you are somewhat limited, if you want to move elsewhere in the City more opportunity. The higher you go within rec the less opportunities there are. For example, her supervisor was on mat leave so her and another staff split the supervision – director wanted the two staff to gain the experience. Not a lot of churn towards the top – demonstrates the creativity/willingness for people to gain experience to move up. Not a tonne of movement. Once someone gets a supervisor/director job, people don't want to move – new recreation centres create more positions and opportunities for jobs. With the growth of the big rec centres is where jobs open up. Many staff leave the rec branch to move up. Some start as a front desk worker and have a degree in rec and try to move up that way – gain seniority and move up that way. More people coming in at the lower level, higher levels move away from recreation.

- As far as the front-line staff go: for some of them, they are totally happy – not necessarily wanting a change. Once you get higher up, it happens sporadically – you never know when opportunities come available but change with the city is constant. You kind of expect things to happen and try not to be blown away when changes happen. Sometimes business areas shuffle around, creating opportunities to move. There are always postings, just must be the right candidate with the right experience – a lot of it comes down to personality as well. It's not that there aren't jobs, it often just comes down to timing. So many candidates internally that want new opportunities but might not have seniority. Candidates that first get hired often ask about opportunities for advancement, moving around. Some are happy to stay where they are. Some that aren't, they look for opportunities, but they don't come as quickly as they would like. There are always positions posted.
- We recruit from industry to fill our positions. We need experienced and qualified staff and they can be expensive / difficult to obtain as they are connected to their pensions often LAPP. Now if we could also access LAPP that might be an option for getting them sooner vs. Waiting for them to retire or paying more money as an incentive to get them.
- Many options available if the individual is ambitious and willing to try different positions to gain experience.
- All employees must have either a Diploma or Degree -But they can come all sorts of disciplines like physical education, recreation, social work, etc -BGCC will train employees with potential with internal training opportunities and leadership courses. All employees must be appropriately trained to work with children. -The will start with small wins to allow employees to gain confidence and also focus on experiential learning
- Career path not necessarily well defined. Multiple facilities – golf course, pool, other facilities throughout 7 communities. Opportunity to jump from one area to another – can transition easily. Especially with municipal government, as you get higher up – he moved from planning and development to rec, people move from different fields. Not a very defined career path like step x,y,z – lots of different career pathways.
- It is not well defined. We are a very small staff; therefore, career paths are limited or non-existent. For example, the Recreation Director is the only administrative position within recreation in our municipality. Therefore, there is no career path for the person in this position and there are no positions below the Recreation Director for someone to learn the position and move into the position. The only movement up for the Recreation Director position would be to move into the Assistant CAO or CAO position and leave the recreation sector.
- It's hard, because there are just so few positions that come available. In the organization and job description, not really any specific job requirements education wise – not reaching out and saying they want highly qualified people. Not really sure what to say. Not a lot of movement within the department. Once people get in their positions they tend to stay. When there are more facilities, more positions you have opportunities to change/grow in different departments – with her facility, once you're in, you're in – unless you want to dynamically change the organization. For an aide, one of the staff might eventually try and take Rhea's position.
- N/A
- We are looking for someone who can create, market, Fitness programs, Intramurals, and special events. It seems like those recently graduating don't have all the skills to be able to cover all aspects of these expectations. Especially the marketing and budgeting aspects.
- This is where they're trying to define it within the org. Trying to define it for people within the organization. For example, waterslide instructor, to lifeguard, to permanent, to shift lead, then eventually to facility manager – have lined this out for each of the departments now. Clear path for those to advance. There is not a lot of turnover in some of those positions, but not a lot of opportunity until people retire. Part of their overall staffing plan – reviewed the entire facility framework and mapped out hierarchies – only had things filled for the last couple of weeks. Customer focus was the main criteria – having people that are good representatives for the facility – have the key leadership positions mapped out to ensure customers get good services, get the right information. Next one was due to cost to recruit and train – lots of turnover. Transitioning some roles to more stable, permanent roles to try and minimize turnover by providing certainty. Leadership hasn't grown. Population has tripled in the last decade – have the skeleton in place to meet population growth. Templates are now there. Probably running pretty lean in the leadership/support area. Something that sets them apart is that they are backed up by the City – have marketing, communications, IT, etc. that support them, HR.

- Career path is defined if you get in. It's kind of a situation where you come in entry level, work for a few years, then probably look for a Rec Therapy II position – more pay, different responsibility. Some go off to management. Had 3 retirements last Sept of staff that were there for 30 years. Often hear from students and new staff that it was not something they considered as a career until they experienced it. It's kind of a big commitment. Very few people that leave the profession once they tend to stick.
- Not very well defined I think this could be improved
- As noted above – both the recreation operators and aquatics staff – are not really choosing recreation as a career path. It's something they fall into or we locally hire for aptitude then we provide the training we require.

Q12 How would you rate the ability of your org to manage succession planning of the next mid-term?

- In some areas they're strong, but in others they might be weak. He could retire at any point now, really. Not sure if someone could step into his shoes now. They're looking at opportunities – hiring a new superintendent right away and emphasis on eventually taking on his role. The others might not have the experience yet to assume his role. More years of experience needed, better cross training. In the parks section, it's been a much easier transition to move people within the department. They have had more movement in that area – bigger department in the last 3 years than they have ever been. Lots of hair pulling in the initial return to recreation – toured lots of facilities in 2015 to get a sense on what others are doing. Once the building is open, people will tell you what they need/want – not perfect, but getting better.
- Succession planning – something they're thinking about. Prior to her joining they lost a lot of people; now they have a succession plan document that staff members must keep relatively up-to-date. Often try to promote/hire within. Many staff began as students or interns, keep institutional knowledge inside the organization as a result.
- She's been trying to retire for 6-7 years as GM. Can't quite find the right person. Going to see more and more people with rec and leisure backgrounds being in higher positions – as owners, GMs, etc. Many staff move on to AHS when opportunities arise so there is some churn.

- Do an OK job at it. There exists steps where one can be groomed into an ascending role – e.g. committee work. His role probably has the best succession path, as he has an assistant coordinator. Enough roles internally have some succession – aquatics and climbing both have assistant coordinators to take over. Not true for all positions, but quite a bit of flexibility. If people leave, they're in pretty good shape to have people depart or ascend. There is enough development opportunity within the U of A (e.g. leadership training, etc.). He's not experienced a situation in which there is turnover in positions above his. Ongoing concern for new staff that once people get into positions there isn't a lot of turnover. A bit different with the fitness industry (people can move in/out quite easily) – competition for talent where you can be an assistant coordinator at the U of A, then full-time coordinator in the private sector. No one would leave a position at the U of A for a position with Edmonton Sport and Social Club (more volatile). For things like aquatics, there are only so many pools. Climbing gyms are opening more frequently, more opportunity. Position stability within the U of A means there is little incentive to leave – likely have people wanting to stay. Hit a backlog where they're running out of places for people ascend to. People above him are in their late 30s early 40s. The director in the late 50s. Stratification based on age. The people above him have about 8-10 years of experience. Systemically there is professional gridlock within the sector that makes it hard to diversify experience. If he wanted to become associate director, one option is to do one job very well for a long time and be recognized – not a lot of opportunity to job hop. If you want to move over to a related but different position where you want to supervise staff – e.g. rec facility management – supervising a skill to put in the toolbox. It is very hard to find good opportunities to gain experience – battling people making lateral moves versus people coming up in that domain of recreation. Broadly there is very little turnover and opportunities are hard to come by – lot of competition when opportunities are so sparse.
- This has been a topic of conversation and we have made efforts to work towards addressing this however it takes a lot of time and effort and also the anticipation that the person being trained for this will stick it out and take on the roll eventually as it may be several years down the road.
- See question 10 answer. Due to the fact that most positions are being hired through contract and through operational agreements I do not see this as being something that we can control.
- Very important topic for this government. Succession and strategic planning being held at a very high level – almost at a political level – to ensure that we're meeting budgets and financially sustainable budgets for Albertans. In a vacuum of time right now – not representative of what the GOA is going to look like in a year or even six months. Right now there isn't a lot of ability for succession planning or manage succession. This moment in time – it's not expected to prolonged over years. They do have the ability to manage succession planning, but don't have the HR tools within Parks to effectively manage it. Contrast to Municipal Affairs and there was a lot of strong succession planning, regimented conversations. Something not really happening in Parks and should happen – succession planning is not just retirement planning.
- Municipalities not well-prepared at all. Don't have specialized, accountable department heads specifically, don't have succession plans. If they don't have dedicated staff, the end up shuffling staff around to leadership roles – nothing to do with specialized skills. When you're trying to fill the slot with another person based on time with the organization rather than fit, you end up with a convoluted management structure without direction. Hard to focus training/education to take these positions. Say you're on the turf side and do education for it, then end up in capital asset management – you can't really progress. Not much succession planning due to the lack of staff specialization amongst the various departments. There are an awful lot of contractors at the municipal level due to high staff costs – don't need department heads if you have a contractor. Municipalities are limited by unions and wage inflation, cheaper to hire contractors – then, you have a staff of contractors and no accountability. If the municipalities had an ability to hire outside the union, could have a different arrangement, different leadership. Instead of hiring 1000 contractors, hire one contractor who employs all the other employees – this would be a better system on the part of municipalities to manage succession.
- Rate it pretty high – COE very supportive. Personally has a very good opportunity. Good upward mobility of staff to move in.

- Her unit - would not have a problem moving people up to the coordinator level if they left. As far as her current team moving up, she supports them 100% - always asking 'where do you want to go' 'what can I help with' - help coach to get them to try and apply. The issue is that higher up from her position is where decisions are made in terms of number of coordinators, etc. Used to have 4 coordinators, lost one based on decisions above her. Deals with what she is given. Lots of front-line staff have qualifications to move up, there have to be positions. She herself has had the opportunity to 'move up', but she sees the way that some of those positions are and doesn't want the stress - not interested in taking on that extra stress. Year after year, depending on who she is talking to - there's a lot of talk about 'push yourself, get more money' - why not just be satisfied with a good thing?
- Fairly well. We plan for this annual both at the staff and board level.
- The majority of City of Edmonton Senior Roles are filled by those within the organization. Seniority is a factor, as well as performance and ambition.
- Succession planning is particularly difficult in the Indigenous Initiatives stream. There is not enough money in the budget to have multiple bodies concentrating on the same work. Instead, one person ends up taking on the work of many. If key employees like Christy were to leave, there would be a huge gap in knowledge particularly related to Indigenous protocols and ways of working. -Funders need to realize that that funding needs to increase with the cost of living. Expecting the BGCC's Indigenous Initiatives to complete the same amount of work with the same funding year after year is unrealistic and damaging. Staff can't live with wages just above the poverty level especially with the increasing cost of living in the major cities like Calgary.
- Need to have people in place that can understand what is happening and roll into taking on more responsibility, fill in for vacation coverage - reasonable job of communicating to managers and supervisors what the CAO is thinking, what Council is thinking - communication is a big way to deal with this. Managers are also communicating. Try to facilitate manager meetings every couple of weeks, outreach in one community may have a problem and another community may have a solution - communication and knowledge sharing.
- We currently do not have clear succession plans in place. If someone leaves a position, we simply try to fill the role with someone else. We are working on succession planning at our pool as we know our Pool Manager's time with us is limited. Our Arena Manager will move over in the summer months to the position of Assistant Manager with the intent that he will fill the role of Pool Manager when the current staff moves on.
- Managers love to have 'action plans' - they try and document and record everything they're doing, even for covering off sick days. Could do better at recording what is done in roles by updating job descriptions (her job has evolved since she's taken the position). Her manager always likes to change titles and add/take away roles/duties. Not necessarily a clear black-and-white situation, things are always changing - not a perfect clear transition.
- Personally, I am concerned about succession planning within my department. Both myself and the Community Services Foreman, and the Community Services Secretary are within two to three years of retirement. Collectively, this is over 80 years of experience. Administratively, the Town office has five out of 7 positions that will most likely be retired within 3 to 5 years. I believe that each Director will need to ensure that the department is prepared for the change over and we need to leave the position so that they can achieve success.
- All depends on budget funding from the GOA. At the moment, it does not look good as student life is not appearing high on the funding performance measures that we have seen so far.
- For most leadership roles, senior team - full time positions in the frontline/mid level are now able to move up. Team leaders can be replaced without a gap in knowledge, a lot of stuff they did in the last year. City has put succession planning as a priority.

- Have some plans. Often asks staff in performance conversations about opportunities for leadership. The plan is there. What's happening now with vacancy management is that it's sort of a luck of the draw – if they're mentoring someone for a Rec Therapy II position and they go on mat leave – lose them for up to a year and a half. Then have someone in a temp position filling in. Another challenge is finding people that are interested in taking on broader opportunities, mentoring, sharing what they know. More and more people just want to do their work and go home – don't live to work, but work to live. Need to be able to endorse and provide opportunities for education (not happening in AHS right now) – national CTRA conference in Jasper. Can give education days, but can't pay for people to go – a big gap in mentoring and fostering people to stay and take on new roles, leadership. Edmonton Zone professional practice group meets every two months. One of the things happening is that you can't travel – can't even travel from the University hospital.
- Our organization does not have succession planning in place that I know of. They say they are going to work on it?
- Not great!!!

Q13 What other thoughts do you have as it relates to career entry and progression in the recreation field?

- The only thing he would say – disappointed from the education perspective. Did rec management at Lethbridge College in the 1980s – a good program that positioned people for the field. Maybe not on the scale of a huge city, but people were going to smaller communities. Students graduating were well positioned for success. Don't really have this anymore. U of A has rec admin (was called this at one point) – 2-year diploma program that well positions people. Things have changed over time, fewer recreation departments in smaller communities. Some post secondary institution should be offering this. Educational gap. Students not necessarily coming out with practical things that they can apply – must figure out the skills that they gained over the 4 years. Skills needed: accounting key especially now. Depending on who you're reporting to, people want to see metrics. What are things going to cost, return on investment, etc. HR side of things – personality management, workstyle preferences, those types of things. Having a good understanding of the philosophical approach of recreation and leisure, things like trends – ability to understand and engage with them. They had two actuaries that worked for them – statistical analyses. Tracking demographics, analytics. Understanding of data. They're big into data – 'lenses' for making decisions, could be a trend/ buzzword. Personality is big, time management.
- Nothing comes to mind
- It's very important to have younger people come in and do mentorship. More leadership/mentoring in nursing, historically. Leadership development is key. Have opportunities at university for students to come and do projects, work with key leaders. They'd be interested here – they already do it with nursing. But what about recreation and leisure? What about applied research? They do it in many areas, but very little in recreation. Why? Not too sure. Silos. Held within the U of A – needs to be much more collaborative and practical so that things make a difference. They're doing a thing on hydration with nursing, but rec isn't a part of that – why not? Healthcare is about keeping people well and goes beyond any one sector.
- Pretty much covered everything.
- As the economy continues to flounder employers will continue to have a large application base to choose from though with in that there tends to be few that are actually qualified which poses a problem.

- My comments through this survey are based on the realities of living in Northern Alberta in an area where the population base is only 11,000 and a very sparse density. Issues in this area are unique. County management of recreation parks and facilities are done through contract and agreement so we have very little control over management and staffing issues. The answers to these survey questions are provided with these restrictions in place but I hope they are helpful to you. My personal thoughts on career entry and progression are that most people in the north do not even know of the opportunities that are available. There are opportunities for employment in the north, especially for arborists, park planners, programmers, community builders and administrators. It will be important to get decision makers to see the value of these professionals so they can get a foot in the door.
- When we're looking at career entry into the parks and rec field within government: government relations is very important and understanding how government works. Conference for staff or to understand how government works – sets the expectation for what will be encountered, pre-training on how government functions. Again, not going to be hired to do 'one thing' anymore – going to do many things, work with many people. Systems plans and management plans that take years to put together, they work closely with stakeholders that are involved – conservation and recreation planning. It is very consuming work and they haven't been able to update them as quickly as they like. Protected Areas Management Effectiveness is a tool that they use – gives them an opportunity to assess on a site per site basis to understand where opportunities for growth are, where places need to be better protected and some landscapes where you don't want people – conservation.
- Not too many suggestions in this regard other than specialization. For such a vast sector, you have so many areas that people take interest in. Find someone that is career-driven and train them accordingly rather than finding a warm body that you train just enough to care about the paycheck. Find staff with a 'guiding light' and work with them to achieve their objectives, specialization. Trained staff can save money, especially within the golf business. Golf courses will hire people with agricultural experience that way overspend on maintenance. But, if you hire someone with the right training, you can save huge dollars. Sector needs to embrace it more – they pay good money for good golf superintendents because they know it's crucial to cost savings. Municipalities are looking at parks and rec in terms of cost savings in wages – find the right staff and spend more and find. Find the right person for the job and it begins at the top – let that person fill the roster with the right people rather than fill holes.
- Have 3 students that started practicums at the University. Advice she gives is that the great opportunity with the City is that there are so many programs and units, even within the section they're in – don't stay in one particular area, can look at outdoor pursuits, group fitness, individual fitness – get as much exposure to the different streams as possible. If you're the type of person that can establish a network with a base education you can go very far.
- There are lots of opportunities to create positions to enhance things, but it always falls to budget. Right now is not a good time – limits it. Need proper resources to do things. Lots of programming they could do, but are they properly set up now? Economic cycles have impacted things – things you like about your role, things you don't, etc. With budget, has seen over the years a lack of budget. Children's area – when she first came in, it was as a temp coordinator, then became permanent pretty quick. Learned pretty quickly that the children's section a bit of a 'stepsister' – not as much appreciation for it. Worked hard to show they are just as important as other rec areas, like group fitness. It has taken a long time, still struggling. Have seen ups and downs budget wise, get the proper resources for a bit and then they are taken away. In the last year, year and a half, have started to see a shift: value is starting to be recognized, that children's programs are a need just as much as adult programs – starting to climb up. Not just a stepsister on the side. When they get things like permanent positions or extra staff, they don't have any expectation – but they should have expectations. Always fighting to let customers know that there is a children's area.
- There is lots of room for growth in all areas right now. But we will be seeing a major exodus of experience from the industry this will open up risk and liability as that institutional knowledge and leadership is lost.
- Recognize that the world of Recreation is not a 9am - 5pm job; It requires many evenings and weekends because that is when recreation happens; Being flexible with your work hours goes a long way toward progression in the field.
- N/A
- Having the different courses and training (U of A) – not always easy to send staff out for training (cost) – they pay for training, which is different from some municipalities. When he started in planning and development as a development officer, several professional sites for planning and development with job postings – similar thing needed for job postings in recreation – ARPA could do this? Lots of people will move to different communities, but if there's a one-stop-shop, what are the jobs out there?

- Rural communities could do a much better job of maintaining their facilities and growing their programming if there were additional staff in place. For example, if there was an Assistant Recreation Director or Program Manager on staff the Recreation Director could focus more on acquiring funding, building partnerships and maintaining facilities while they worked on programming. There would also be some career path for this individual as they would have the ability to move into the position of Recreation Director when the position comes open.
- I just really feel that the difference in the Bow Valley versus anywhere else is so different. Canmore is just so transient – so many opportunities in the summer in rec, but so few in the winter. Harder for people to secure permanent positions. Or, if there are permanent roles, there aren't that many out there – a lot of people are entrepreneurs that end up starting their own businesses. More private sector service providers in Canmore, lots of people creating their own businesses. There are seniors companions in the community (private), AHS does have home care. A lot being delivered by private groups. Not-for-profit Rocky Mountain Adaptive helps people with disabilities, people come from all over to participate. A lodge in Kananaskas for those with all abilities. They have a hub to help people with disabilities – have to join forces. Government support is very troubling as it is shifting – critical for keeping staffing, etc. Many programs to help those that are low income are getting cut, not getting the benefits of recreation – needs to be more public funding for those that can't afford it. If you have money, you can pay to do a lot of things – companies that used to get public funding are getting cut. Big cities often get more support – smaller communities don't have the funding, staffing – rural/smaller communities lack the extra supports that could be there.
- Engaging younger persons to enter the field is a challenge. Often in rural areas we are not connected to other similar positions....so we work in isolation. If you do not have the experience and background to work successfully by navigating the local political challenges that can also be difficult; Recognizing the importance of having qualified, educated staff must continue to be promoted and encouraged. The long term costs to our communities can be staggering if left without the proper leadership and care.
- Those that enter the field need better training especially in marketing and budgeting/Finance. With the growth of the private industry Recreation Management in a Post Secondary environment must act more like private industry. Especially for the smaller and more rural institutions.
- Nothing specific. Talk a lot about the world changing, things are more spontaneous – traditional recreation being eaten by the digital age (gaming, etc.) – not sure how to train for this. Trying to develop some strategies to deal with this, not so linear anymore as to what recreation is anymore. Program management is different – how do you deal with different trends? Play places, fun centres – trampoline parks, etc. People would rather pay 30 bucks for someone to go play in a trampoline park and parents would turn out. Pools demand people are more attentive. Trying to adapt to those – where people can show up and drop kids, parents can tune out. Need to have younger staff that get the changing demographics – can't necessarily train up for this on the digital age (things like Peloton). How do you bring rec to peoples homes? Training can't really address these things. The biggest thing they're doing is training staff on things like sense of belonging – whole other thing to make people feel welcome, appreciated – something that they're doing massively to set them apart. Moving away from open times to more specific, programmed time – adult pickleball from time to time, then youth, etc. For adults showing up at a gym, needs to be a welcoming space. Invite people to play rather than just drop in. "Intentional spontaneity" – how do you make sure people feel included? See it online with the Peloton thing so that people feel like they're part of a group. Fitness centres are now open to younger families – 10 year olds can come in. Focus on the whole family. Focus on niches. How do you add value beyond the pool? Strollers are on the track – how do you allow families to start there and continue there throughout the whole family cycle?
- Haven't done well as a profession is advertise it – people don't know it exists until they experience it. Do a poor job of this. ATRA could do more in this way. No money to do it, but needs to be done. AHS has lots of social media, very good at highlighting things – made sure they got some rec therapy recognition to get it out there. Social media – use Facebook, those types of things. Educational institutions could help with this. Lethbridge doesn't have a recruiting problem. U of A needs to do some work here. Not as many placements for students as they used to. They understand that it's a market that they need to look at. The problem with academia is that things are slow – ATRA has been engaging with the U of A. Trying to help them get the program going, but it's been slow going. Everything must be approved 18 times by different groups, then must meet the accreditation piece – getting a new program could take 10 years – the want and need is there. Intakes are going down.

- I think now that if one was to enter the career path of recreation I would make sure it is sustainable with the future trends
- No response
- “Siksika Health Services is crossing new boundaries by combining their health and recreation departments. We feel we are leading the way by taking a holistic view on the wellness of our community members. This is taking us back to the original spirit of sports and recreation where community impact, mental health, and physical wellness are all seen as societal priorities. Not only do we know that sports and recreation can save lives, we have seen it happen.” “We all have gifts and innate skills that Creator has given us. When these skills manifest themselves in recreation and sports, we can use them to save lives. There is a sense of pride when someone in the Nation is successful professionally and we want to harness that. Our goal is to purposefully create environments where our talent not only succeeds but flourishes, inspiring our youth and community members to stay and earn the right to work within our recreation department.”

POSITION PROFILES

APPENDIX 4

Position Profiles

The following position profiles were updated or developed based upon the 2005 Alberta Labour Market Study and the over 350 submitted positions. The position listed here is not an inclusive list of the current Alberta recreation and Parks industry.

The position profiles were created primarily utilizing the data collected from the employer survey segment of this study. In all, over 350 positions profile descriptions were collected for the creation and updating of position profiles. The methods utilized for the creation of the position profiles followed a process which stayed consistent over the duration of the position profiles development.

The research methodology for the positions profiles was qualitative in nature, which allows for the complexities of the subjective meaning of the submitted position profiles to flow and not be rigid or fixed (Smith & Chaddick, 2012). The submitted position profiles were first categorized according to their title and/or their position descriptions against the 2005 position profiles. This process was done with two individuals to add trustworthiness to the process and remove as much bias from the process as possible through peer review and debriefing (Creswell, 1998). Upon completion of this step the two individuals came together to review each category created by reading each position description submitted. The submitted position profiles were either kept in their current assorted position profile group, moved to another or a new position profile was created. At the completion of the groups, the position profile descriptions were put through Nvivo 12. Nvivo 12 is a qualitative analysis software to allow for increased handling of the qualitative data to assist in data analysis (Sotiriadou et al. 2014). The overall position profiles were either updated from 2005 or newly created. The position profiles were then sent to both the steering committee and reference committee for review. In all, 36 position profiles were able to be updated or created through this process. All position profiles were sent to study partners, the steering committee and reference committee for review and comment.

2005 POSITION PROFILES

- Aquatics Programmer
- Aquatics Supervisor/Director/Manager
- Arena Manager
- Arts & Culture Development Officer
- Athletic - Games Program Director
- Camp Coordinator
- Campus Recreation/Intramural Coordinator
- College or University Professor/Instructor
- Community Development Practitioner
- Director of Community Services
- Fitness Instructor
- Fitness/Wellness Program Coordinator
- Golf Course Manager
- Head Lifeguard
- Heritage & Museum Coordinator
- Heritage Programmer
- Lifeguard
- Marketing Coordinator
- Park Planner
- Parks Technician
- Recreation Activity Leader
- Recreation Director
- Recreation Facility Manager
- Recreation Programmer
- Recreation Programmer - Aboriginal Participants
- Recreation Programmer - Older Adults
- Recreation Therapist
- Special events Coordinator
- Special Needs Program Coordinator
- Theatre Manager
- Volunteer Coordinator
- Youth Camp Counselor
- Youth Center Manager
- Youth Program Coordinator

2020 POSITION PROFILES

- Aquatics Programmer/Coordinator
- Aquatics Supervisor/Director/Manager
- Arborist
- Arena Manager
- Arts & Culture Development Officer
- Campus Recreation - Intramural, University Athletics Coordinator
- Cemetery Manager
- Community Development Practitioner
- Director of Community Services
- Environmental Assessment & Services
- Fitness Coordinator/Leader
- Fitness Director/Manager/Supervisor
- Fitness Instructor
- Front Line/Customer Service
- Head Lifeguard
- Horticulturist
- Lifeguard
- Parks & Recreation Manager/Director
- Parks Operator
- Parks Planner
- Parks Superintendent/Director/Manager
- Parks Technician
- Personal Trainer
- Recreation Activity Leader
- Recreation Director/Superintendent/Manager
- Recreation Facility Coordinator
- Recreation Facility Manager
- Recreation Facility Operations Supervisor
- Recreation Facility Operator/Specialist/Labourer
- Recreation Programmer
- Recreation Therapist
- Recreation Therapy Aide
- Recreation Therapy Assistant
- Recreation Therapy Manager/Coordinator
- Special/Major Events Coordinator
- Youth Program Coordinator

Aquatics Programmer/Coordinator

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$29.71 /hr \$57,102 - \$69,274	0.2153	Full-time, Part-time, & Casual Positions	\$701 - \$1000	High School Degree	39.23

Aquatics programmers/coordinators design and deliver recreation and sport programs within aquatic facilities including swim classes, special events and group programs.

Also Known As

Program Technical Coordinator, Aquatics Coordinator, Senior Attendant, Aquatics Shift Lead, Aquatics Centre Facilities Manager, Assistant Aquatics Supervisor, Aquatics Program Coordinator, Aquatics Services Coordinator, Aquatics Programs Manager, Aquatics Lesson Supervisor, Aquatics Specialist, Team Leader, Aquatics Program Leader 2, Facility Programmer, Pool Programmer, Aquatics Program Coordinator, Aquatics Supervisor

Responsibilities

- Assess needs of users of aquatic environments and the community
- Assisting in staff recruitment, training and scheduling
- Design aquatic classes and programs
- Promote and communicate program offerings to aquatic users
- Implements, and maintains high standards of excellence in customer service to meet and exceed guest expectations
- Assemble resources to implement programs
- Establish registrations systems and monitor program registrations
- Control financial records and budgets for programs and events
- Order and control inventory for programs and events
- Evaluate and maintain policies, programs and events
- Ensure safety of aquatic users
- Ensure facility maintenance and safety compliance with facility/organization and Alberta Occupational Health and Safety Regulations
- Effectively address members and staff concerns and complaints
- Develop marketing, partnerships and sponsorship opportunities
- Cover as the Aquatics Director for the facility when prompted

Working Conditions

Aquatics programmers/coordinators work in a people oriented environment and therefore require strong interpersonal skills. Programming requires creative thinking and problem solving skills, which can create stress and burnout. Physical requirements include heaving lifting (50 lbs.) and regular exposure to humidity, water and typical pool chemicals.

Personal Characteristics

- Supervise and motivate staff and participants
- Able to take initiative
- Strong interpersonal skills
- Safety conscious
- Excellent administrative and organizational skills
- Customer service skills
- Creative and resourceful
- Able to problem solve and use sound judgement
- Demonstrated interest in continuous learning

Requirements

- Completed a portion of a post secondary degree in Recreation Administration, Facility Management, Marketing or a related discipline
- 3 - 5 years of experience including lifeguarding, with supervisor experience
- Equivalent combination of education and experience
- High School Diploma/GED
- National Lifeguard Certification
- Bronze Cross
- Red Cross Water Safety Instructor
- Lifesaving Society Standard First Aid or Aquatic Emergency Care Award
- Standard First Aid/CPRC/AED
- Class 5 Driver's License Required

Other Requirements

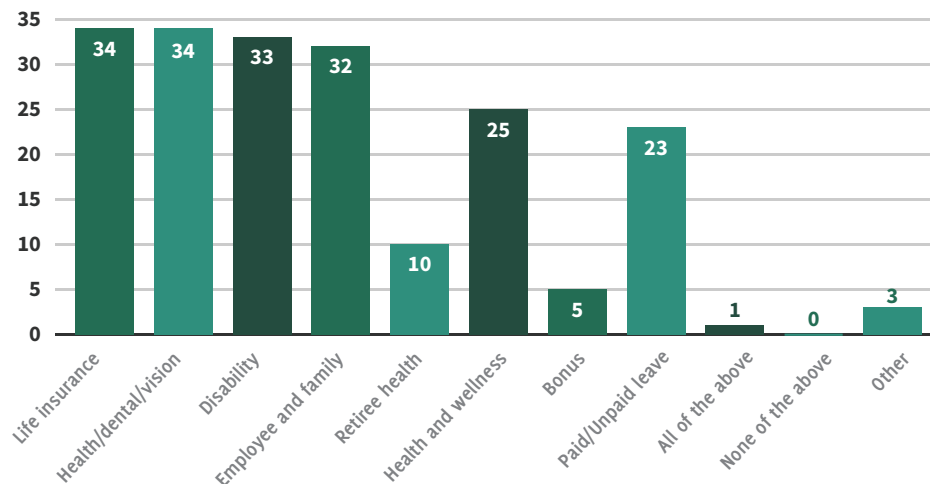
- Clean Criminal Record Check
- First Aid Instructor
- Project management experience preferred
- Strong computer skills
- Pool Operator I and/or II
- Lifesaving Instructor (and/or Trainer)
- Aqua fitness Instructor Certification
- Red Cross Water Safety Instructor Trainer

Remuneration

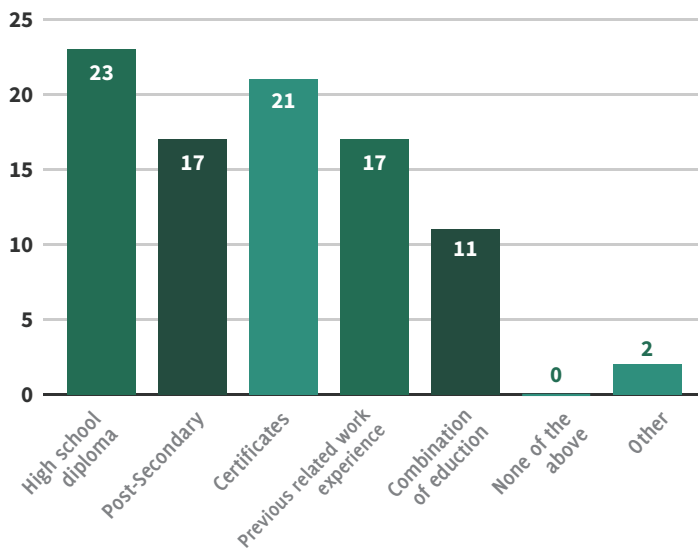
Based on 13 entries, the average rate for hourly employees is \$29.71

Based on 20 data points, the average minimum for salaried employees is \$57,101.69 and the maximum is \$69,274.09

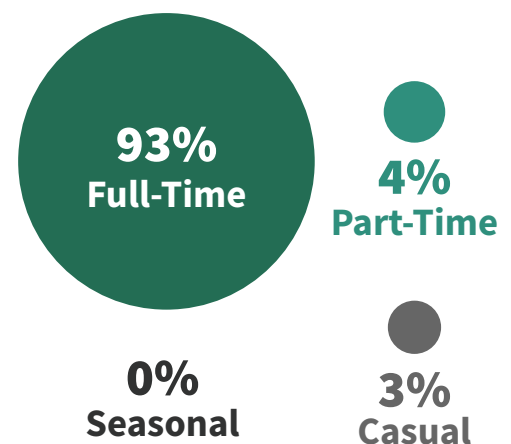
Benefits



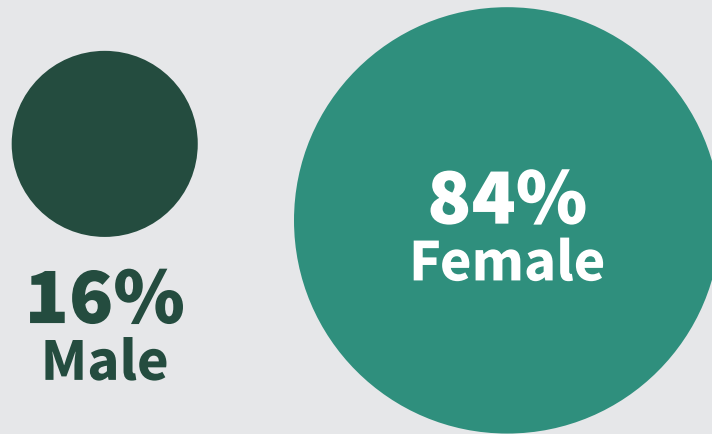
Education



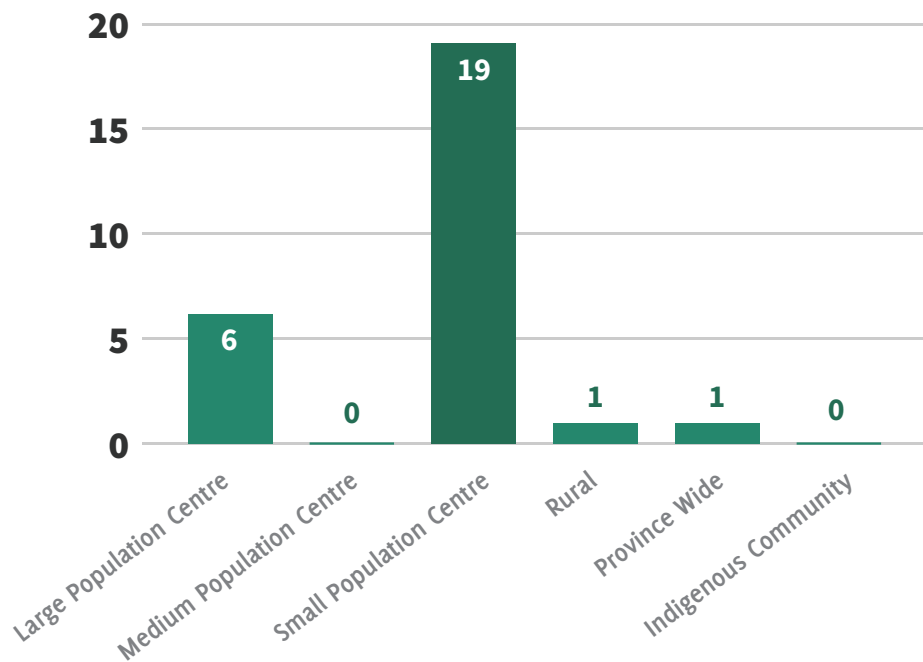
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Aquatics Supervisor / Director / Manager

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$29.96 / hr \$70,657 - \$87,298	0.2168	Full-time & Seasonal Positions	\$1000 +	Post-secondary Education	38.68

Aquatics Supervisors/Directors/Managers are responsible for ensuring the management of programs, classes and events within aquatic facilities.

Also Known As

Aquatics Supervisor, Aquatics Services Supervisor, Aquatic Operations Supervisor, Aquatic Manager, Aquatic and Recreation Services Coordinator, Aquatics Director, Aquatics Programs Supervisor, Aquatics Coordinator

Responsibilities

- Provide leadership
- Recruit, hire, orient, mentor, terminate and supervise aquatic staff
- Facilitate staff and program scheduling
- Research, develop, implement and monitor new programs
- Ensure program development and evaluation
- Control of allocated financial resources
- Ensure user safety through effective supervision, sanitation, training and regulation
- Administration
- Public relations and education
- Create and influence safety procedures in accordance with municipal and provincial regulations
- Order and control inventory for programs and events
- Develop and promote/market the aquatic facility and programs
- Implements, and maintains high standards of excellence in customer service to meet and exceed guest expectations
- Coordinate special maintenance projects – annual shutdown
- Effectively collaborate with other organization departments and outside partners

Working Conditions

Aquatics Supervisor/Director/Manager work in a people oriented environment and therefore require strong interpersonal skills. Work is usually done in aquatic and office environments. Evening, weekend and holiday hours are required for this position. Exposure to gases, pool chemicals, cleaning solvents, and other controlled substances and confined spaces for this position.

Personal Characteristics

- Leadership skills
- Teamwork and collaboration
- Supervise and motivate staff and participants
- Strong management skills
- Effective communication skills
- Administration and organizational skills
- Ability to work on committees
- Strong interpersonal skills
- Safety conscious
- Values customer service
- Is capable of problem solving and creative thinking
- Strong written and verbal communication skills
- Diplomatic, outgoing personality able to foster relationships with members, committees and employees.
- Demonstrated interest in continuous learning

Requirements

- Degree or diploma in recreation, kinesiology, business, recreation management, facility management, sport administration or related field
- 2 - 7 years of experience including lifeguarding, with supervisor experience
- Equivalent combination of education and experience
- High School Diploma/GED
- Pool Operator Level I & II
- Red Cross Water Safety Instructor
- Lifesaving National Lifeguard Certification
- Lifesaving Society Standard First Aid or Aquatic Emergency Care Award
- Lifesaving Society Advanced Instructor
- Standard First Aid/CPRC/AED
- Class 5 Driver's License Required
- Aquatic Management Training
- WHMIS
- Water Safety Instructor Certification
- Advanced Instructor Certification

Other Requirements

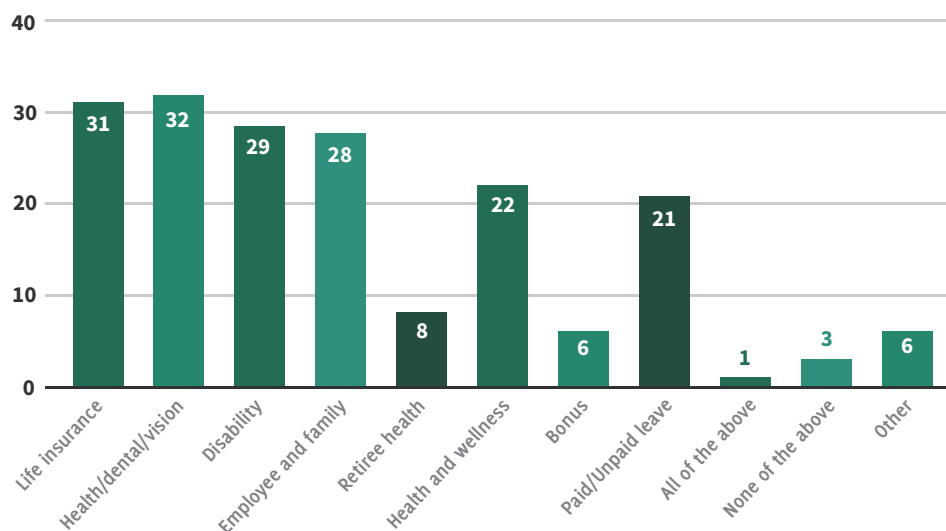
- Clean Criminal Record Check
- Aqua fitness Instructor Certification – asset

Remuneration

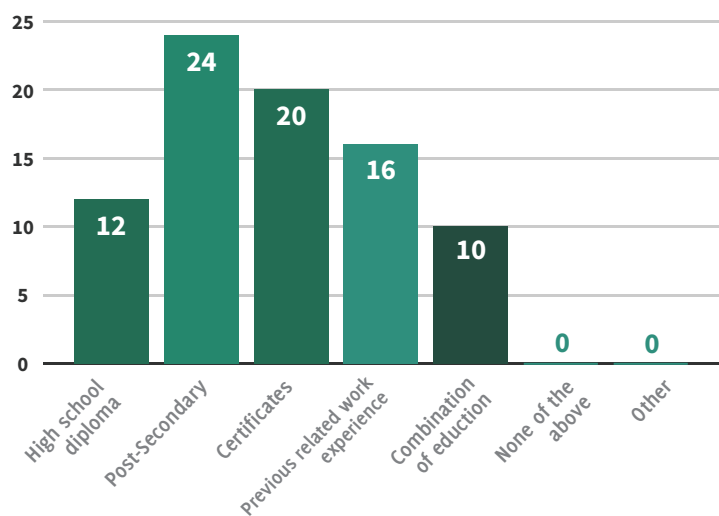
Based on 7 entries, the average rate for hourly employees is \$29.96

Based on 23 data points, the average minimum for salaried employees is \$70,657.30 and the maximum is \$87,298.33

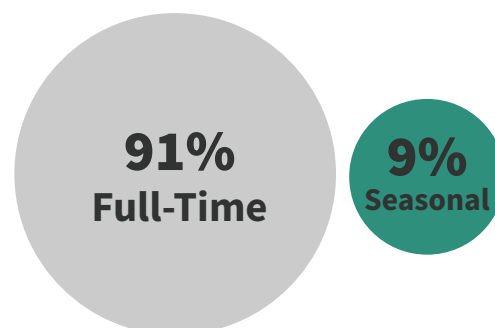
Benefits



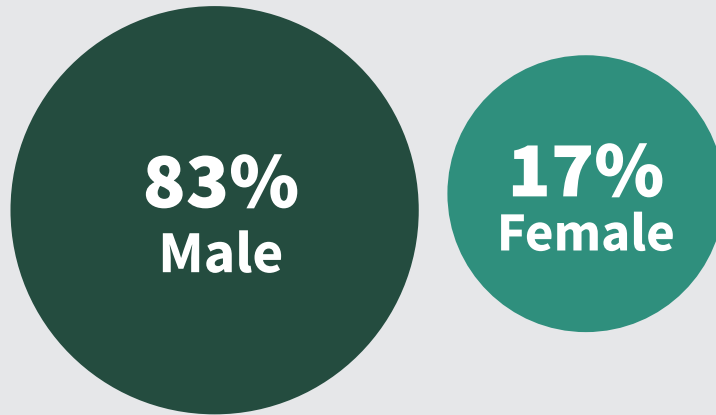
Education



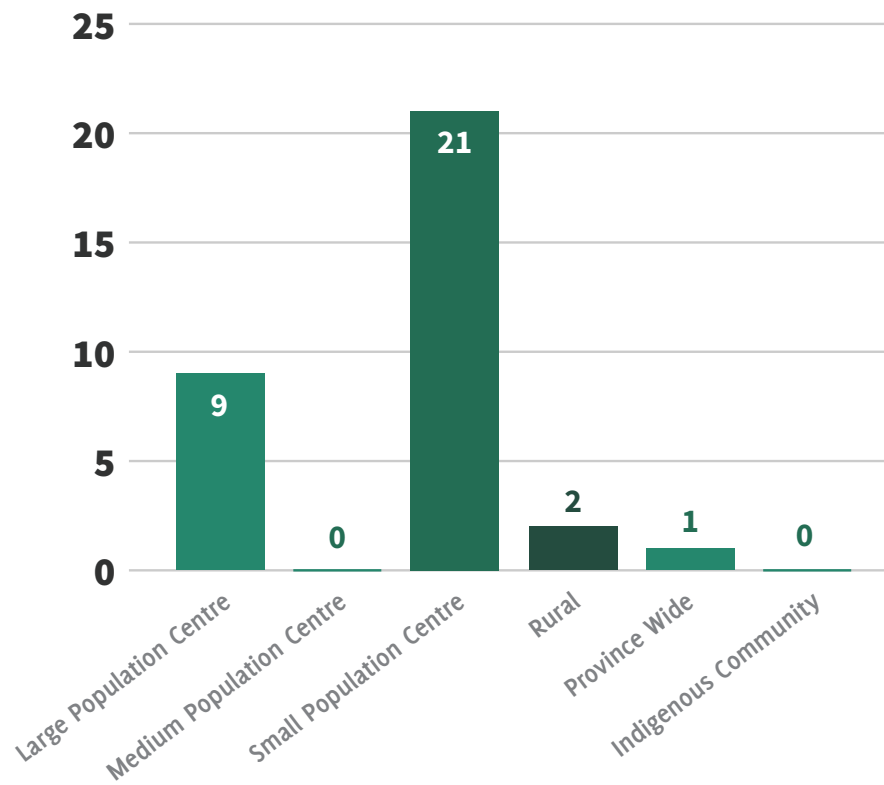
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Arborist

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$31.48/ hr	0.2373	Full-time	No specific value assigned	High School Diploma & Various Certifications	40

Arborist are responsible for the developing and monitoring programs, which works closely with the parks department on the maintenance, protection and health of the city owned trees and/or urban forest. This position will work with organizations, community groups, and volunteers for planting programs and other activities.

Also Known As

Arborist (various levels), Urban Forester, Operator III – Parks Services (Arborist), and Urban Forestry Technician I.

Responsibilities

- Perform preventative maintenance and repair duties upon parks amenities and equipment
- Development and facilitation of community planting programs (e.g. Arbor Day)
- Urban Forestry maintenance and operations including but not limited to pruning, tree removal, planting, installing and removing ornamentals, pest control, assessing dangerous trees in public areas, etc.
- Assistance in planning and coordinating planting locations, species selection, and tracking measures.
- Operation of a variety of light, medium and heavy duty equipment
- Train, collaborate and lead crews to fulfill work load with the urban forest
- Enact and enhance corporate tree policies and bylaws
- Manage city nursery and facilitate partnerships with private nurseries
- Administer and monitor budgets assigned to this position

Working Conditions

Working conditions of an arborist include indoor and outdoor work in a variety of adverse conditions and heights. Arborist work is physically demanding. Work is done within and outside of traditional working hours including evening, weekend and on-call hours.

Personal Characteristics

- Supervise and motivate staff and volunteers
- Strong interpersonal skills to work independently and in a team environment
- Willingness to work outside in all types of weather
- Ability to communicate orally and in writing in a clear, accurate and concise manner
- Able to exert moderate physical effort (life up to 50 lbs)
- An understanding of public/private tree ownership challenges

Requirements

- ISA Arborist Certification
- Diploma in arboriculture or horticulture with arboriculture focus.
- 2 – 5 years related experience
- CPRC – First Aid
- Knowledge of city policies, procedures, and bylaws
- Ability to identify plants and plant problems, including but not limited to tree insects and diseases

Other Requirements

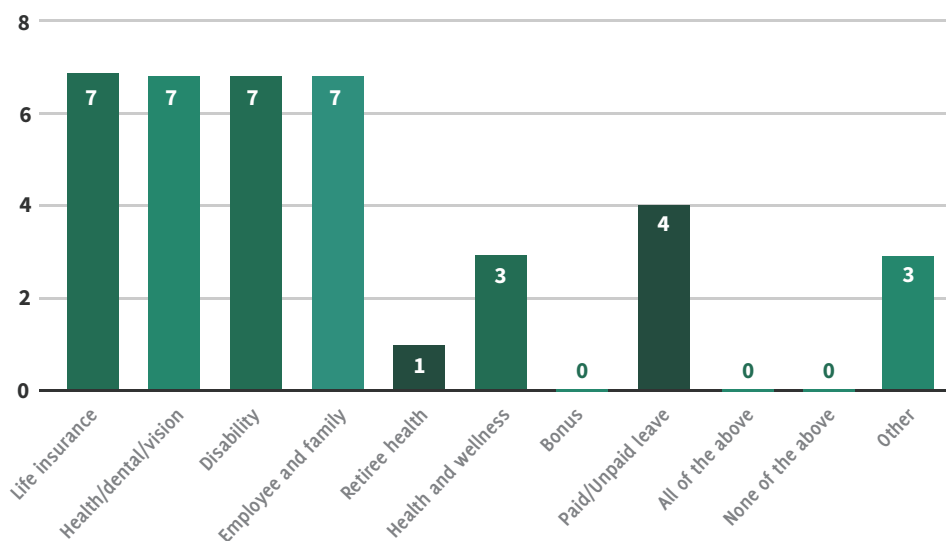
- ISA Tree Worker Climbing Specialist certification – asset
- Pesticide Applicator or Apprentice License – asset
- Council of Tree Appraisers (CTLA) Qualified – asset

Remuneration

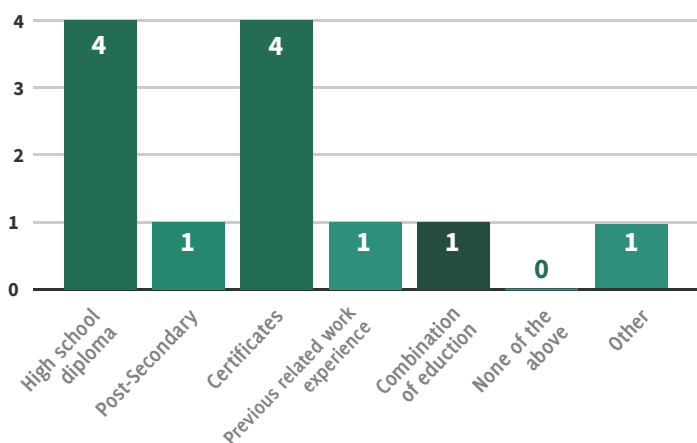
Based on 5 entries, the average rate for hourly employees is \$31.475

No data for salaried employees.

Benefits



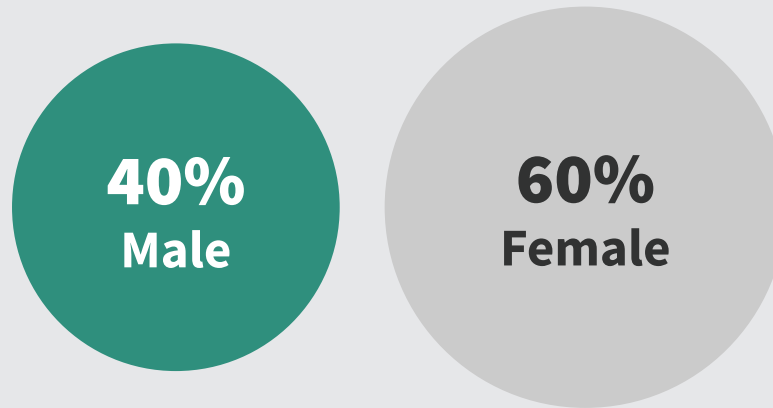
Education



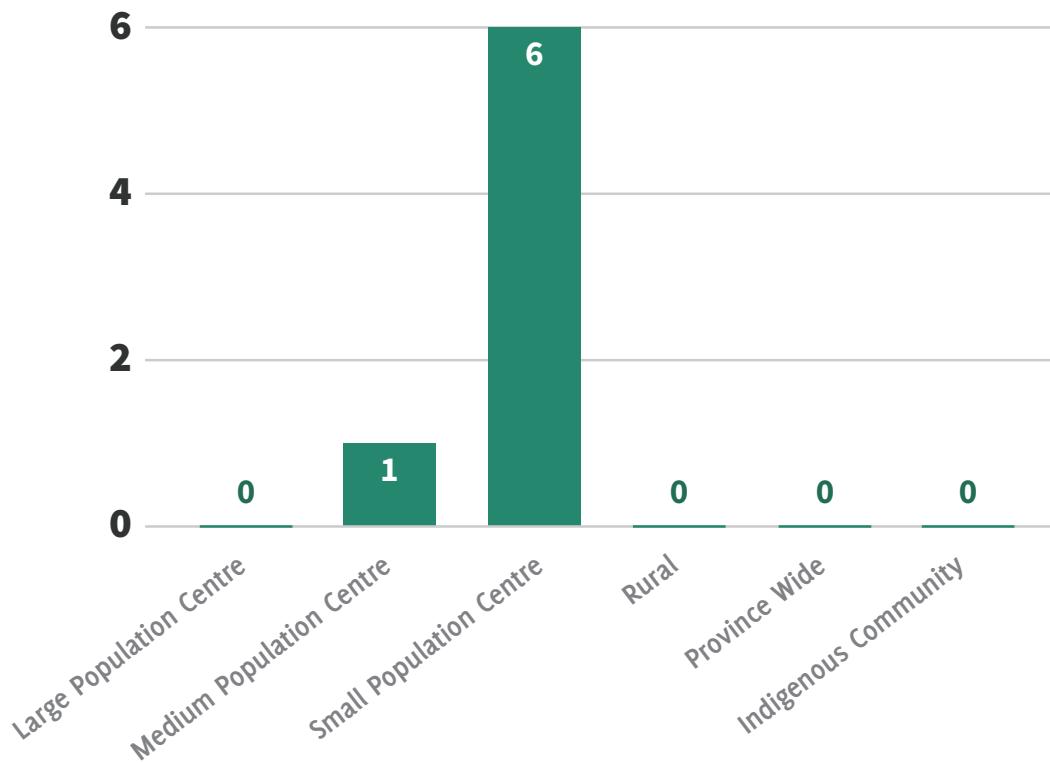
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Arena Manager

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$32.81/ hr \$75,032 - \$88,959	0.2314	Full-time	\$1000 +	High School Diploma & Post-secondary Education	39.29

An Arena Manager is responsible for all aspects of arena management including public relations, ice making and maintenance and fiscal budgets.

Also Known As

Arena/Parks Attendant, Arena Manager, Arena Supervisor, Facility Operations Lead

Responsibilities

- Making and maintaining Ice
- Performing refrigeration plant checks, maintenance and custodial work
- Liaison and collaborate with public, community organizations, volunteers and arena users for customer service
- Managing a large fiscal budget
- Hiring, training and supervising of staff and volunteers
- Marketing and promotion
- Develop policies and procedures
- Fundraising and writing grant proposals
- Ensure compliance to all safety regulations
- Ensure all facility sidewalks, entrances, emergency entrances and parking lots are clear of snow, debris or garbage.
- Maintain cleanliness of the facility with custodial staff
- Develop, coordinate and maintain up-to-date information and online booking registration

Working Conditions

This position requires weekend, evening and shift work. Public relations are a major component of the position. May require heavy lifting.

Personal Characteristics

- Work well under high stress situations
- Excellent interpersonal skills
- Excellent organizational skills
- Excellent oral and written communication skills
- Professional and personable
- Effective team player
- Self-directed
- Time-management skills
- Able to work well with diverse populations
- Good judgment and quick thinking
- Able to deal with change in a fast-paced environment
- Detail oriented
- Energetic and enthusiastic
- Ability to support, coach, motivate and develop a team

Requirements

- Minimum High School Diploma
- Diploma in Recreation Facility Management Administration or related field
- 3 – 6 years' relevant experience
- Arena Operator 2
- WHMIS/CPR and Standard First Aid Certification
- Valid Class 5 Operator's License

Other Requirements

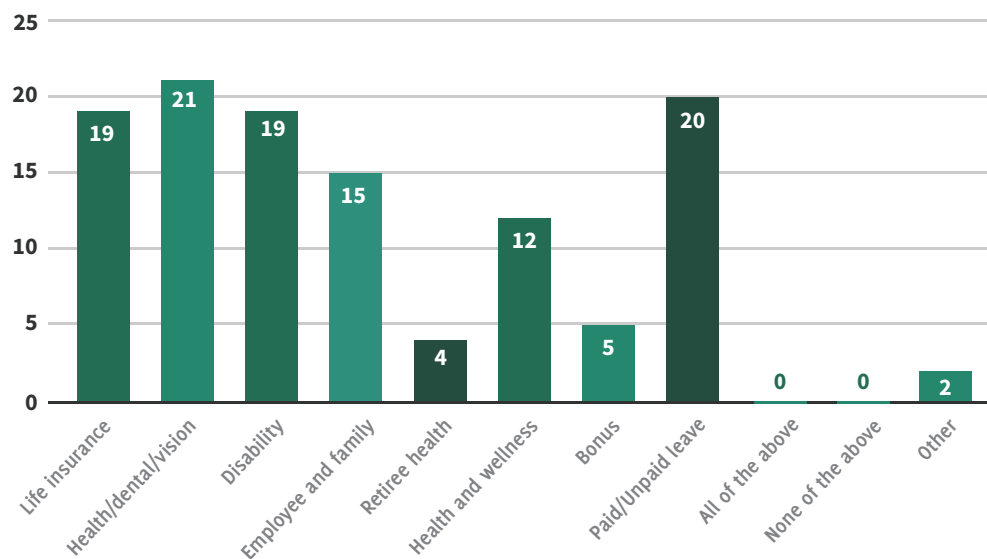
- Knowledge of ice maintenance procedures – Asset
- Formal Custodial Training – Asset
- Arena Operator 1 – Asset

Remuneration

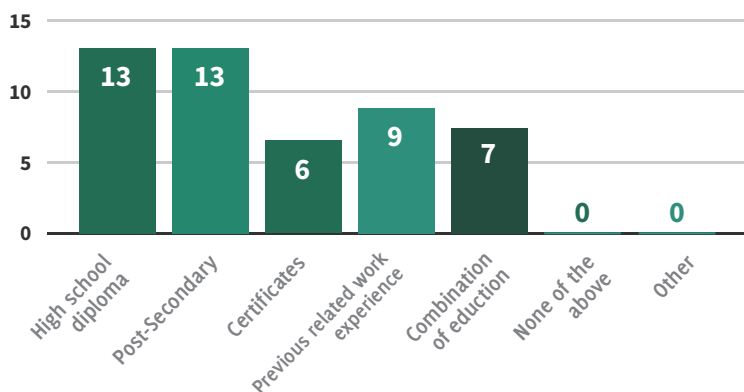
Based on 8 entries, the average rate for hourly employees is \$32.81

Based on 10 data points, the average minimum for salaried employees is \$75,032.12 and the maximum is \$88,959.08

Benefits



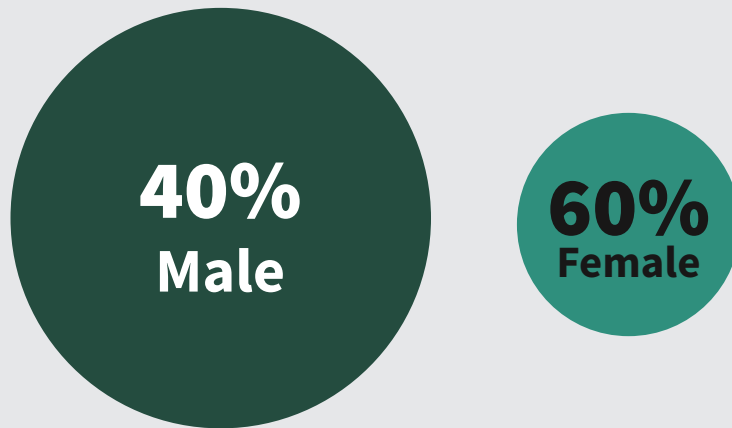
Education



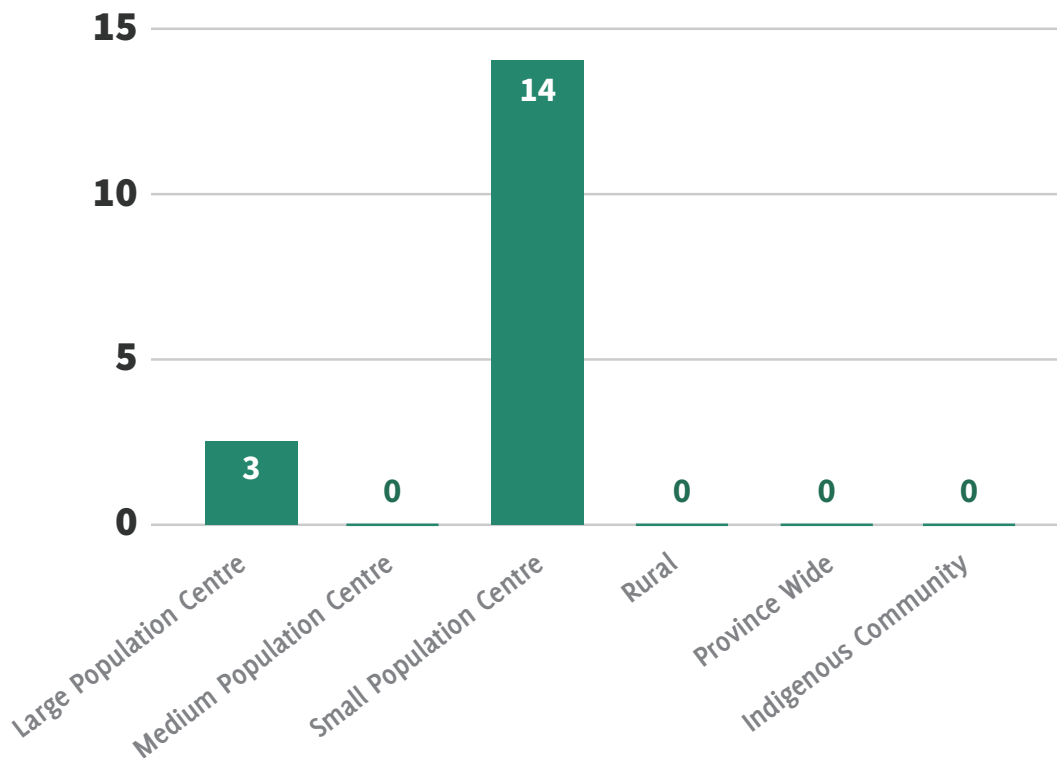
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Arts & Culture Development Officer

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$35.77 / hr \$73,808 - \$96,098	0.2187	Full-time	Various PD Budgets Available	Post-secondary Education	35.9

An Arts and Culture Development Officer guides and directs the development of cultural facilities, services and initiatives within a community.

Also Known As

Arts Centre Coordinator, Community Arts and Culture Coordinator, Arts Culture & Heritage Manager, Fine Arts Coordinator

Responsibilities

- Acts as an ambassador of the facility with community organizations, sponsors, artists, user groups and volunteers
- Market and promote the facility and cultural services offered
- Develop and implement programs and services
- Develop and implement policies and procedures
- Developing marketing and business plans
- Coordinate cultural community initiatives, programs, and events
- Hire, trains, mentors, and terminates staff
- Prepares manages annual budgets
- Fundraising and writing grant proposals
- Conducts need assessments, environmental scans, and research to understand the community
- Works collaboratively and liaisons with other facilities, departments, arts and culture societies/groups, organizations, artists, etc.
- Monthly, annual, and long term planning and reporting

Working Conditions

This position may require travel on the weekend and evening to represent the faculties and programs to a variety of public and private organizations. Duties are generally carried out in an indoor environment.

Personal Characteristics

- Excellent interpersonal skills
- Strong judgement
- Excellent organizational skills
- Able to influence change
- Excellent oral and written communication skills
- Detail oriented
- Professional and personable
- Energetic and enthusiastic
- Effective team player
- Creative and innovative
- Self-directed and motivated
- Passion for the arts

Requirements

- Degree in Education, Recreation, Performing Arts, History, Arts, Social Sciences, Public Administration or related field
- 5 – 6 years' experience leading and directing arts, culture and heritage programs

Other Requirements

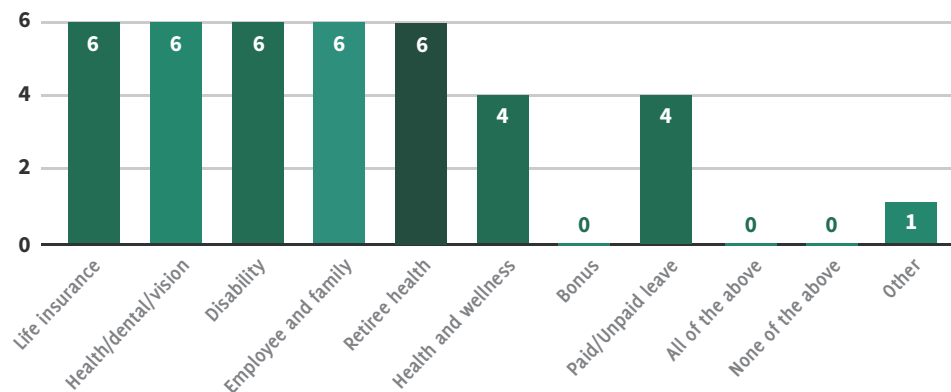
- Clean Criminal Record Check
- Standard First Aid, CPR – C

Remuneration

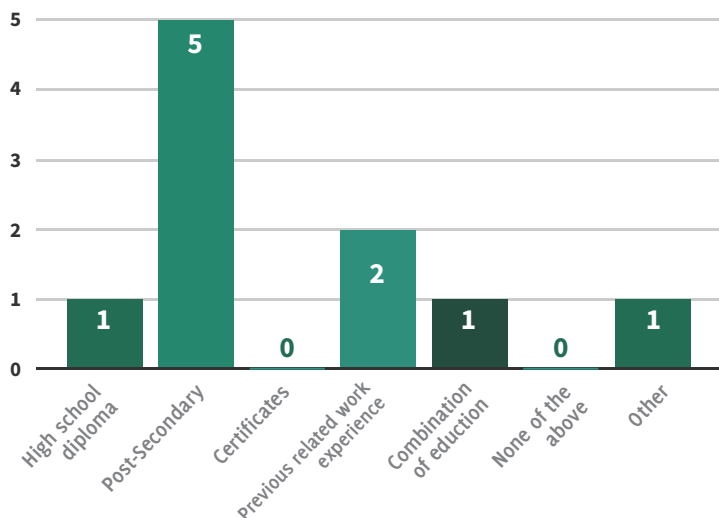
Based on 1 entries, the average rate for hourly employees is \$35.77

Based on 5 data points, the average minimum for salaried employees is \$73,808.47 and the maximum is \$96,097.90

Benefits



Education



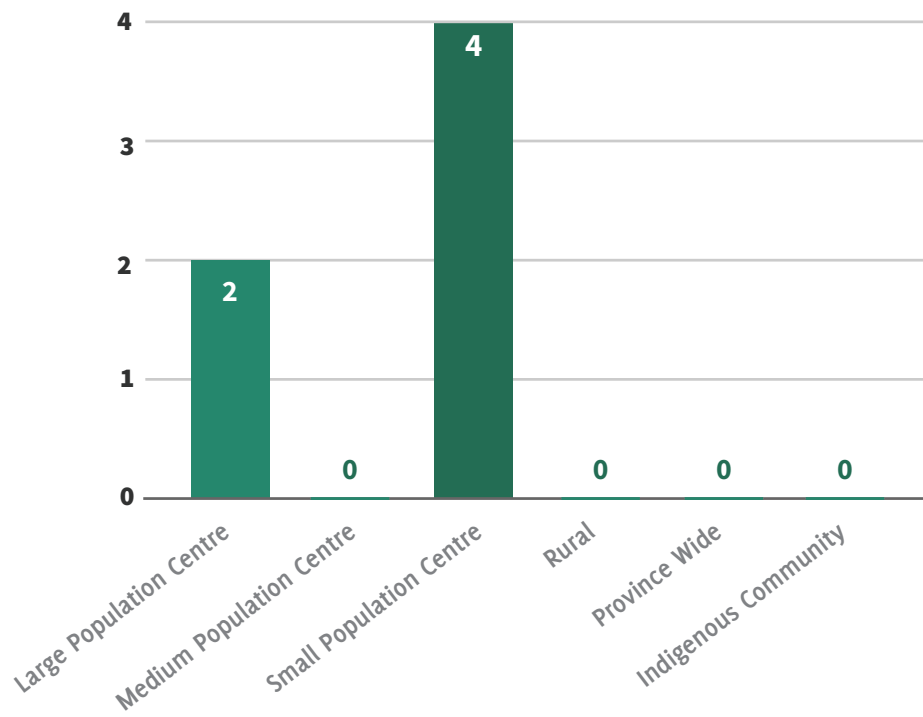
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Campus Recreation/Intramural/University Athletics Coordinator

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$63,750 - \$83,000	0.1116	Full-time	\$1000 +	Post-secondary Education & Previous Related Work Experience	36.67

Campus recreation, intramural, and university athletic coordinators administer recreation and sport activities for students and faculty on College and University campuses.

Also Known As

Adventure Programs Supervisor, Recreation Manager, Recreation Sports Supervisor, Athletics Manager, Customer Experience Coordinator, Customer Experience Supervisor

Responsibilities

- Research to determine participant's needs
- Identify and collaborate with campus resources (e.g. student groups)
- Plan, develop, manage, and assess a comprehensive array of recreation, sport and fitness activities for students and faculty
- Plan promotional material for programs, services, and university games
- Work with staff to develop registration procedures and facility or equipment rentals
- Develop policy and procedures for recreation facilities
- Hire, train, mentor, and supervise staff and volunteers
- Plan and prepare annual budgets and authorize allocation of funds
- Order equipment and supplies
- Attend off campus events and professional association functions
- Evaluate programs, events and facilities
- Lead/participate strategic planning development, implementation, and assessment
- Support the development of innovative collaborative partnerships
- Coordinate university league administrative duties as required (USports, ACAC, etc.)

Working Conditions

Campus environments usually work on a semester basis meaning that a lot of work is done before students begins studies in the fall and winter. Events often take place in evenings or on weekends. Work is done both independently and within groups.

Personal Characteristics

- Willing to work flexible hours
- Customer service skills
- Ability to work with diverse cultures
- Ability to problem solve
- Excellent creative thinking skills
- Strong communication and presentation skills
- Strong research skills
- Ability to work independently and within groups
- Interpersonal Leadership
- Exceptional character – represent the University's athletics programs and the athletes

Requirements

- Bachelor’s degree in physical education, recreation, sport management, or related field
- 3 – 10 years’ of progressively responsible experience
- Standard First Aid – Basic Rescuer CPR

Other Requirements

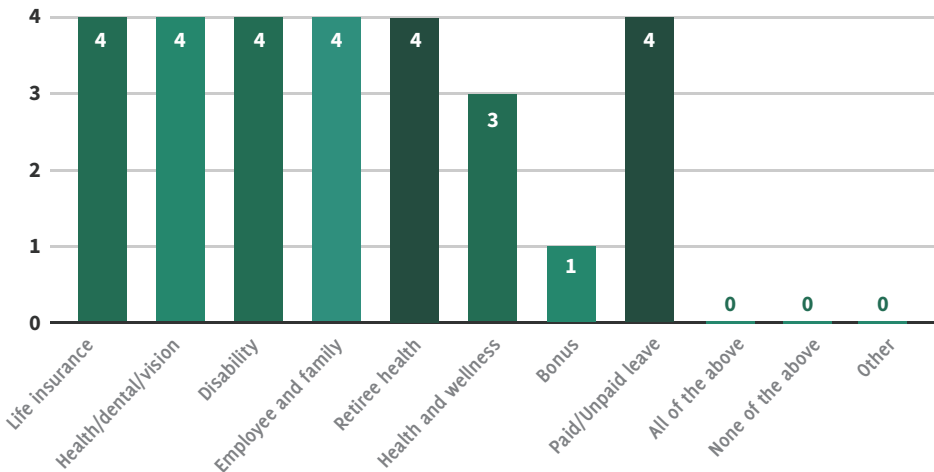
- Master’s degree in recreation, physical education, sport management, leadership or related field considered an asset
- Variety of position specific certifications (e.g. Advanced ACMG Certification, Interpretive Guides Association Certification, etc.)
- Previous experience in Coaching
- Familiarity with USports, ACAC, etc. preferred

Remuneration

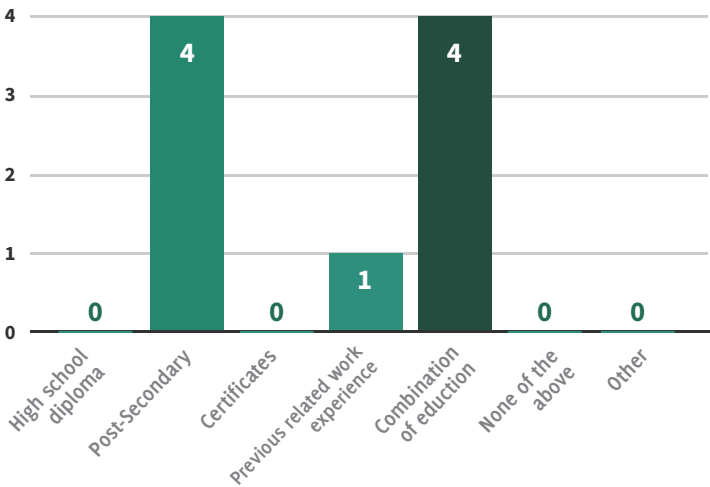
There is no data for hourly employees.

Based on 4 data points, the average minimum for salaried employees is \$63,750 and the maximum is \$83,000.

Benefits



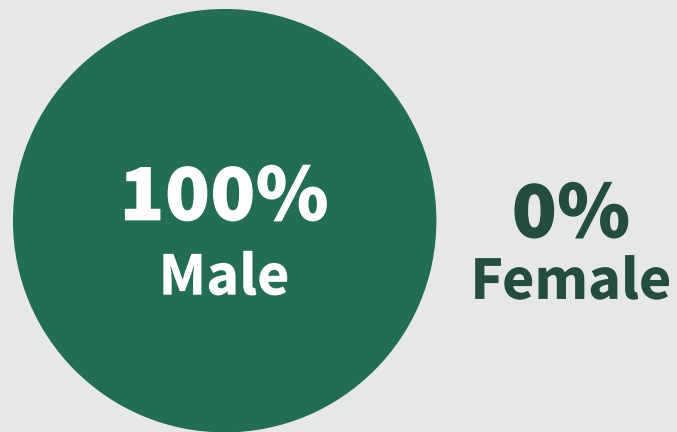
Education



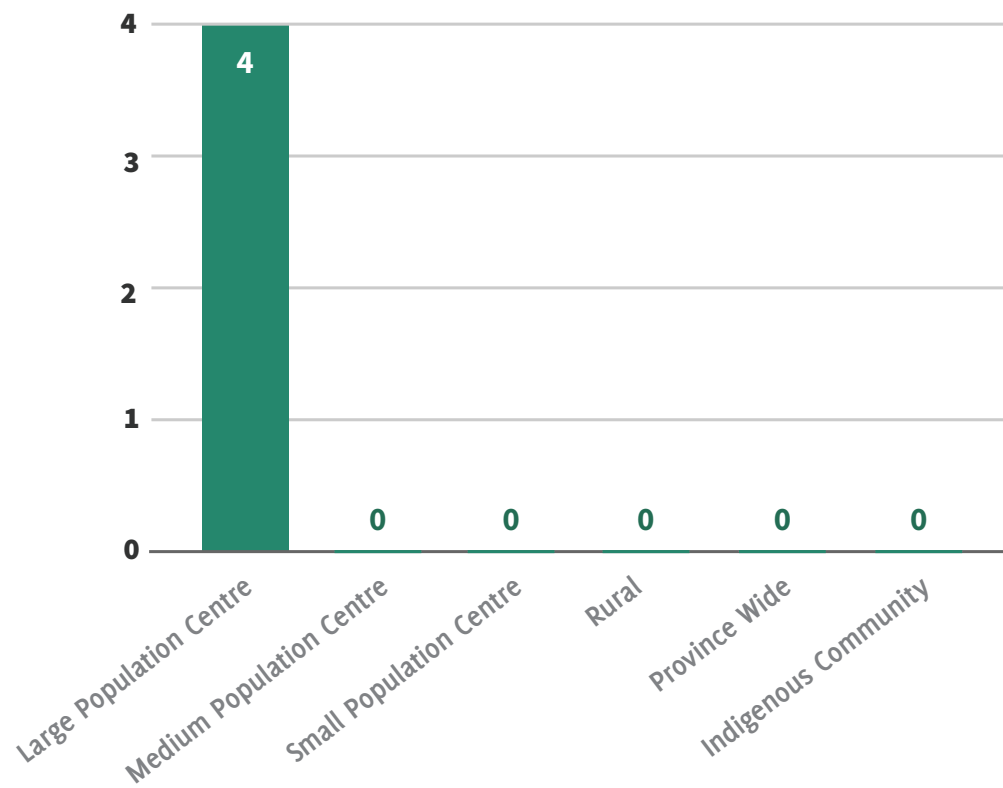
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Cemetery Manager

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$34.65 / hr	0.2376	Full-time, Part-time, & Seasonal Positions	Various PD Budgets Available	High School Diploma	37.55

The Cemetery Manager is responsible for the day to day operation and maintenance of the cemetery grounds. This position assists with both the public and funeral home services in sensitive situations including the facilitation and selling of burial plots.

Also Known As

Cemetery Coordinator, Cemetery Services Specialist, Cemetery Equipment Operator

Responsibilities

- Operation of heavy equipment
- Read maps and survey stakes accurately to determine grave locations
- Plot management and burial coordination within a specific window of time
- Communication with both the public and funeral homes in sensitive material
- Sales of burial plots
- Ensure funeral services meet customer requirements and provincial legislation
- Maintenance of cemetery space (e.g. snow removal, seeding, pruning, mowing, etc.)
- Maintains and assists department in budget management of cemetery
- Community development within historical, museum and park organizations
- Hire, train and assign staff to fulfill cemetery operations work plan

Working Conditions

The Cemetery Manager spends a significant portion of their time outside in all weather operating on the grounds. A high degree of interaction with the public and funeral homes during a sensitive time.

Personal Characteristics

- Supervise and motivate staff and participants
- Strong interpersonal skills to communicate sensitively, effectively and courteously.
- Ability to work independently and in a team environment
- Willingness to work outside in all types of weather
- Demonstrated ability to carry through on commitments with precise detailed elements
- Strong time management skills

Requirements

- Knowledge of Cemetery, bylaws, records and their use. Knowledge of burial procedures and cemetery layout
- CPRC and First Aid Certification
- Education, as little as grade 10 or equivalent or advanced high school diploma supplemented by a two-year business or municipal administration program. Training in horticulture studies
- An equivalent combination of education and related experience
- 2 + years of experience
- Possess (or ability to obtain a current Pesticide Applicators certificate
- Posses (or ability to obtain) current backhoe operators certificate

Other Requirements

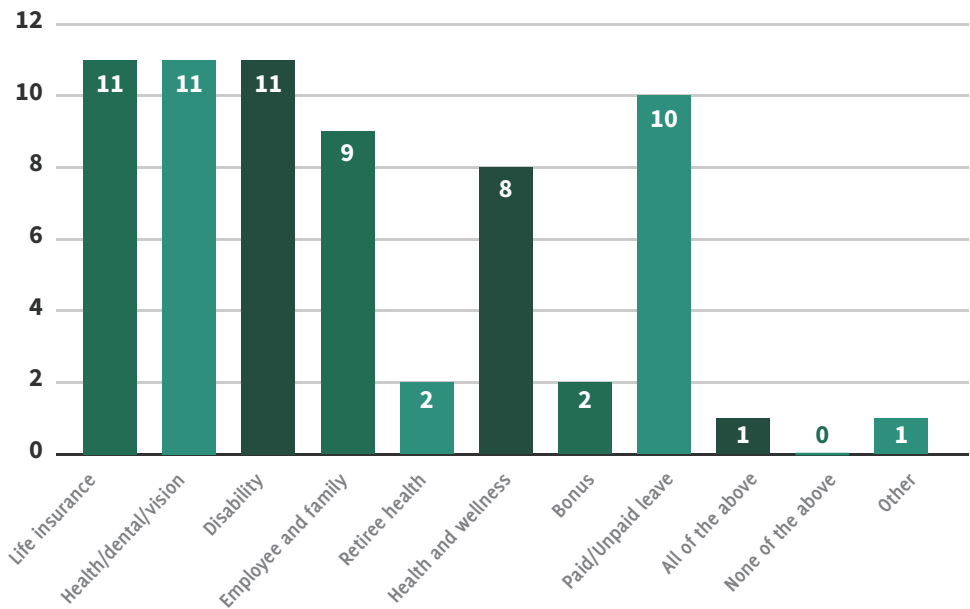
- Landscape Journeyman Ticket
- MS Office Suite knowledge
- Heavy equipment operations
- WHMIS
- Transportation of Dangerous Goods

Remuneration

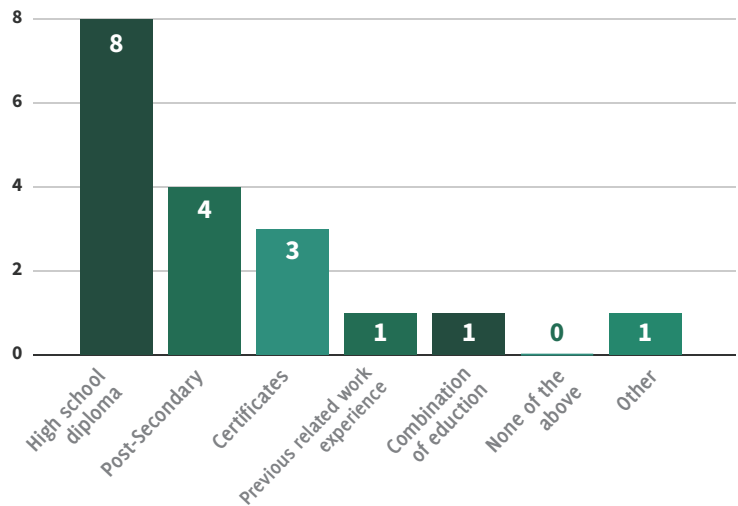
Based on 6 entries, the average rate for hourly employees is \$34.65/hr.

Based on 1 data point, the average minimum for salaried employees is \$65,540 and the maximum is \$77,010.

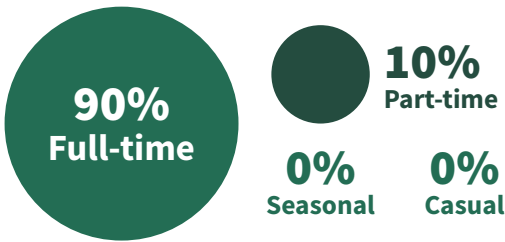
Benefits



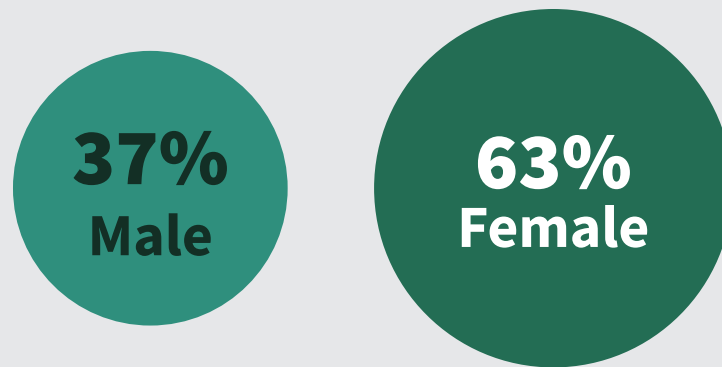
Education



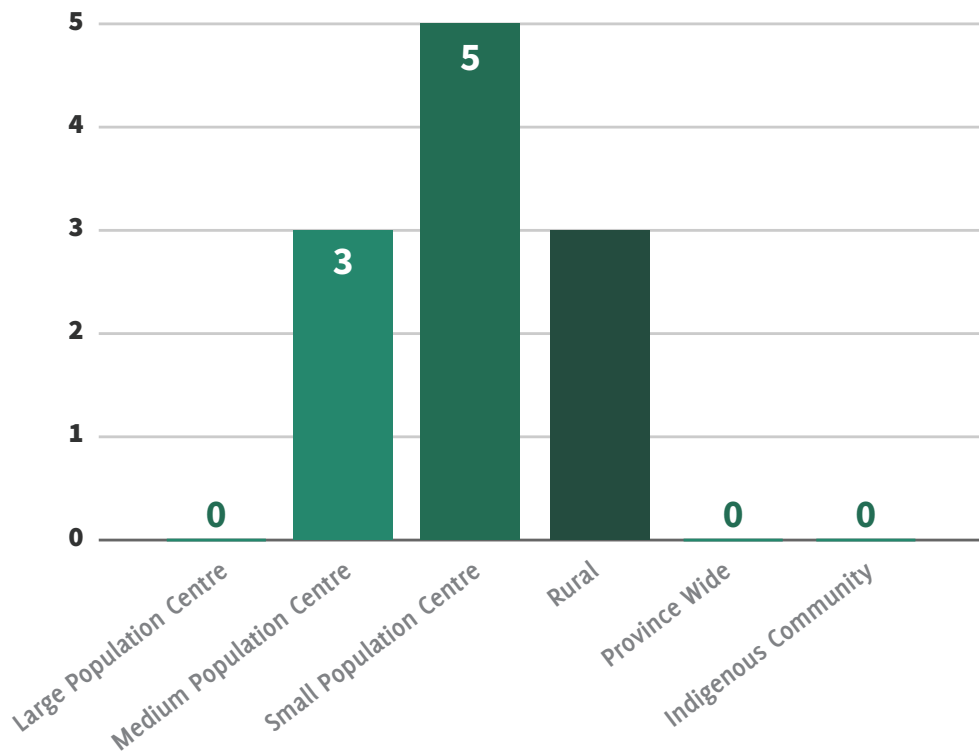
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Community Development Practitioner

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$76,811 - \$90,437	0.2345	Full-time	Various PD Budgets Available	Post-secondary Education	36.36

Community Development Practitioners encourage and assist community groups to identify their needs, to participate in decision-making and to develop appropriate services and facilities to meet those needs.

Also Known As

Community Project Coordinator, Community Relations Manager, Community Facilitator, Community Development Coordinator, and Community Development Manager.

Responsibilities

- Assist community groups in planning, developing, maintaining and evaluating community resources, programs and support networks.
- Support, develop and evaluate strategies that encourage community participation and support networks.
- Encourage the development and support of partnerships and other cooperative relationships for service provision.
- Research, analyze and assist various stakeholders in organizational sustainability.
- Communicate effectively with community groups, FCSS, government bodies, non-government organizations and private businesses about community services such as housing, health, and recreation
- Develop, monitor, evaluate and recommend changes to community development programs, policies, practices or budgets
- Liaison with the community and public, community groups, and internal departments.
- Carry out administrative work, which may include grant searching and writing, preparing submissions and reports for government bodies or other agencies and attending community group meetings, and preparation of assigned budget.
- Trains, supervises, and evaluates the work of contractors and volunteers involved in program delivery.

Working Conditions

The work of community development practitioners involves considerable personal contact and travel within communities. They are normally expected to attend evening meetings and occasional weekend activities.

Personal Characteristics

- Enjoy assisting people
- Strong interpersonal skills and the ability to work independently
- Able to work in cooperation with others
- Good work organization and time management skills
- Able to relate to people effectively and patiently
- Able to manage and help resolve conflict
- Effective group engagement and facilitation skills
- Effective problem solving and critical thinking skills
- Able to understand the issues and interests of the communities involved
- Good oral and written communication skills
- The ability to build and sustain cooperative working relationships both internally and externally

Requirements

- Post secondary degree in a business administration, human services, social science, community development, recreation, social work, or other related fields.
- Diploma in social science, community development, recreation or social work
- 2-4 years of experience, depending on education level
- Equivalent combination of education and experience

Other Requirements

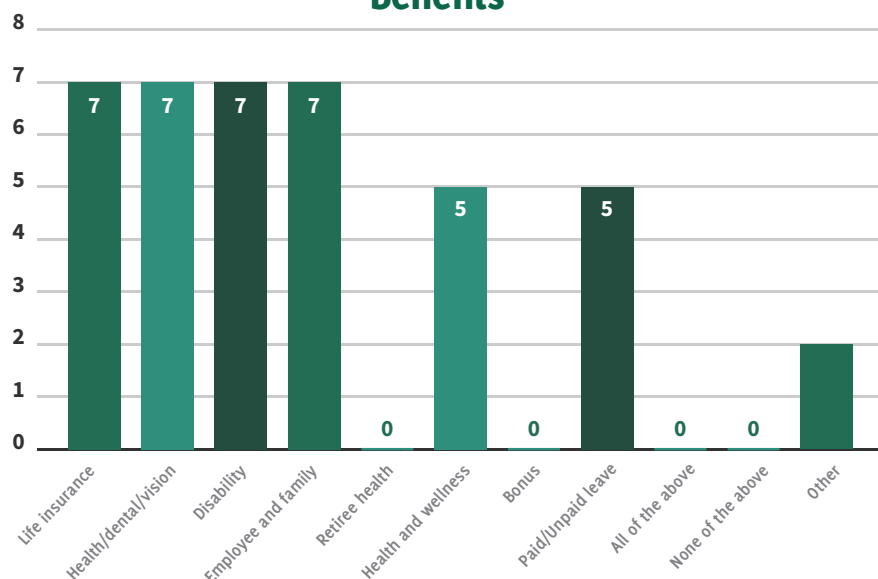
- Clean Criminal Record Check
- First Aid Certificate
- Project management experience preferred
- Proficiency with Microsoft Suite

Remuneration

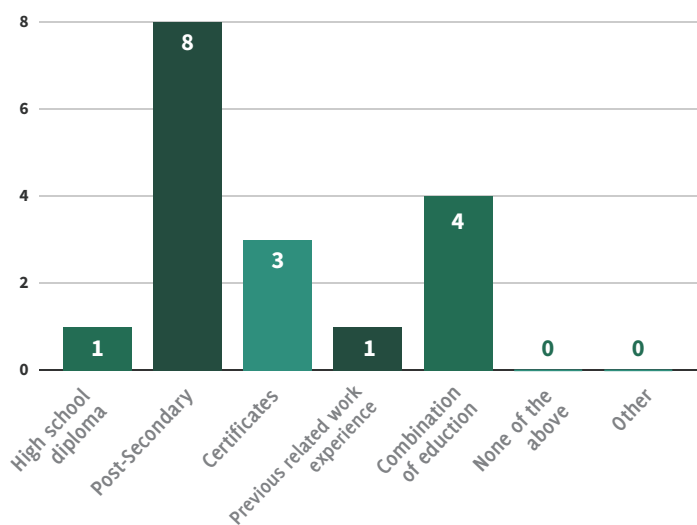
Based on 2 entries, the average rate for hourly employees is \$36.56/hr.

Based on 6 data points, the average minimum for salaried employees is \$76,811 and the maximum is \$90,437.

Benefits



Education



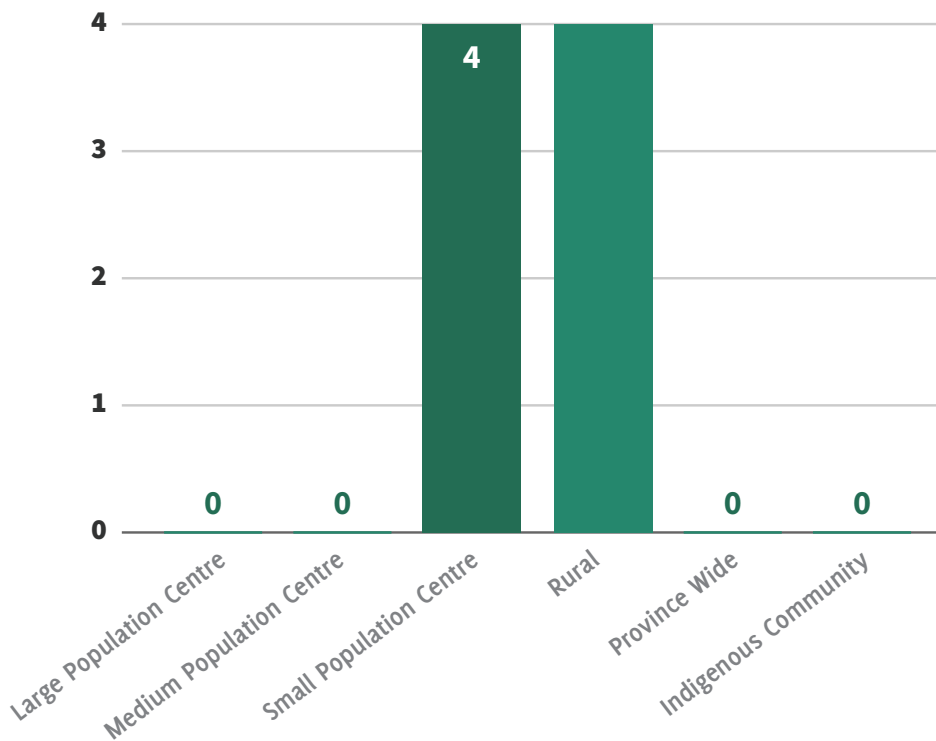
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Director of Community Services

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$64.43 /hr \$112,180 - \$114,508	0.2356	Full-time	\$1000 +	Post-secondary Education	36.56

A Director of Community Services is responsible for the development of comprehensive community services programs including use of park areas and administering recreation facilities.

Also Known As

Community Development Coordinator, Director of Community Services, Business Supervisor, Neighbourhood Facilities and Community Development, General Manager of Community & Protective Services, Director of Protective Services

Responsibilities

- Develop strategic and provide leadership in community planning initiatives
- Integrate a range of community services within an organizational structure
- Develop presentations and report to Council, Family and Community Support Services Board, the Parks, Recreation and Culture Board, and the CAO
- Interact and Liaison effectively with Municipal Council, senior staff, employees and the public
- Oversee the development of training workshops/seminars
- Research and write grant proposals
- Participate in social and economic development initiatives
- Represent the organization to the public
- Facilitate public consultation processes
- Manage a large fiscal budget
- Undertake comprehensive evaluation strategies for community services
- Knowledge in and understanding of legal and bylaw obligations and the Municipal Government Act

- Develop strong working relationships within and outside of the organization
- Recruit, hire, train department staff

Working Conditions

This position may involve travel as well as weekend and evening work. The diverse duties involve both indoor and outdoor environments. Community Service Director is a high profile position that may require exposure to the public and to political issues.

Personal Characteristics

- Professional and personable
- Sound judgement
- Work well under high stress situations
- Ability to respond to issues, concerns and situations
- Excellent interpersonal skills
- Able to deal with change
- Excellent organizational skills
- Show initiative and creativity
- Excellent oral and written communication skills
- Composure
- Excellent leadership skills
- Strong critical thinking and strategic problem solving skills
- Self-motivated
- Ability to lead an assertive and performance-oriented team
- Responsive
- Politically savvy and sensitivity

Requirements

- University degree or community college degree in Recreation Administration, Physical Education, Humanities, Human Resources, Agriculture, Business, Economic Development, Marketing or Recreation is desirable
- 5 – 10 years of supervisory experience
- Valid class 5 drivers license

Other Requirements

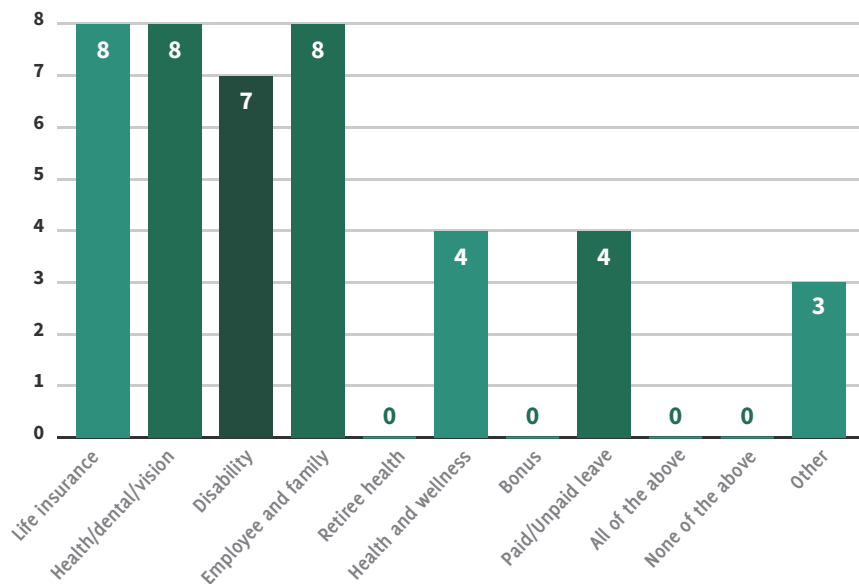
- Proficiency in MS Office Suite
- Local Government Certificate or equivalent – asset

Remuneration

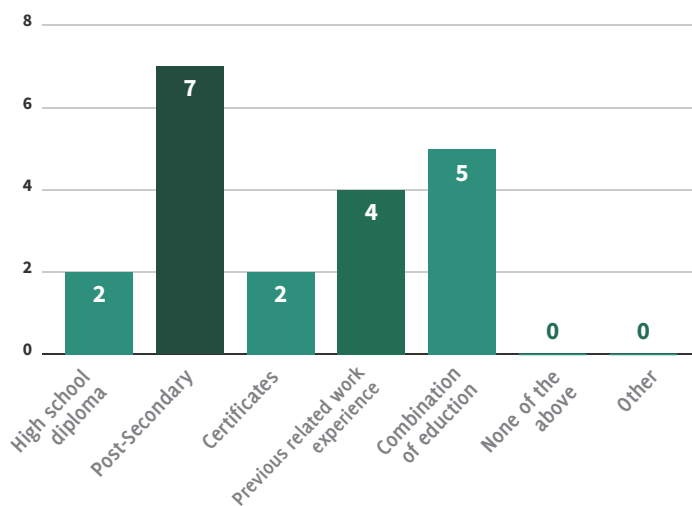
Based on 3 entries, the average rate for hourly employees is \$64.43

Based on 5 data points, the average minimum for salaried employees is \$112,180.44 and the maximum is \$114,508.26

Benefits



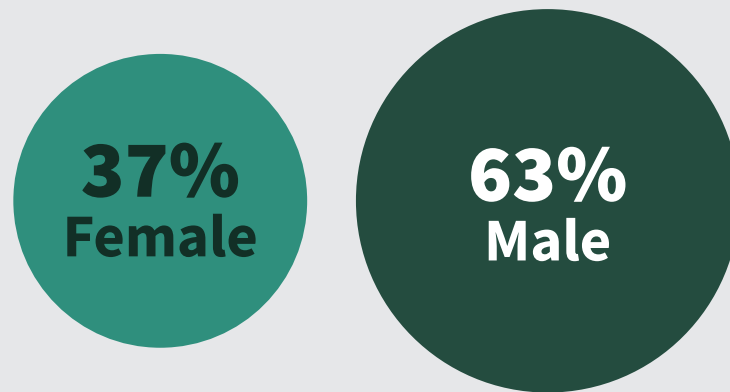
Education



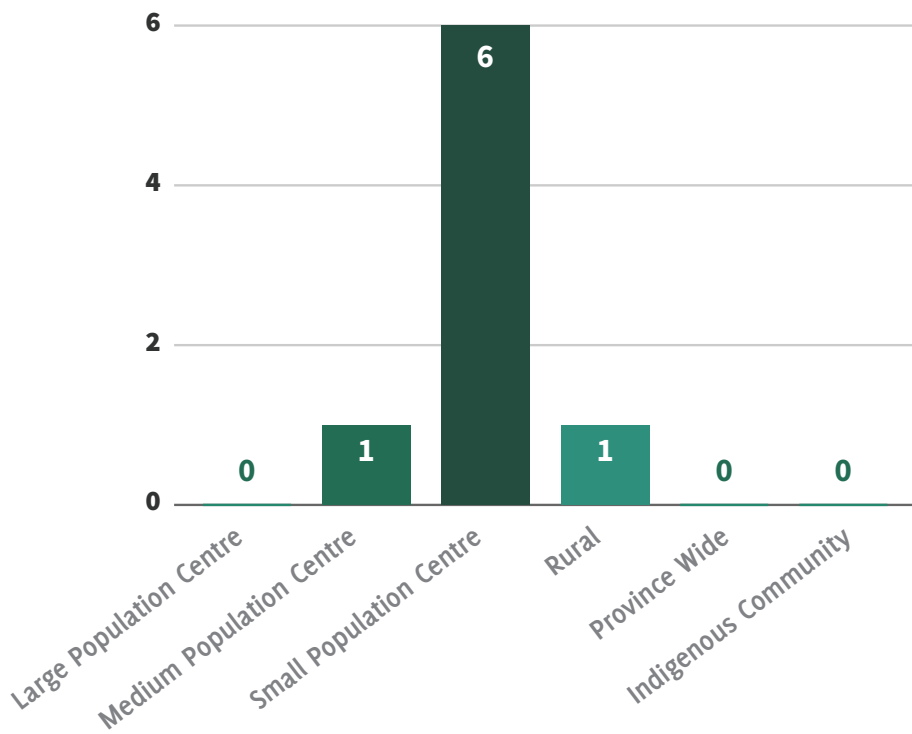
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Environmental Assessment & Services

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$31.15 to \$46.51 / hr	0.1807	N/A	Varies	Post-secondary Education	N/A

An Environmental Assessment & Services employee is responsible for the technical or operational functions, programs, public education, and special projects as it relates to environmental best practices.

Also Known As

Ecological Services Operations Coordinator, Ecological Services Coordinator, Ecological Services Technician, Environmental Technician

Responsibilities

- Monitor and schedule field and laboratory technical work, resources and labour for ecological and environmental programs
- Responsible for the development, implementation and maintenance of various ecological and environmental programs (Pest Control Inspector, Weed Inspector, Invasive species, etc.)
- Liaising and collaborating with various departments and organizations (Parks, Recreation, Public Works, Alberta Health Services, Alberta Parks, etc.)
- Provide professional ecological planning, advisory, and consultative services to the public and other stakeholders as needed
- Develop ecological profiles of public and stakeholder spaces
- Ensure the acquisition of supply for all operation and technical resources, and material within budget for all ecological and environmental services work in the organization
- Collecting and analyzing data
- Allocated and monitor a budget
- Train, supervise, schedule, educate and mentor staff

Working Conditions

The work of an Environmental Assessment and Services employee works in both indoor and outdoor settings. One would be expected to work outside in all weather conditions with the occasional evening and weekend work. A high degree of stress comes with deadlines and public scrutiny.

Personal Characteristics

- Strong interpersonal skills and the ability to work independently
- Good work organization and time management skills
- Effective problem solving and critical thinking skills
- Able to understand the issues and interests of the communities involved
- Good oral and written communication skills
- The ability to build and sustain cooperative working relationships both internally and externally
- Able to exert moderate physical effort
- Ability to work outside in most types of weather and conditions

Requirements

- Degree majoring in biological, agricultural or environmental sciences or a two-year diploma in biological or horticultural sciences
- 2 – 4 years of experience, possibly including experience in weed inspection programs, pest control
- First Aid, CPR – C, and AED

Other Requirements

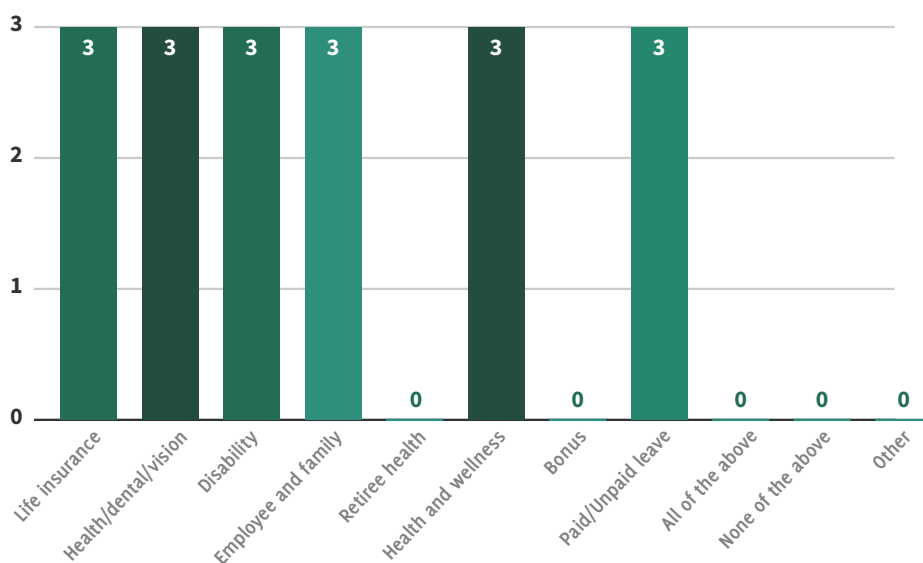
- Experience with field monitoring, map interpretation and laboratory techniques
- Knowledge of wildlife, aquatic animals, waterways, native and non-native vegetation, Federal and Provincial pesticide legislation, Alberta Weed Act and Regulations, and Provinces Agricultural Pest Act and Regulations
- Professional Biologist designation (Alberta Society of Professional Biologists) – asset

- Qualified Wetland Science Practitioner certification – asset
- Pesticide Applicators License – asset
- Safety courses – asset
- Recognized ATV course
- Proficiency with Microsoft Suite

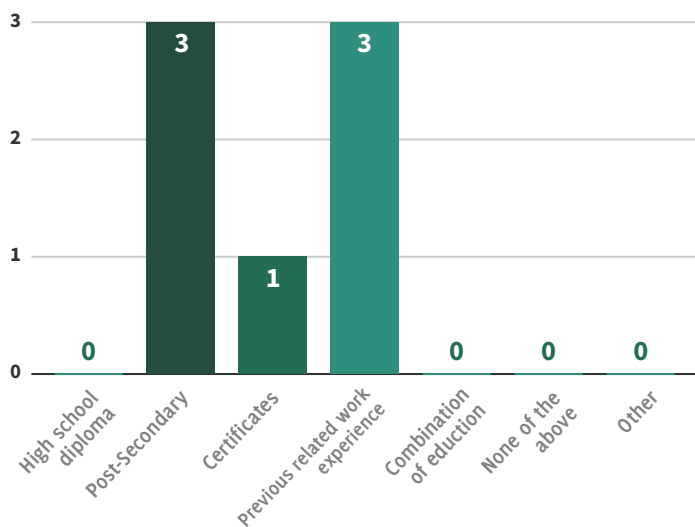
Remuneration

Based on submitted information, the hourly range for Environmental Assessment & Service positions is \$31.15 to \$46.51

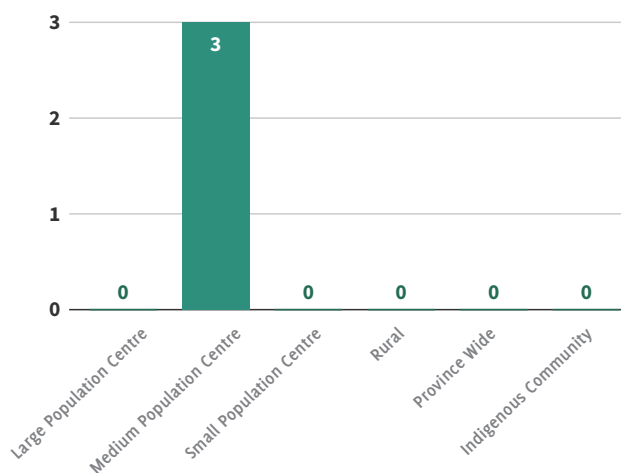
Benefits



Education



Geographic Breakdown of Respondents



Fitness Coordinator/Leader

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$28.06 /hr \$52,013 - \$63,837 Contractors \$37.19 /hr or \$39.25 /class	0.2153	Full-time & Casual Positions	No Support for PD Provided	Various Certifications	24.40

A Fitness Coordinator/Leader is responsible for assisting with the development, monitoring and evaluation of fitness and wellness programs and services at a fitness centre.

Also Known As

Fitness Programmer, Fitness Centre Monitor, Fitness & Wellness Coordinator, Fitness & Wellness Leader I & II, Dryland Program Leader II

Responsibilities

- Ensure the fitness centre environment and its equipment is clean and maintained, well stocked, in good repair, and that safety hazards are removed
- Coordinate and assist with day-to-day operations of the Fitness Centre
- Assist in scheduling of programs and personal trainer schedules
- Perform fitness centre orientations
- Ensure current knowledge of facilities, equipment, fee and policy procedures, and program opportunities
- Ensure certifications remain valid
- Promptly respond to injuries and emergency situations
- Provide excellent customer service

Working Conditions

Fitness Coordinators/Leaders work in an active environment. They interact with a number of individuals and must be comfortable interacting with people.

Personal Characteristics

- Leadership skills
- Teamwork and cooperation
- Strong communication skills
- Self motivated
- Highly organized
- Able to interact with diverse populations
- Resourceful
- Helpful
- Excellent customer service skills
- Keen awareness of safety and security

Requirements

- Degree or diploma in Physical Literacy, Recreation, Physical Education, Sport Management, Kinesiology, or related field
- 1 – 2 years' experience
- AFLCA Group Fitness Certifications
- AFLCA Certified Fitness Trainer
- AFLCA Resistance Training Certification
- Can-Fit Pro (Fitness Instructor Specialist)
- CPR - C

Other Requirements

- Clean Criminal Record Check
- First Aid Certificate
- Familiarity with recreation software (e.g. CLASS)
- CSEP CPT and/or CEP Certifications
- Older Adult Speciality Certification - asset

Remuneration

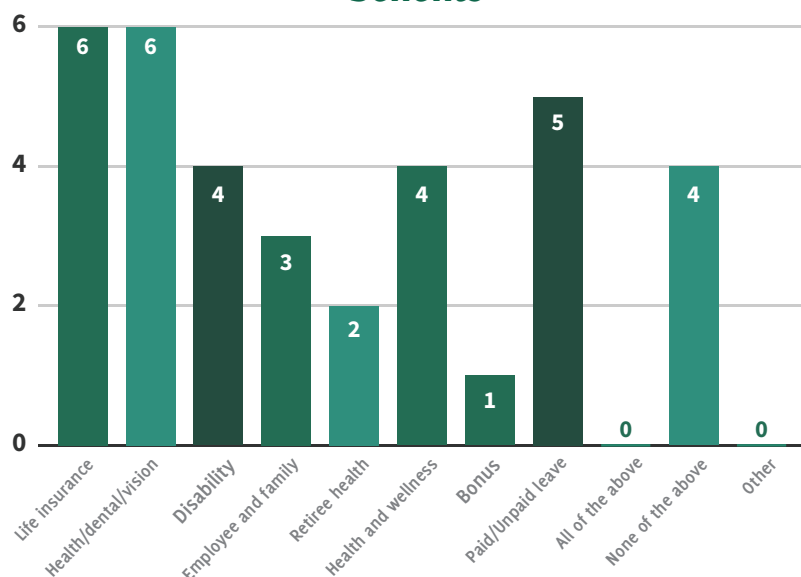
Based on 1 entries, the average rate for hourly employees is \$28.06

Based on 4 data points, the average minimum for salaried employees is \$52,013 and the maximum is \$63,837

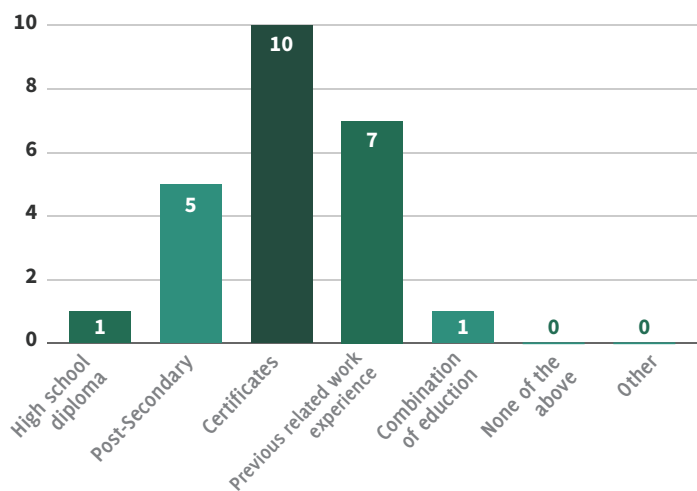
The average hourly rate for contractors is \$37.19 based on 4 entries.

The average rate per class for contractors is \$39.25 based on 2 entries.

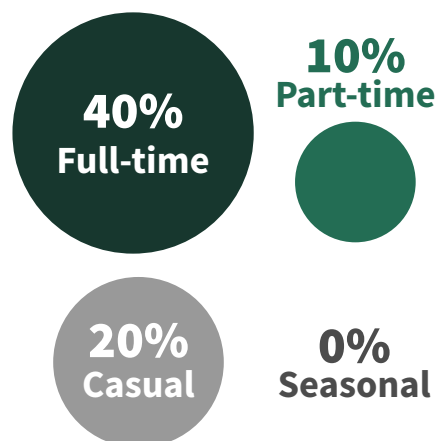
Benefits



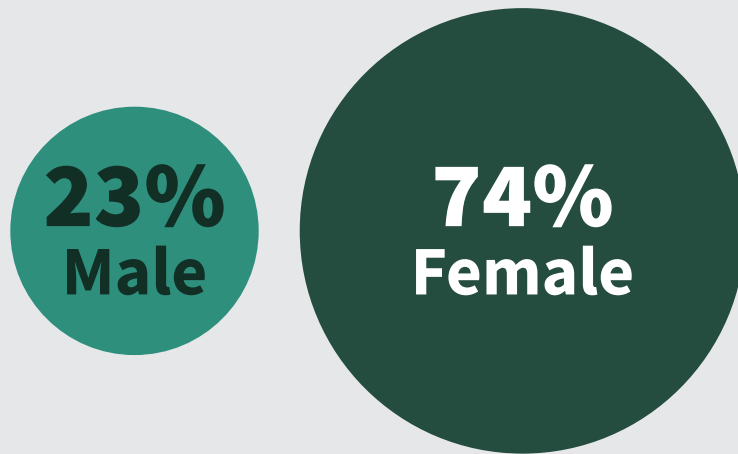
Education



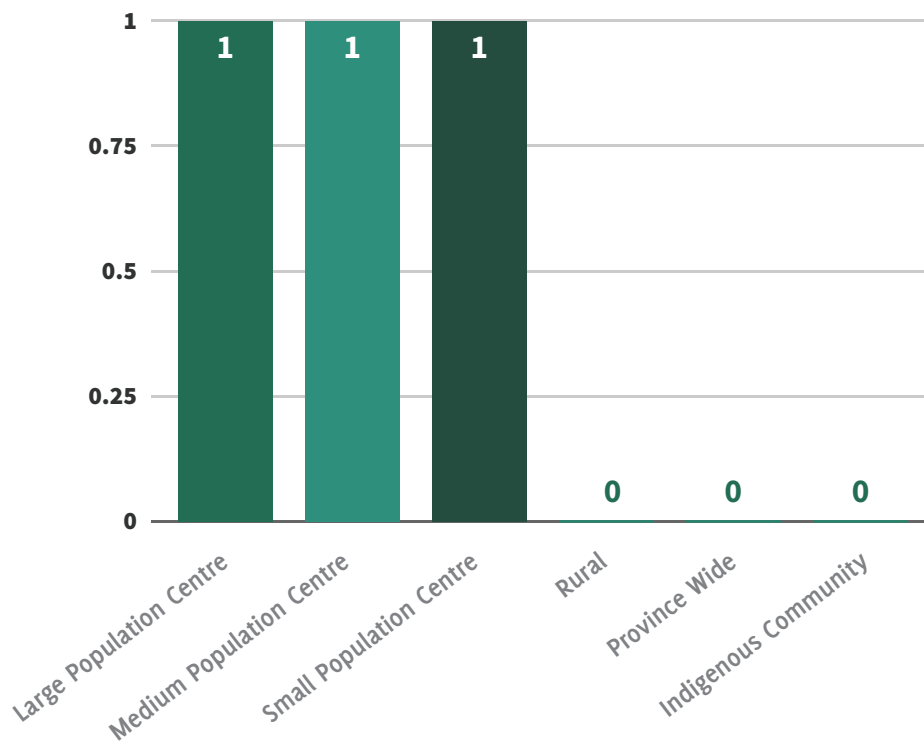
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Fitness Director/Manager/Supervisor

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$64,066 - \$85,688	0.2098	Full-time	\$1000 +	Various Certifications	35.36

The Fitness Director/Manager/Supervisor leads and provides strategic direction in the areas of staff development, fitness centre operations and inclusive and contemporary fitness programming, is responsible for creating memorable customer experiences throughout the Fitness Centre and works collaboratively with the rest of the team to inspire health and active lifestyles.

Also Known As

Fitness Supervisor, Fitness Director, Fitness Programming Supervisor, Fitness and Wellness Supervisor

Responsibilities

- Ensure the delivery of high quality programs, activities and services that are consistent with patron needs and evolving trends
- Hire, train, mentor, and terminate staff
- Ensure certifications of staff remain valid
- Develop marketing strategy and communication tools for fitness programs
- Responsible for reporting (e.g. program registration)
- Operation and capital budget preparation and/or development
- Work collaboratively and facilitated administration duties for boards/committees
- Identify, schedule and manage all group fitness classes and programs of the facility
- Promptly respond to injuries and emergency situations
- Provide excellent customer service

Working Conditions

Fitness Directors/Managers/Supervisors work in an active environment. They interact with a number of individuals and must be comfortable interacting with people.

Personal Characteristics

- Leadership skills
- Teamwork and cooperation
- Strong communication skills
- Strong written and verbal communication
- Strong negotiating skills
- Self motivated
- Highly organized
- Independent decision making skills
- Able to interact with diverse populations
- Excellent customer service skills
- Keen awareness of safety and security

Requirements

- Degree or diploma in Physical Education, Kinesiology, Physical Literacy, Recreation, Sport Management or related field
- 3 – 5 years' experience
- AFLCA Group Fitness Certifications (or Resistance Training, Aquatic Exercise, Fitness for Older Adults)
- Can-Fit Pro (Fitness Instructor Specialist)
- Standard First Aid, CPR – C, and AED

Other Requirements

- Clean Criminal Record Check
- CSEP CPT and/or CEP Certifications
- AFLCA – Trainer or Assistant Trainer designation – asset

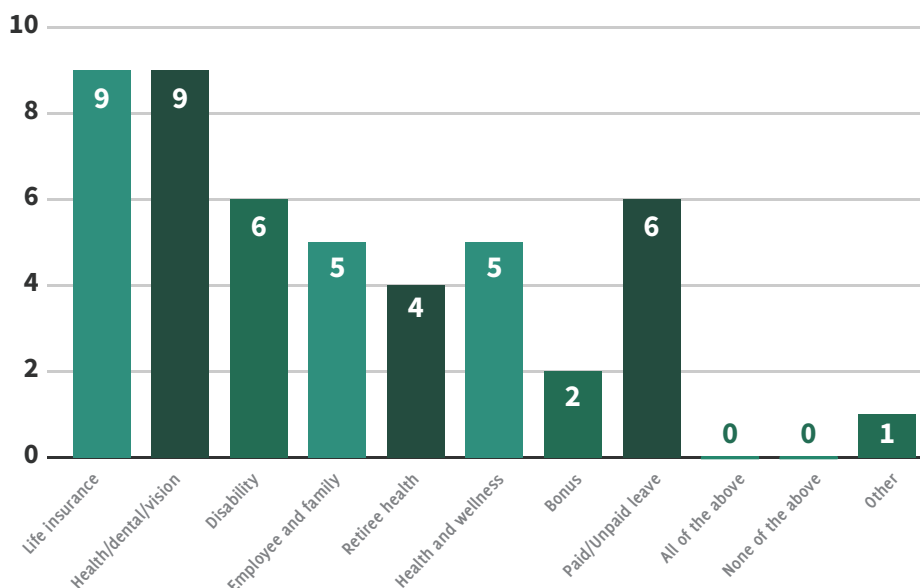
Remuneration

No data for hourly employees.

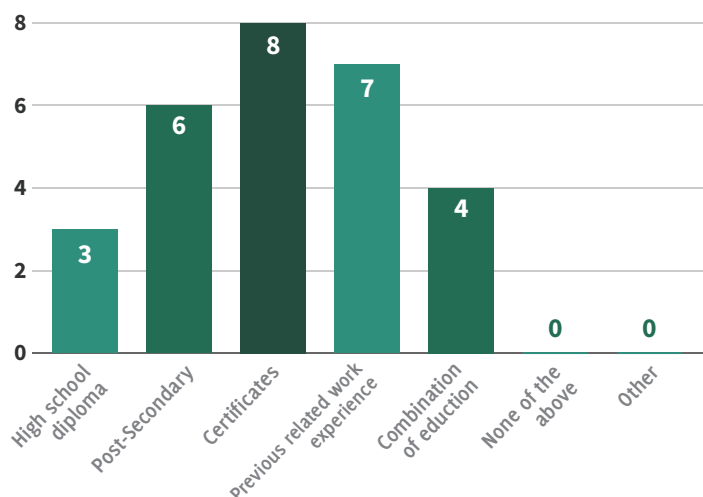
Contractor hourly rates vary (no numerical values given).

Based on 7 data points, the average minimum for salaried employees is \$64,066 and the maximum is \$85,688

Benefits



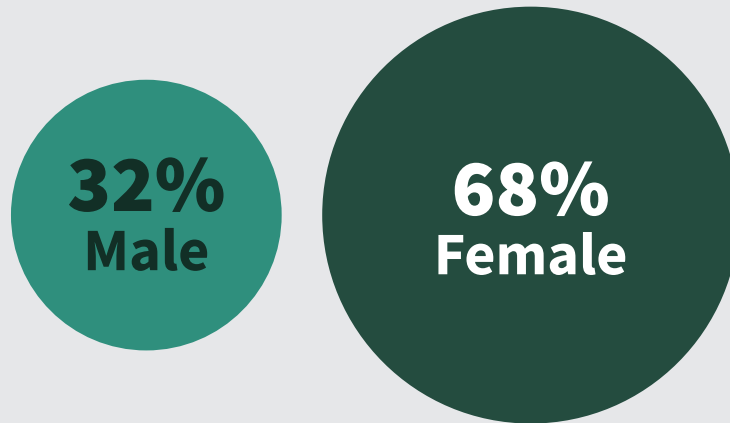
Education



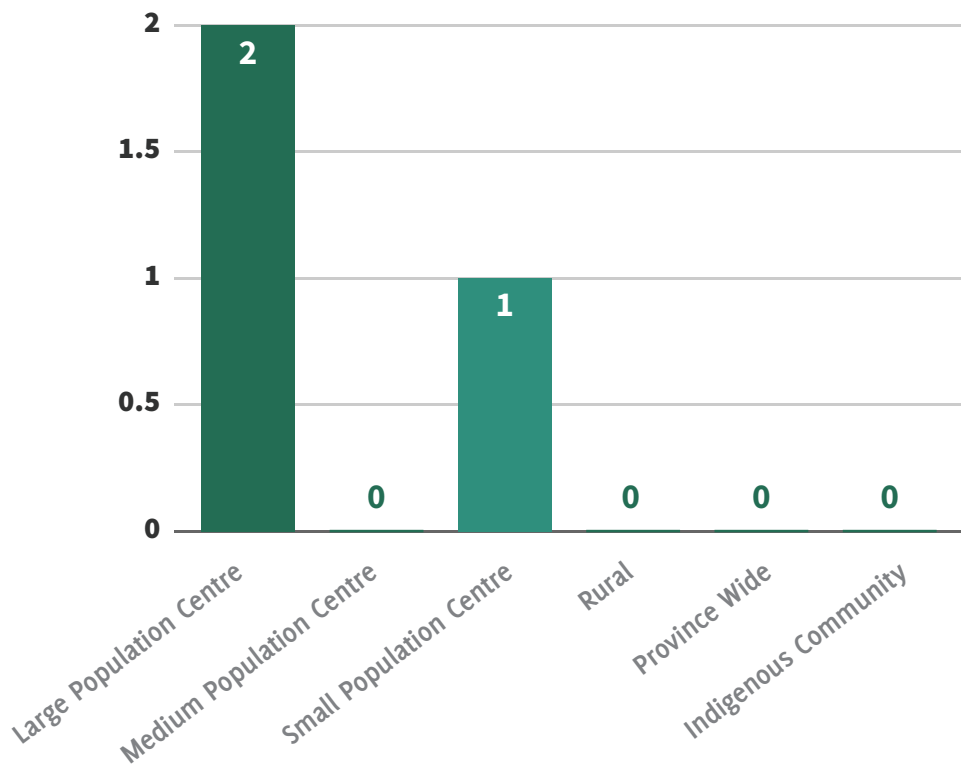
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Fitness Instructor - Various

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$29.05 /hr	0.2218	Full-time, Part-time, Seasonal, & Casual Positions	\$100 - \$400	Various Certifications	36.63

Fitness Instructors are responsible for designing and leading a range of fitness experiences for individuals in public, private and not-for-profit settings..

Also Known As

Fitness Instructor, Group Fitness Instructor, Aquafitness Instructor, Badminton Instructor, Dryland Program Leader I

Responsibilities

- Determine the fitness levels of participants
- Design fitness sessions to meet the needs of participants – various fitness levels
- Lead fitness sessions
- Be available for participants who have fitness related questions
- Educate participants on general fitness issues
- Evaluate participant progress with fitness goals
- Assemble fitness environment and material for classes
- Obtain and use fitness equipment in classes
- Choreograph fitness routines and lesson plans
- Maintain a clean and safe environment for participants
- Ensure certifications remain valid
- Promptly respond to injuries and emergency situations

Working Conditions

Fitness instructors work in an active environment and must be physically fit to lead classes. They interact with a number of individuals and must be comfortable leading people.

Personal Characteristics

- Leadership skills
- Self motivated
- Strong creativity and artistic ability
- High energy
- Highly organized
- Able to interact with diverse populations
- Resourceful
- Helpful
- Physically fit
- Excellent customer service skills
- Keen awareness of safety and security
- Dynamic outgoing personality

Requirements

- Minimum 18 years of age
- Approximately 1 year experience
- AFLCA group Fitness Certifications
- Can-Fit Pro (Fitness Instructor Specialist)
- CPR - C

Other Requirements

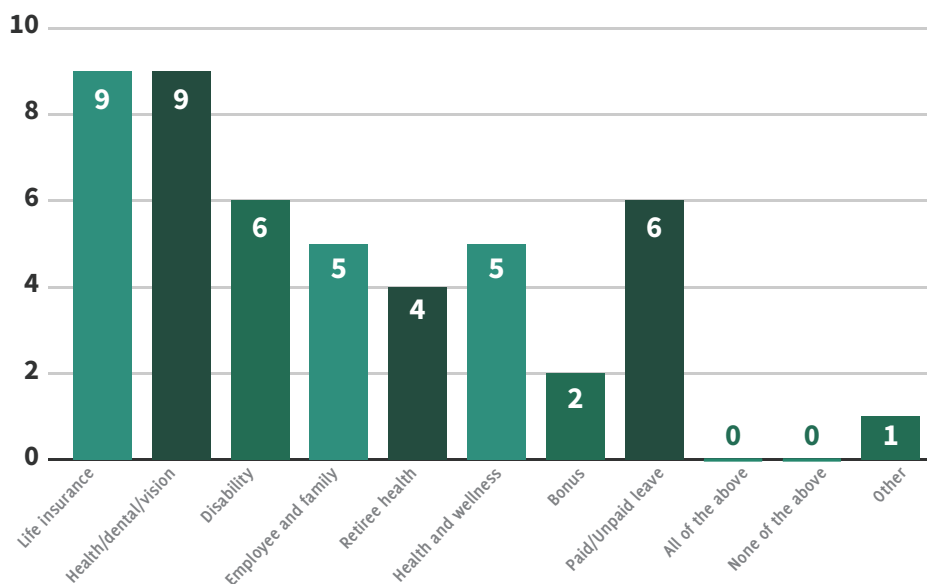
- Clean Criminal Record Check
- First Aid Certificate
- Zumba Instructor – registered with ZIN
- Aquafitness – Canadian Aquafitness Leaders Alliance Certification
- Water Safety
- National Coaching Certification Program (NCCP) Level I
- Physical Literacy
- Martial Arts

Remuneration

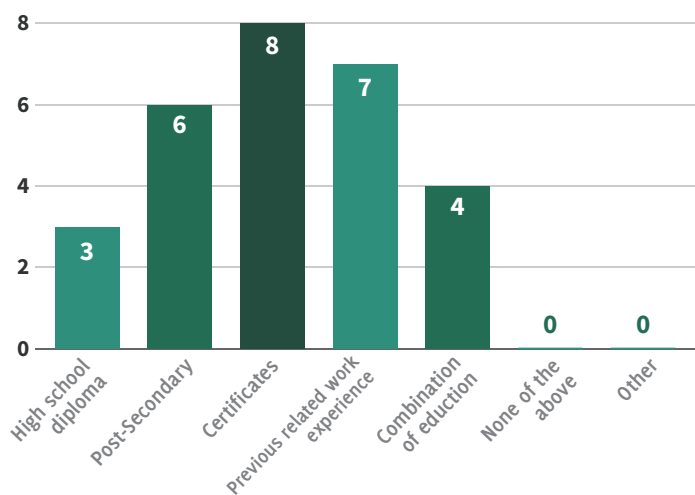
Based on 19 entries, the average rate for hourly employees is \$29.05

Based on 2 data points, the average minimum for salaried employees is \$76,000 and the maximum is \$90,000

Benefits



Education



Types of Employment

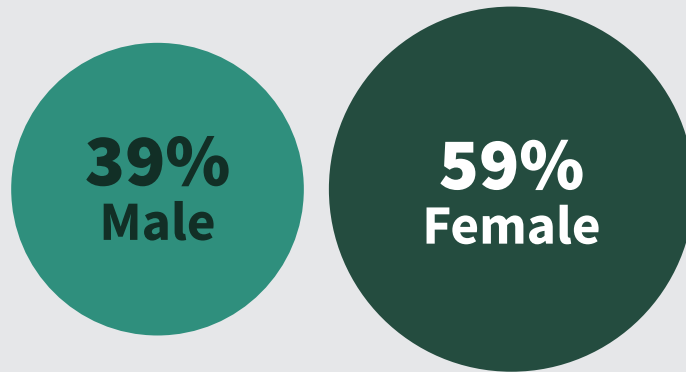
27%
Full-time

33%
Part-time

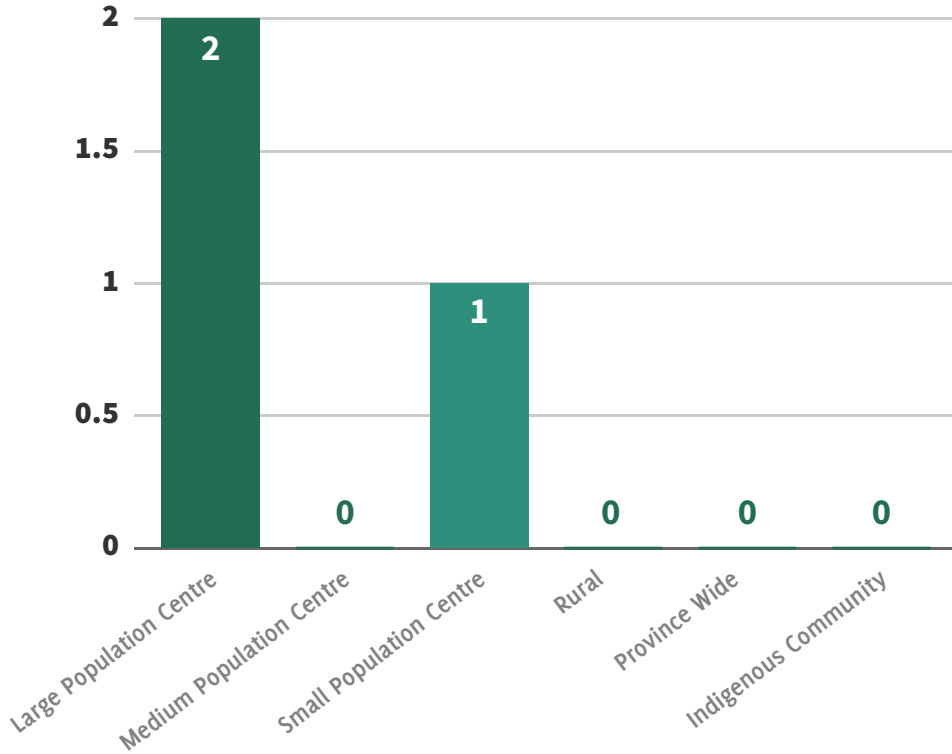
2%
Seasonal

39%
Casual

Gender Breakdown



Geographic Breakdown of Respondents



Front Line/Customer Service

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$23.32 /hr	0.2322	Full-time, Part-time, Seasonal, & Casual	\$100 - \$400	Previous Related Work Experience	35.13

Front Line/Customer Service positions work directly with the public and ensure quality customer service. They ensure the adequate administration of scheduling, training and coordination of staff, cash handling and custodial services are provided to the recreation facility.

Also Known As

Recreation Attendant/Bus Driver, Tumble Time Supervisor, Guest Services Representative Level I & II & III, Community Services Scheduling Clerk, Recreation Assistant I, Community Services Administrative Assistant, Sales and Customer Service Leader II, Program Assistant, Visitor Services Team Supervisor, Commons Attendant, Guest Services Associate, Shift Lead, Guest Services Representative, Leisure Centre Reception Assistant, Facilities Office Clerk

Responsibilities

- Responsible for ensuring staff and patron safety
- Meet level of service as directed
- Maintain a level of facility cleanliness
- Adhere to a strict confidentiality of patron information
- Provide an exceptional customer service experience
- Facilitate fees, swipe passes, program registration and monitors
- Responsible for cash handling
- Responsible for the provision of administrative support
- Maintains files and records of the facility including but not limited to program registrations

Working Conditions

The work of recreation Front Line/Customer Service staff work directly with the public and are often times the first point of contact. This position requires evenings, weekends, and holiday hours.

Personal Characteristics

- Enjoy assisting people
- Strong interpersonal skills and the ability to work independently
- Able to work in cooperation with others
- Good work organization and time management skills
- Able to relate to people effectively and patiently
- Able to manage and help resolve conflict
- Effective problem solving and critical thinking skills
- Strong verbal and written communication skills
- Ability to enforce program rules and guidelines
- Keen awareness of safety and security
- Dynamic outgoing personality

Requirements

- Some High School and/or a one-year diploma in Secretarial Science, Office Administration, Business Administration or equivalent
- 1 – 2 years of customer service experience, depending on education level
- Equivalent combination of education and experience

Other Requirements

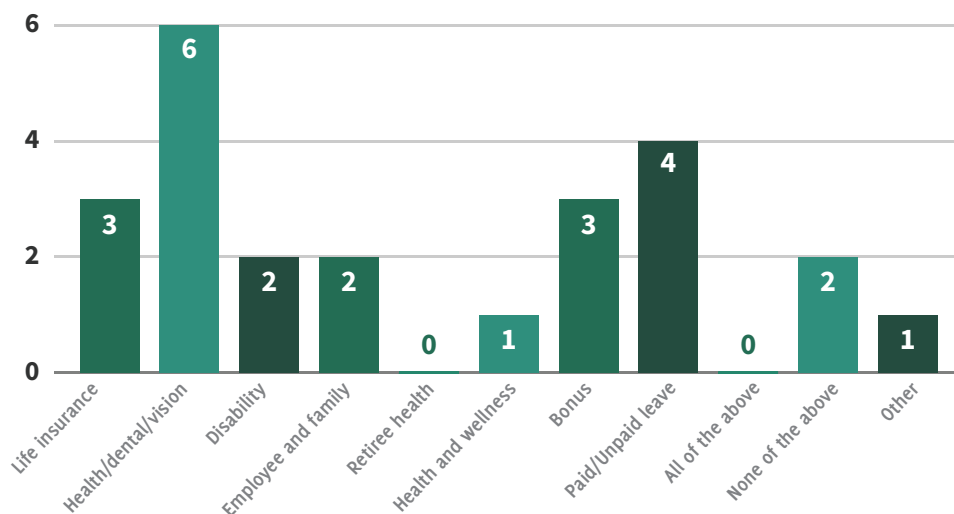
- Clean Criminal Record Check
- First Aid Certificate
- Proficiency with Microsoft Suite
- Knowledge of recreation software (e.g. CLASS, POS, Program Registration, Intelligenz)

Remuneration

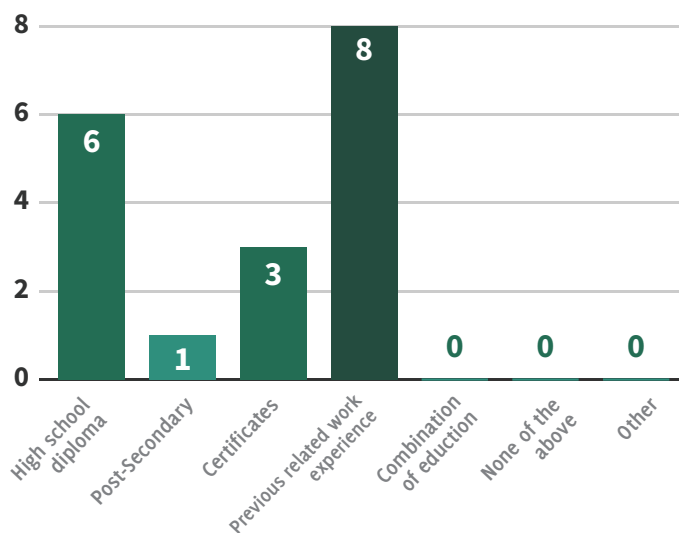
Based on 11 entries, the average rate for hourly employees is \$23.32

No data for salaried employees.

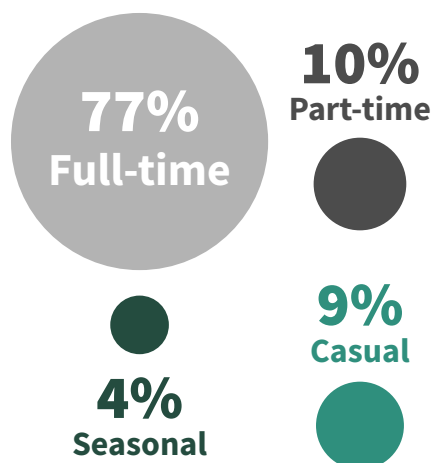
Benefits



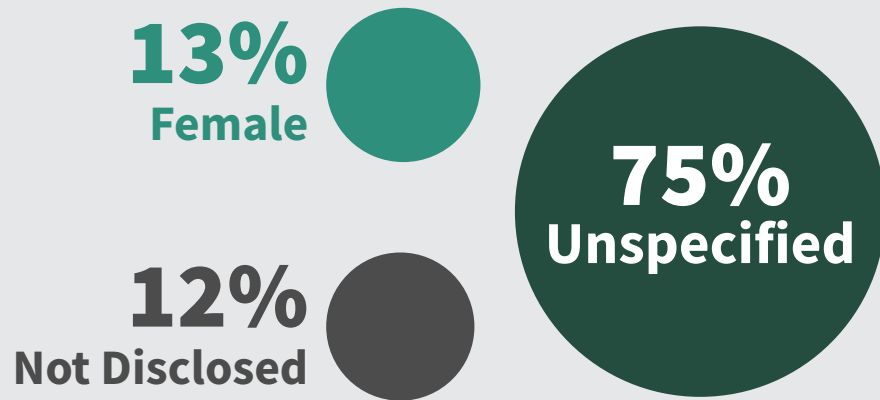
Education



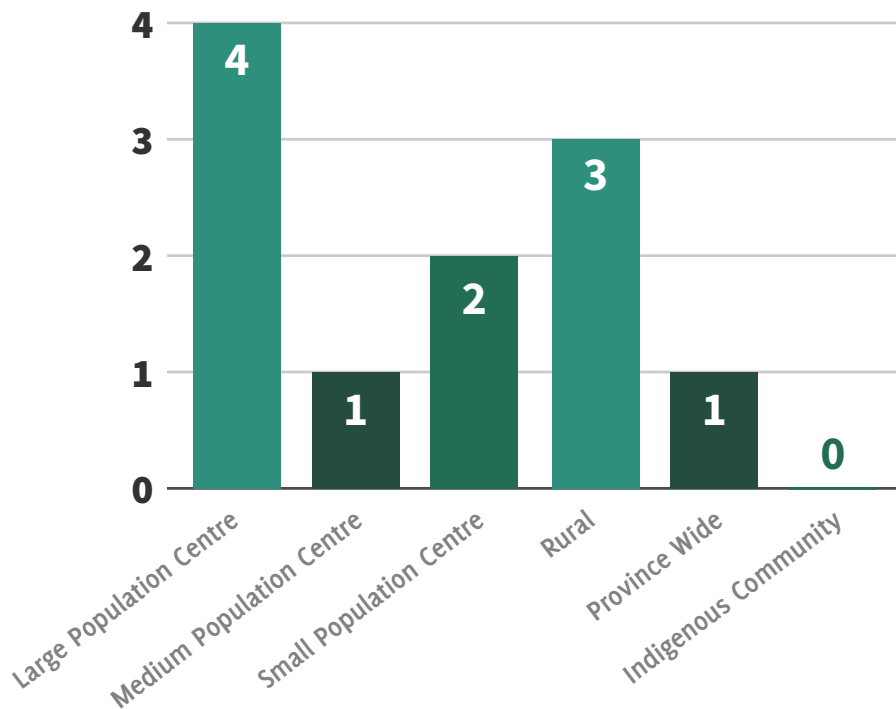
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Head Lifeguard

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$23.35 /hr \$52,243 - \$63,843	0.2350	Full-time, Part-time, Seasonal, & Casual Positions	\$701 - \$1000	Various Certifications	38.59

A Head Lifeguard oversees the safety of aquatic facility users, performs administrative tasks, ensures the cleanliness and maintenance of the facility, monitors chemicals and filtration systems and oversees staff.

Also Known As

Senior Lifeguard Instructor (II), Head Lifeguard, Senior Lifeguard, Aquatics Guard III, Advanced lifeguard Instructor Leader I

Responsibilities

- Training, supervising, schedule and evaluating staff
- Teaching advanced and speciality programs
- Lead facility maintenance
- Ensure aquatic facility and pool deck equipment are maintained
- Prepares teaching and work schedules
- Monitors enrolment in aquatic programs
- Maintain water chemical levels and monitor water filtration systems
- Prevent or respond to mechanical or operational problems
- Oversee compliance with applicable safety and health regulations
- Liaison with facility operator, community groups and volunteers
- Perform customer/guest service duties
- Maintain current knowledge of municipal, provincial and affiliate safety standards, related facility policies, pool-related equipment, program opportunities and fee schedule
- Assists with public education, outreach strategies and promotion of aquatic programs and services as required
- Maintain all qualifications required for this position

Working Conditions

This position requires working weekends and evenings. It may require lifting during First Aid or rescue proceedings. Head lifeguards operate in a humid and a variety of pool chemicals.

Personal Characteristics

- Organized
- Excellent interpersonal skills
- Able to work with diverse populations
- Personal initiative, integrity and sense of professionalism
- Excellent oral and written communication skills
- Able to multi-task while remaining alert to surroundings
- Enthusiastic and a positive attitude
- Ability to make sound decisions using good judgment
- Work well under high stress situations
- Critical thinking & collaboration
- Team-player
- Self-directed

Requirements

- Requires a variety of certifications which may include the following

1. Grade 12 or equivalent
2. Post-secondary degree is preferred
3. National Lifeguard Certificate (Pool option, water park option)
4. Lifesaving Society Swim Instructor
5. Standard First Aid or Aquatic Emergency Care
6. Pool Operations I & II

7. 2 – 4 or more years of lifeguard experience with 1-year administration experience
8. WSI Certification
9. Red Cross Safety Instructor
10. Bronze Cross
11. Certified pool operator certification
12. Advanced Instructor Certification

Other Requirements

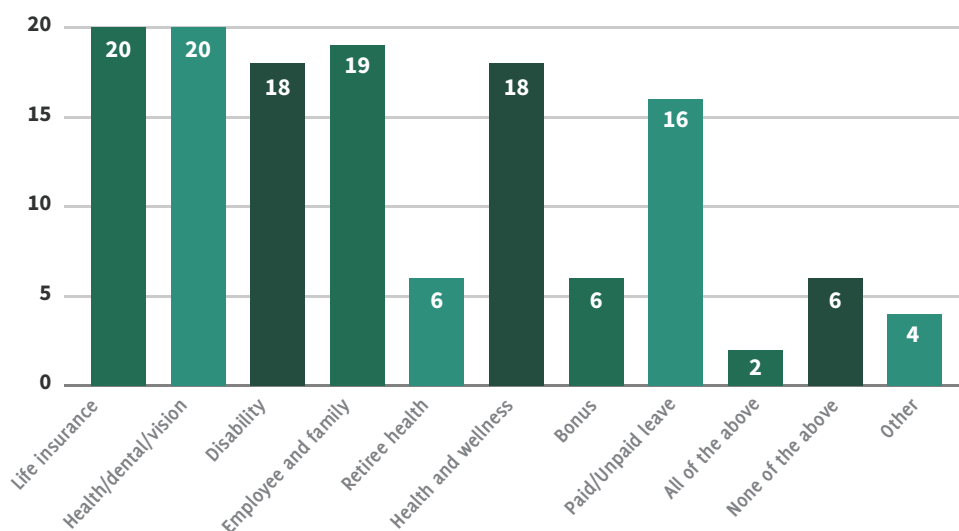
- Proficiency in MS Office Suite
- Aqua fitness Certification
- WHMIS – asset
- Standard First Aid Instructor
- HighFive Training - asset

Remuneration

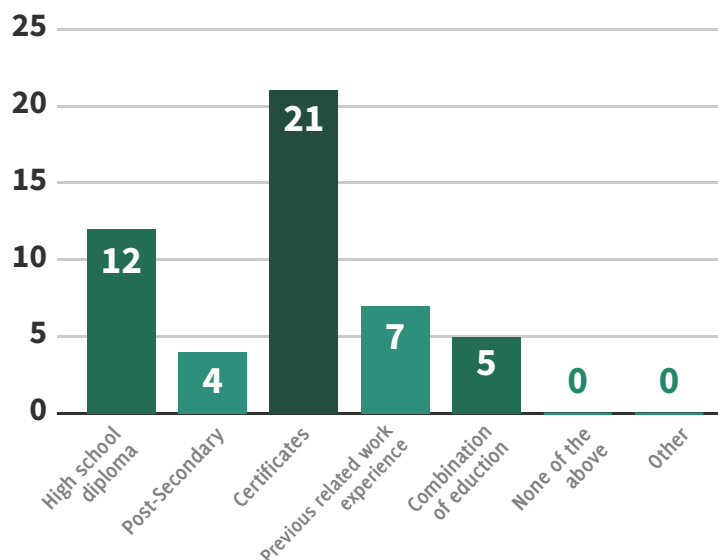
Based on 16 entries, the average rate for hourly employees is \$25.35

Based on 7 data points, the average minimum for salaried employees is \$52,242.86 and the maximum is \$63,842.52

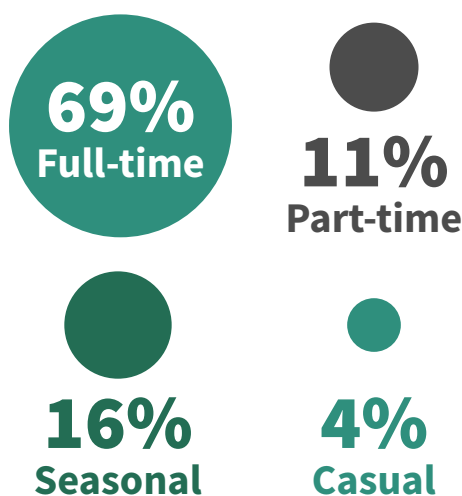
Benefits



Education



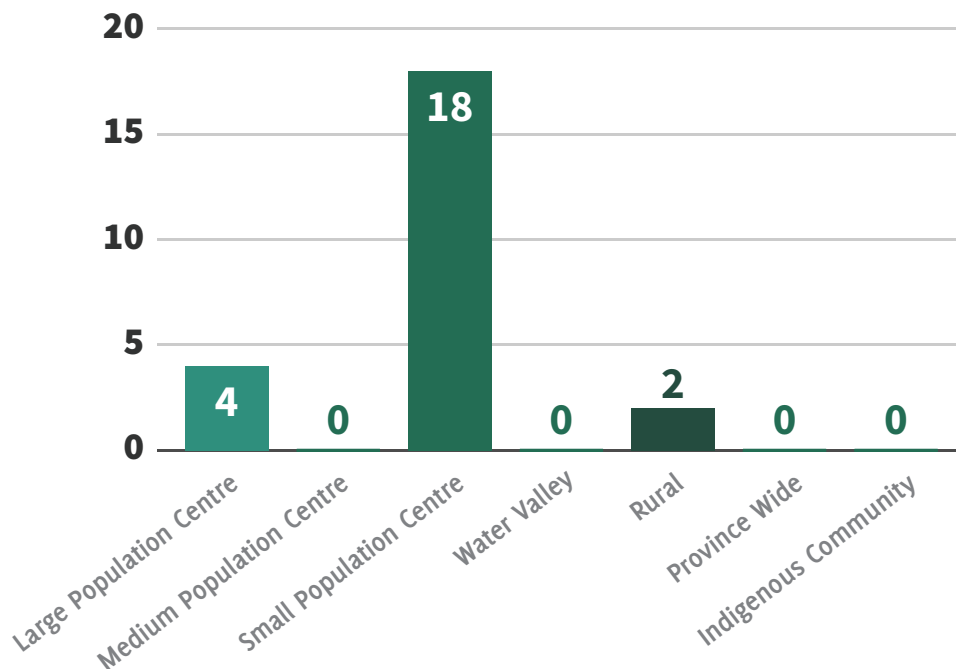
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Horticulturist

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$30.73 /hr	0.2183	Full-time, Part-time & Seasonal Positions	Various PD Budgets Available	High School Diploma	37.72

The Horticulturist assists with ensuring the design, operation and maintenance of public parks, green spaces, and open spaces.

Also Known As

Parks Horticulturalist, Parks Gardener, Gardener, Parks & Open Spaces Operator I (Gardener)

Responsibilities

- Assist in new park construction and mapping/inventory existing parks
- Coordinates budgets
- Technical expertise in plant identification and selection of plants for public spaces
- Disease and pest diagnosis horticulture related
- Seasonal staff delegation, supervision, and training
- Liaison with community groups and community initiatives
- Collaborate with city department management as it relates to public land planning
- Maintenance of property and design of potted plants
- Operation and maintenance of equipment/tools and set-up for parks projects

Working Conditions

The work of a Horticulturist involves a great deal of outdoor work in a variety of weather conditions. Operation of equipment, long duration on feet, and handling of horticultural chemicals.

Personal Characteristics

- Comprehensive Horticulture knowledge
 1. Ability to identify flowers, plants, and weeds
 2. Knowledge and identification of pests
 3. Knowledge of plant materials and ability to arrange in an attractive appearance
- Strong interpersonal skills and the ability to work independently
- Good work organization and time management skills
- Ability to provide leadership and supervision to seasonal staff
- Good oral and written communication skills
- The ability to build and sustain cooperative working relationships both internally and externally
- Able to exert moderate physical effort
- Ability to work outside in most types of weather and conditions

Requirements

- Two-year diploma in Landscaping, Turf Management or Horticulture
- 1 – 3 years of experience in municipal horticulture
- Equivalent combination of education, training and experience
- WHMIS
- First Aid

Other Requirements

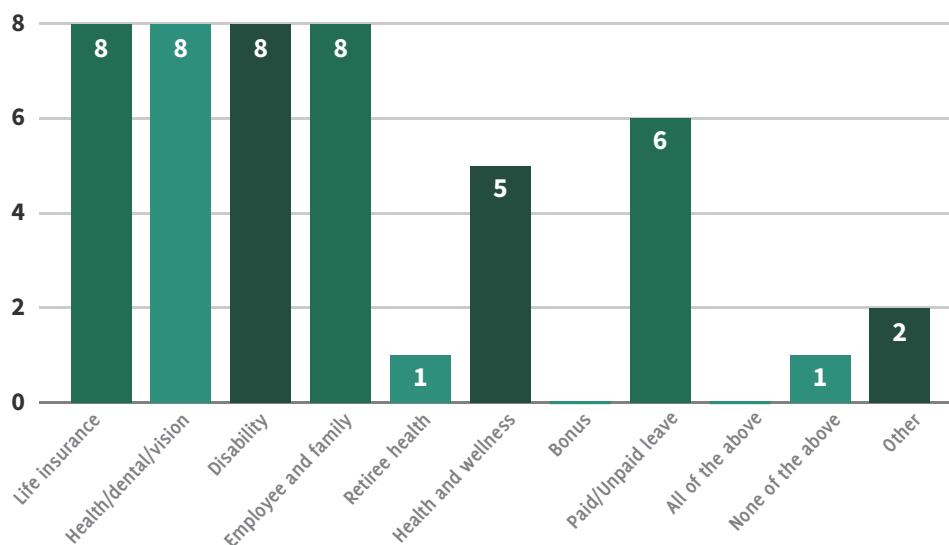
- Ornamental Horticulture, Prairie Landscape or Master Gardener certifications - asset

Remuneration

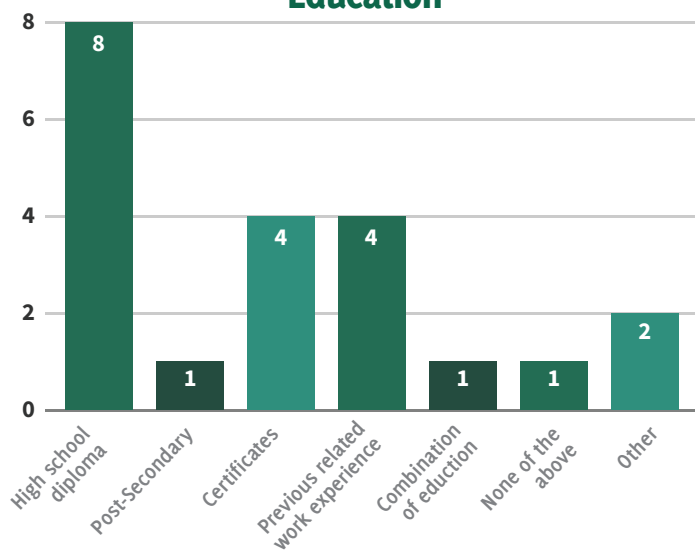
Based on 6 entries, the average rate for hourly employees is \$30.73

No data for salaried employees.

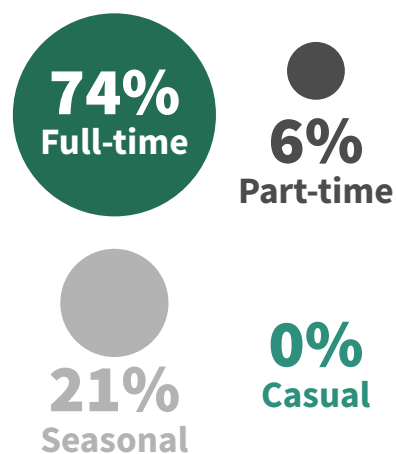
Benefits



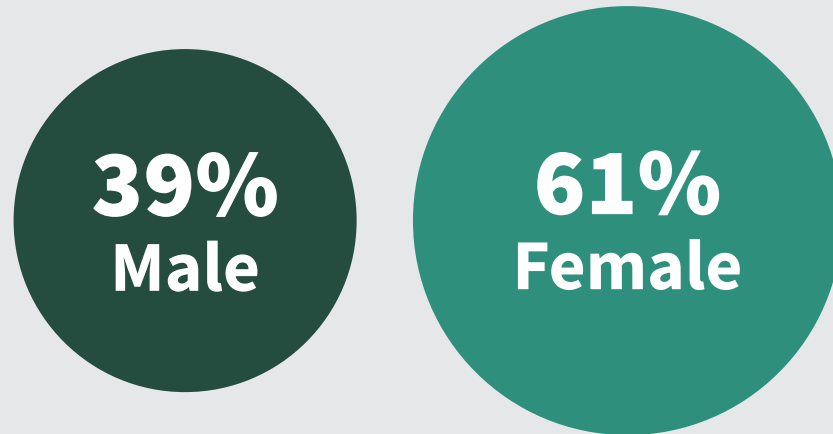
Education



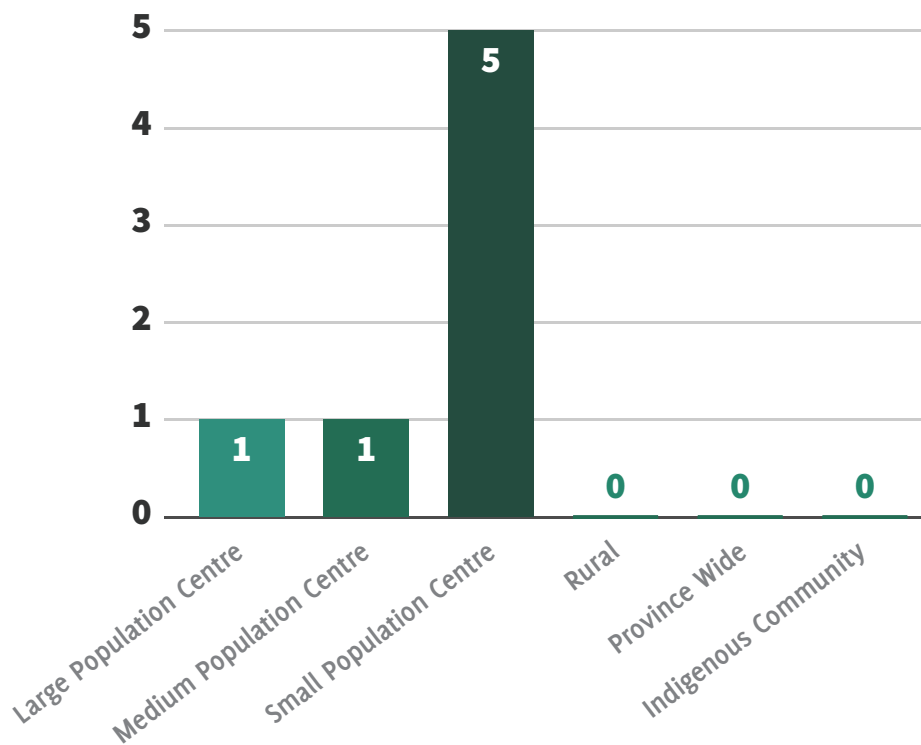
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Lifeguard

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$20.13 /hr	0.2374	Full-time, Part-time, Seasonal & Casual Positions	\$100 - \$400	Various Certifications	30.25

A Lifeguard is responsible for the general safety of pool users and the general cleanliness of the facility. They may be responsible for staff supervision or the implementation of aquatic programs. Lifeguards at times are required to provide maintenance to the pool and facility.

Also Known As

Junior Lifeguard, Senior Lifeguard – Instructor, Instructor Guard, Aquatics Guard I, Lifeguard 3, Advanced Lifeguard Instructor, Junior Aquatic Instructor, Lifeguard

Responsibilities

- Perform Customer/Guest service duties
- Provides constant safety supervision
- Maintain controlled aquatic environment
- Instructs a wide variety of aquatic programs
- May organize and participate in special events
- Complete various documents and reports, especially related to maintenance
- May assist with the operation of the filter room and balancing of water chemistry
- Assists in the daily cleanliness of the facility
- May supervise staff
- Administers first aid and/or resuscitation as required
- Maintain all qualifications required for this position
- Maintain current knowledge of municipal, provincial and affiliate safety standards, related facility policies, pool-related equipment, program opportunities and fee schedule

Working Conditions

Stress when supervising the safety of facility users. May be required to lift swimmers during rescue operations. Lifeguards operate in a humid and in a variety of pool chemicals.

Personal Characteristics

- Detailed oriented
- Excellent leadership skills
- Excellent oral and written communication skills
- Team-player
- Personal initiative, integrity and sense of professionalism
- Able to relate to diverse populations
- Work well under stress/able to respond to an emergency
- Able to multi-task while remaining alert to surroundings
- Ability to make sound decisions using good judgment
- Critical thinking & collaboration

Requirements

Requires a variety of certifications which may include the following

1. Minimum age of 15/16
2. National Lifeguard Award (NL)
3. Lifesaving Society Swim Instructor
4. Standard First Aid or Aquatic Emergency Care
5. Clear Criminal and Vulnerable Sector Check
6. Red Cross Assistant or water Safety Instructor
7. Red Cross Instructor Award
8. Bronze Cross
9. Bronze Medallion
10. Level I AARFP
11. Advanced Instructor Certification

Other Requirements

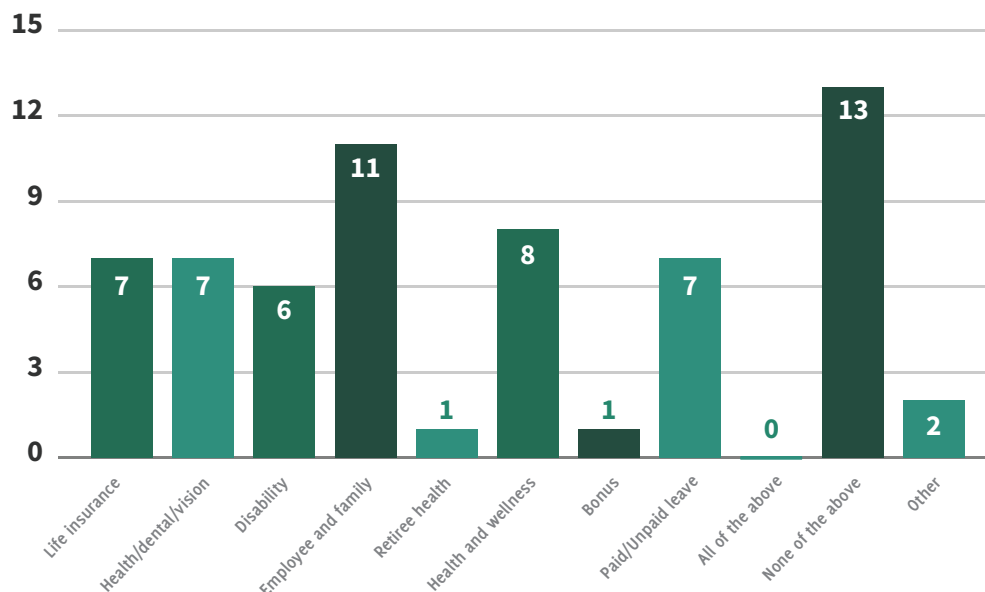
- Proficiency in MS Office Suite
- Aqua fitness Certification
- Pool Operators 1 – asset
- High Five Training – asset
- WHMIS - asset

Remuneration

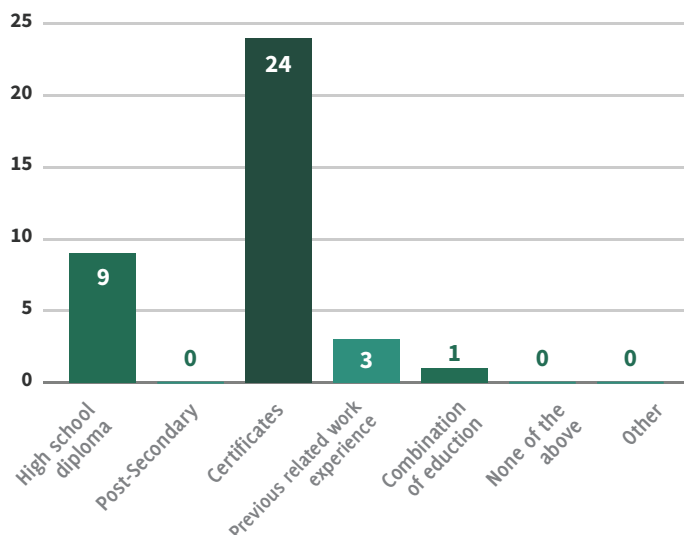
Based on 24 entries, the average rate for hourly employees is \$20.13

Based on 1 data points, the average minimum for salaried employees is \$52,053.08 and the maximum is \$62,349.29

Benefits



Education



Types of Employment

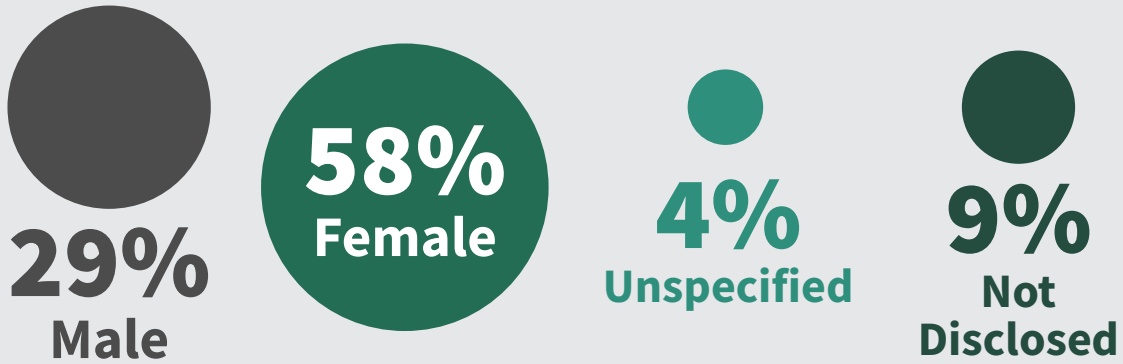
5%
Full-time

26%
Part-time

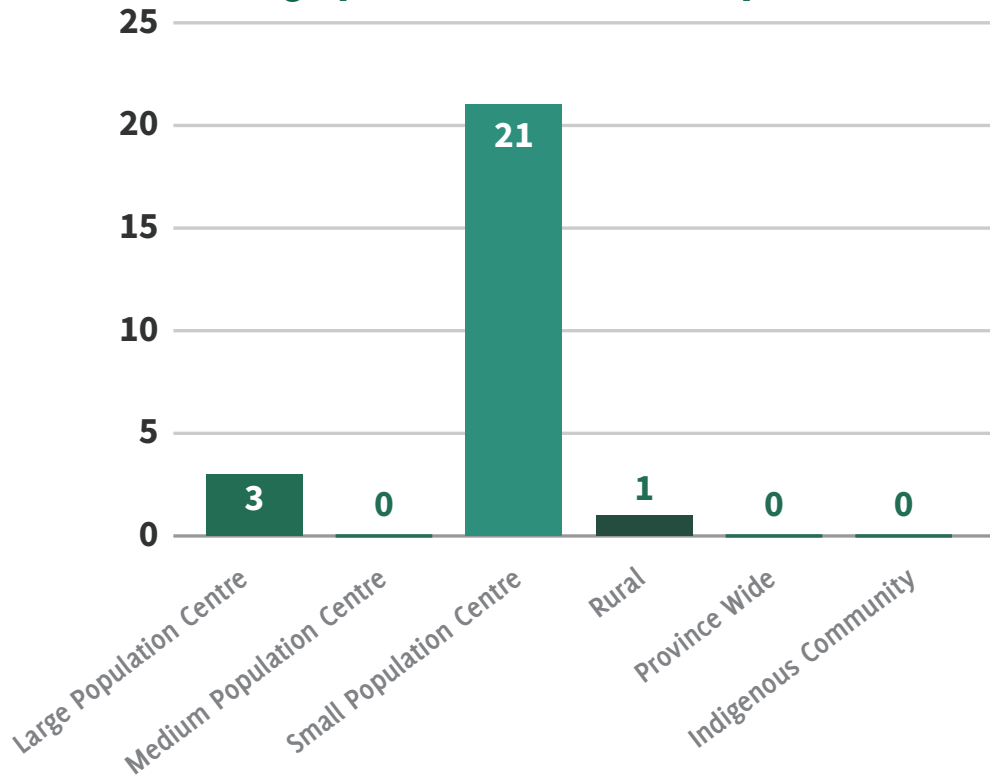
22%
Seasonal

46%
Casual

Gender Breakdown



Geographic Breakdown of Respondents



Parks & Recreation Manager/Director

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$46.07 /hr \$95,871 - \$119,482	0.2369	Full-time, Part-time & Casual Positions	\$1000 +	Post-secondary Education & Previously Related Work Experience	38.33

The Parks & Recreation Manager/Director is a management position responsible for directing all activities in Parks and Recreation departments, including the planning, design, construction, operation, implementation, maintenance and evaluation of a diverse range of programs, services, facilities and parks, including the natural environment.

Also Known As

Parks and Recreation Manager, Director Recreation Parks & Facilities, Recreation Parks & Culture Manager, Manager Recreation parks & Community Support, Parks and Recreation Assistant Manager, Parks & Recreation Coordinator

Responsibilities

- Operation and management of facilities
- Development and management of a preventative maintenance plan for facilities
- Recruit, hire, train, mentor, terminate department staff
- Develop and implement department policy
- Development and operation of annual operation and capital budgets
- Research and apply for various Provincial and Federal grants
- Provide reports on various aspects of the department (e.g. program registration, facility use, etc.)
- Communication, collaboration, and liaising with Council/Government/Committees
- Department leadership in staff (e.g. mentor), policies, procedures, and strategic plans
- Development of the philosophical foundation and direction for all department services
- Acknowledge the necessity and stringent public safety and risk management programs of the department
- Timely response to public inquirers
- Liaison with media
- Research and stay current with trends, professional associations, provincial, national and international initiatives
- Develop partnerships with community groups, organizations, and businesses

Working Conditions

Park and Recreation Managers/Directors work primarily in an office setting with travel outside required on occasion. They require strong administration, public speaking, and verbal/written communication skills while leading a large department and budget. This positions is stress inducing as work is done in a political and public nature.

Personal Characteristics

- Strong interpersonal skills and the ability to lead a team
- Exceptional customer service skills
- Good work organization and time management skills
- Excellent public speaking skills
- Ability to provide leadership and supervise a large department
- Ability to communicate on varying levels, and be extremely influential
- Strong verbal and written communication skills

Requirements

- Degree in Recreation Administration, Physical Education, Business Administration or related field
- 5 – 7 years' experience in recreation management, including municipal environment experience and senior level experience
- First Aid - CPR
- Class 5 Alberta Drivers License
- Certifications
 1. Alberta Pesticide Applicator License
 2. Play Ground Inspector

Other Requirements

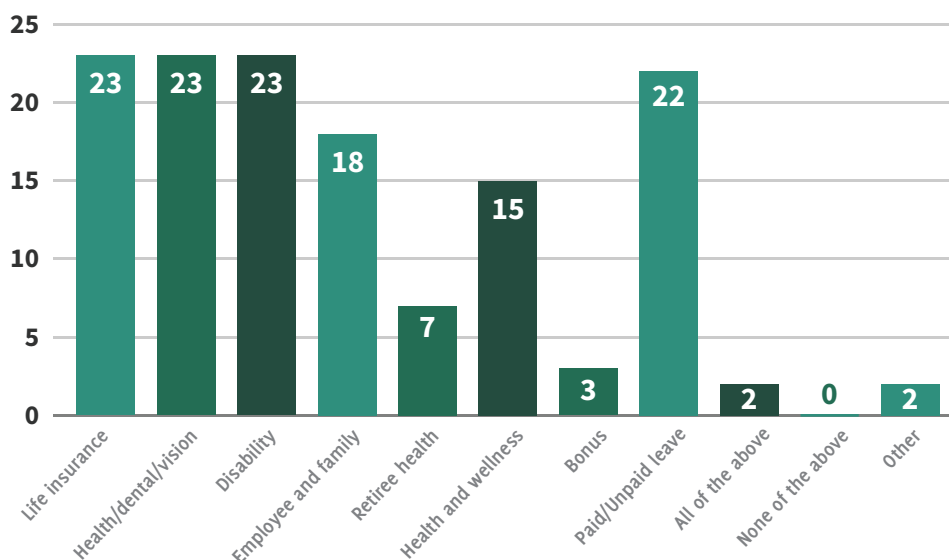
- Post-graduate degree – asset

Remuneration

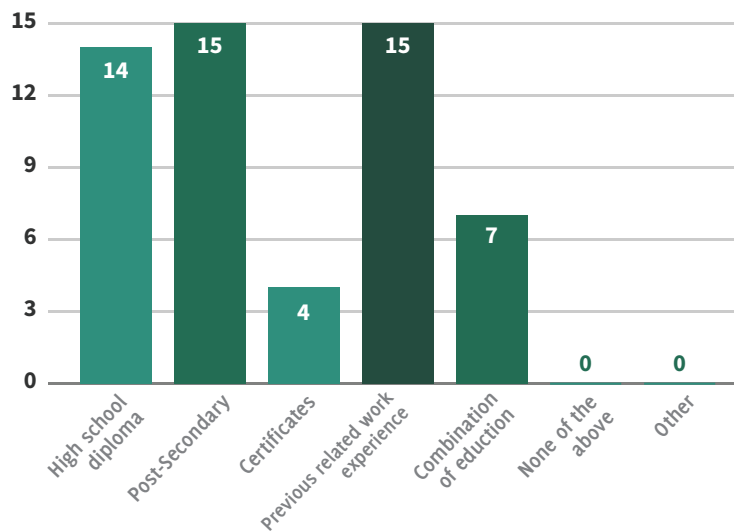
Based on 3 entries, the average rate for hourly employees is \$46.07

Based on 14 data points, the average minimum for salaried employees is \$95,871.25 and the maximum is \$119,482.04

Benefits



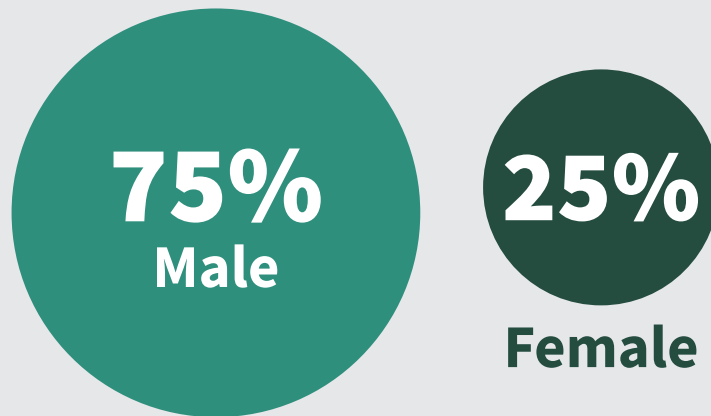
Education



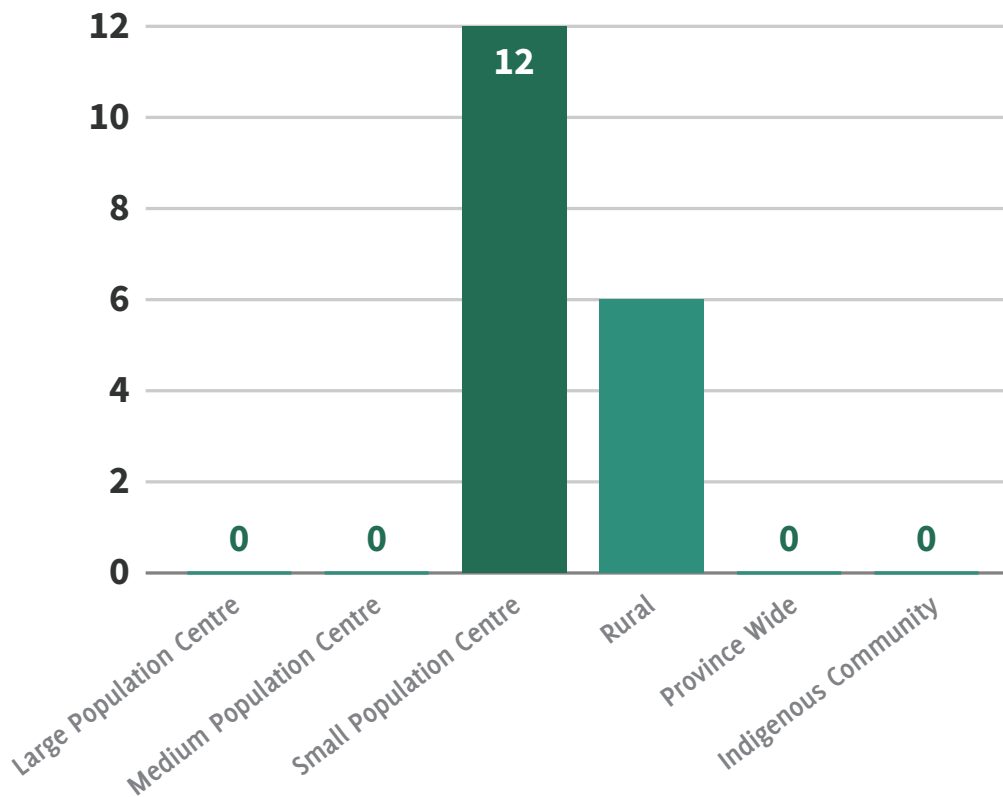
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Parks Operator

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$25.24 /hr	0.2322	Full-time, Part-time, Seasonal & Casual Positions	Various PD Budgets Available	High School Diploma	37-35

A Parks Operator is responsible to facilitate the year-round clean, safe, secure environment in all public park facilities and amenities. Assists with the management and supervision to ensure the public park facilities and amenities readiness.

Also Known As

Parks Coordinator, Trail & Parks Coordinator, Campground Attendant, Parks Caretaker, Parks Labourer I & II, Recreation/Parks Operator, Parks Technician Lead, Grounds Keeper, Parks Attendant, Parks Maintenance Summer Worker, Labourer

Responsibilities

- Assists in year-round daily operation and maintenance of public park facilities and amenities
- Plant and maintain flower and shrub beds
- Assists with constructing landscape design
- Turf management and pest protection
- Safe operation and maintenance of park equipment
- Provision of general maintenance tasks including but not limited to carpentry, gardening, concrete, roofing, sand blasting, specialized painting, snow removing, pruning, etc.
- Develop and maintain operating manuals
- Provision of excellent customer service and safe environment for patrons
- Be familiar with and follow all safety policies including, OH&S
- Assist in hiring, training, and supervising seasonal staff
- General clean up of all park and green spaces

Working Conditions

The work of a Parks Operator involves a great deal of outdoor work in a variety of weather conditions. Operation of equipment and long duration on feet. This position requires occasional evening and weekend shift work.

Personal Characteristics

- Strong interpersonal skills and the ability to work independently
- Good work organization and time management skills
- Ability to provide leadership and supervision to seasonal staff
- Good oral and written communication skills
- Able to exert moderate physical effort
- Ability to work outside in most types of weather and conditions
- Exceptional customer service skills

Requirements

- Some High School or High School Diploma/GED
- Post secondary certificate or diploma in Horticulture, Turf Management, Landscape Gardening or related field
- Approximately 1 year of experience
- WHMIS
- First Aid
- Class 5 Alberta Drivers License

Other Requirements

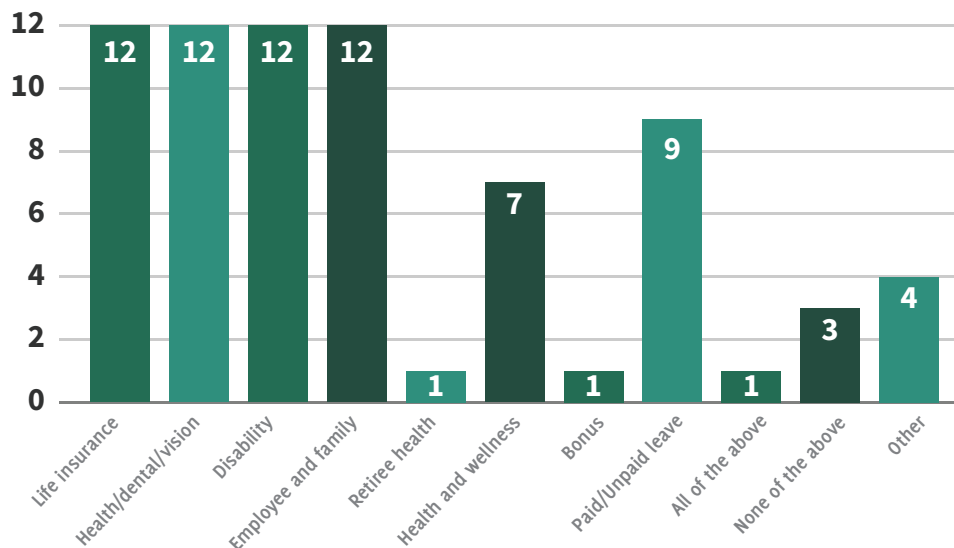
- Journeyman Landscape Horticulture (Gardener) – asset
- Horticulture knowledge (e.g. fertilization, aeration, irrigation, pruning, seeding/sodding, etc.)
- Strong computer skills in Microsoft Office Suite and working experience with ArcGIS and GPS
- Alberta Pesticide Applicator Certification - asset

Remuneration

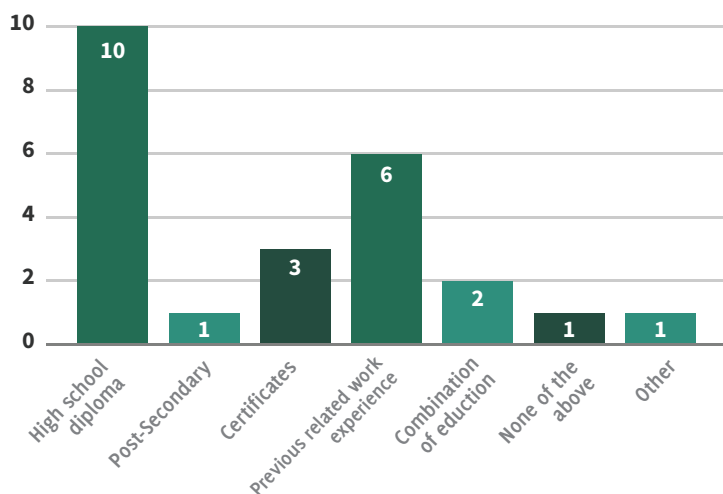
Based on 13 entries, the average rate for hourly employees is \$25.24

Based on 2 data points, the average minimum for salaried employees is \$71,343.20 and the maximum is \$80,732

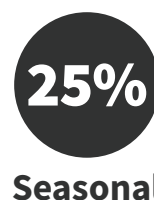
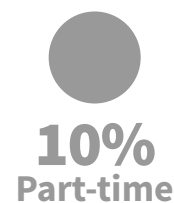
Benefits



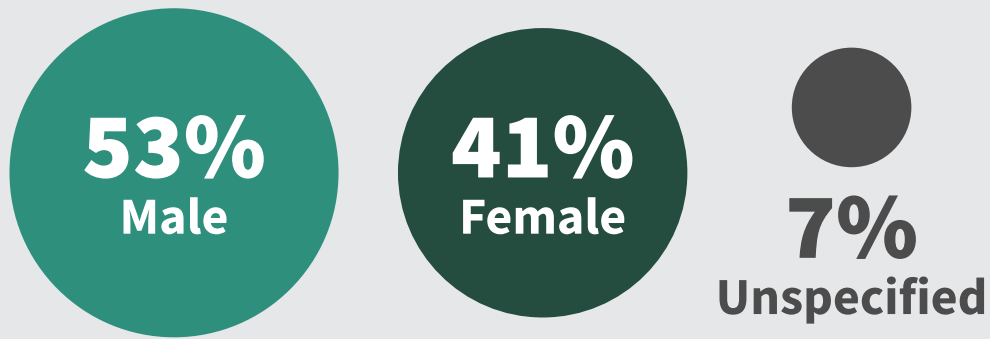
Education



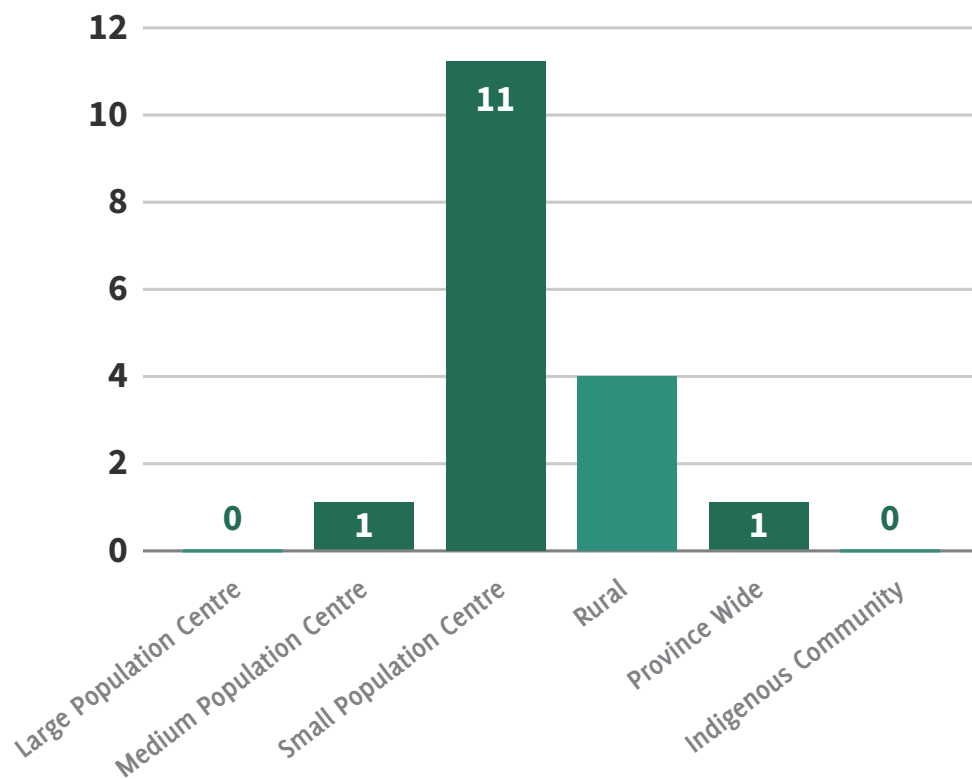
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Parks Planner

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$84,349 - \$107,042	0.2322	Full-time & Seasonal Positions	Various PD Budgets Available	Post-secondary Education	35.94

Parks planners are responsible for planning and designing parks and open spaces at the municipal, regional or provincial level. Accountable for planning, management, interpretation, public consultation and partnership building for parks and protected areas.

Also Known As

Parks and Open Space Designer, Parks Planning Coordinator, Planning and Technical Services Supervisor

Responsibilities

- Conducting research to inform planning decisions
- Gather and assess data and statistics
- Evaluate land use proposals and requests
- Supervising project consultants and staff
- Presentations to multiple audiences
- Public consultation and community development
- Preparation of reports and contract management
- Coordinating information and communication between stakeholders
- Make recommendations about land use issues
- Develop and supervise site plans and landscape construction projects
- Protection of open space/environment
- Monitors, develops, and works within the assigned budget for the department and individual projects
- Providing overall design, landscape, and horticulture consultation

Working Conditions

Parks planners often work within groups and committee structures to make decisions. Work is conducted both in and outdoors, but indoor work dominates. The work allows opportunities for creativity, but can also be stressful due to the pressure of deadlines and political climate.

Personal Characteristics

- Excellent creative thinking skills
- Ability to solve complex problems
- Ability to incorporate different perspectives into their work while keeping an open mind and un-biased manner
- Flexible and responsive to changing work environments
- Strong communication and presentation skills
- Strong research skills
- Ability to work independently and within groups
- Demonstrated ability to engage in continuous learning and on-the-job training
- Strong negotiation skills in a variety of settings
- Possess exceptional computer skills

Requirements

- Post secondary degree in a related area such as Landscape Architect, Parks Planning, Environmental Science, Recreation or Parks Administration, Community or Parks Planning, Horticulture, Landscaping, Turf Grass Maintenance, Urban Forestry, or Leisure Services
- Or Technical diploma in Landscape Architecture, Parks Planning, Environmental Sciences or related fields plus 4/5 or more years related experience
- Minimum of 5 years of progressively more responsible professional parks experience managing staff

Other Requirements

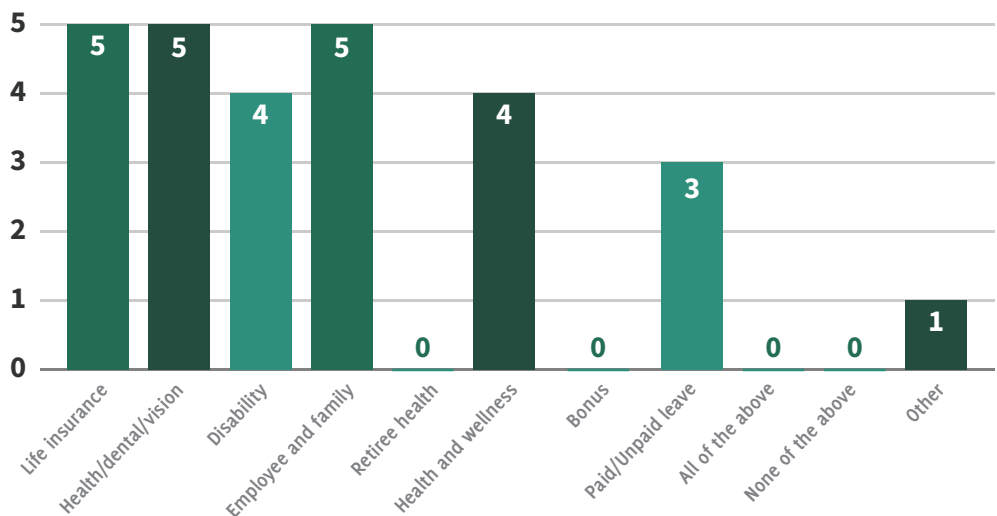
- Canadian Institute of Planners Designation
- Registered Professional Planner Designation
- Ability to effectively operating drafting design equipment
- Ability to read and interpret plans and specifications and prepare construction estimates

Remuneration

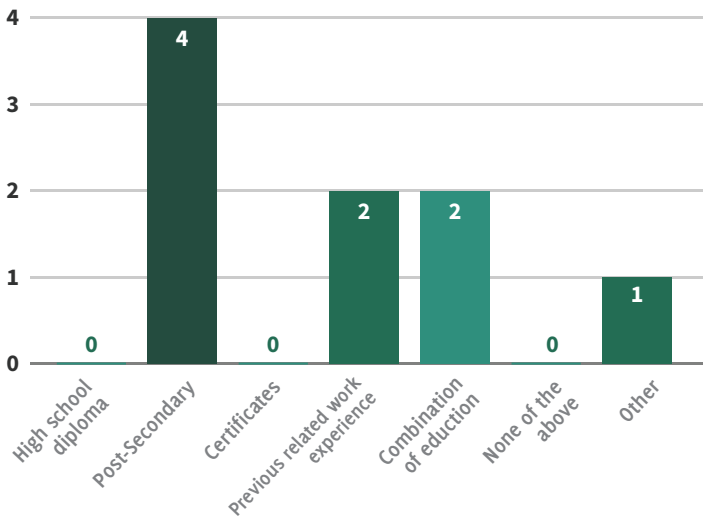
Based on 1 entries, the average rate for hourly employees is \$46.94

Based on 4 data points, the average minimum for salaried employees is \$84,349 and the maximum is \$107,042

Benefits



Education

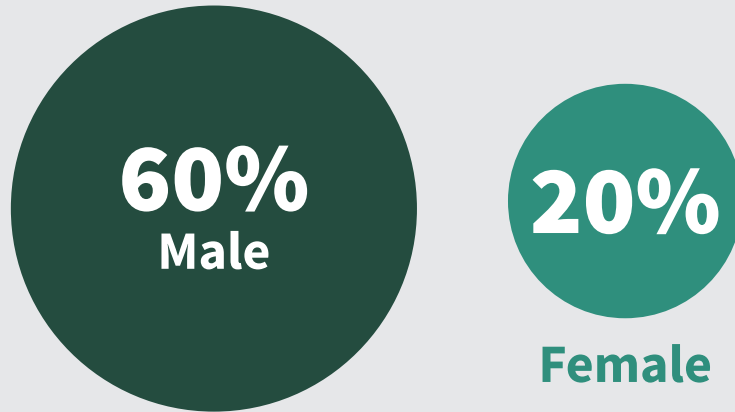


Types of Employment

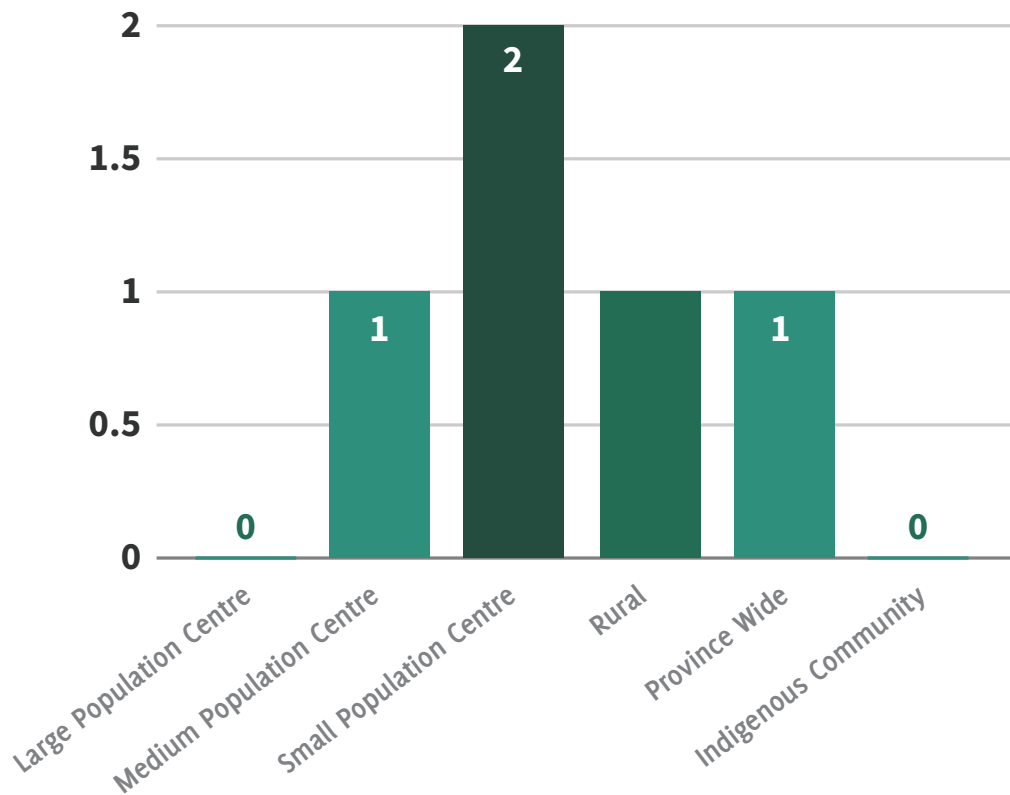
99%
Full-time

1%
Seasonal

Gender Breakdown



Geographic Breakdown of Respondents



Parks Superintendent/Director/Manager

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$59.37 /hr \$100,966 - \$125,240	0.2262	Full-time & Part-time Positions	Various PD Budgets Available	Post-secondary Education	35.68

The Parks Superintendent/Director/Manager is responsible for the overall leadership and supervision of the parks section programs, services, and parks. While managing a number of projects, this position is responsible for communication and public relations, risk and safety management, and a number of other administrative responsibilities including contract management, budgeting, and policy development.

Also Known As

Parks Superintendent, Manager of Parks & Agricultural Services, Parks and Open Spaces Manager

Responsibilities

- Development and operation of annual operation and capital budget for the parks section
- Overall parks section leadership in staff (e.g. mentor), policies, procedures, strategic plans, and parks section direction
- Capital and asset management of the parks section
- Oversee the development of all recreation, parks, culture urban land use and environmental planning
- Communication, collaboration, and liaising with Council/Government/Committees
- Establish benchmarks and key performance indicators
- Timely response to public inquirers
- Liaison with media
- Research and stay current with trends, professional associations, provincial, national and international initiatives
- Capital project management

Working Conditions

Parks Superintendents/Directors/Managers work primarily in an office setting with travel outside the sitting required on occasion. They require strong administration, public speaking, and verbal/written communication skills while leading a large department and budget. This positions is stress inducing as work is done in a political and public nature.

Personal Characteristics

- Strong interpersonal skills and the ability to lead a team
- Strong verbal and written communication skills
- Good work organization and time management skills
- Exceptional customer service skills
- Ability to provide leadership and supervise a large department
- Excellent public speaking skills

Requirements

- Degree in Recreation Administration, Physical Education, Business Administration
- 5 years’ experience in recreation, parks or culture setting, including senior level experience
- WHMIS
- Class 5 Alberta Drivers License

Other Requirements

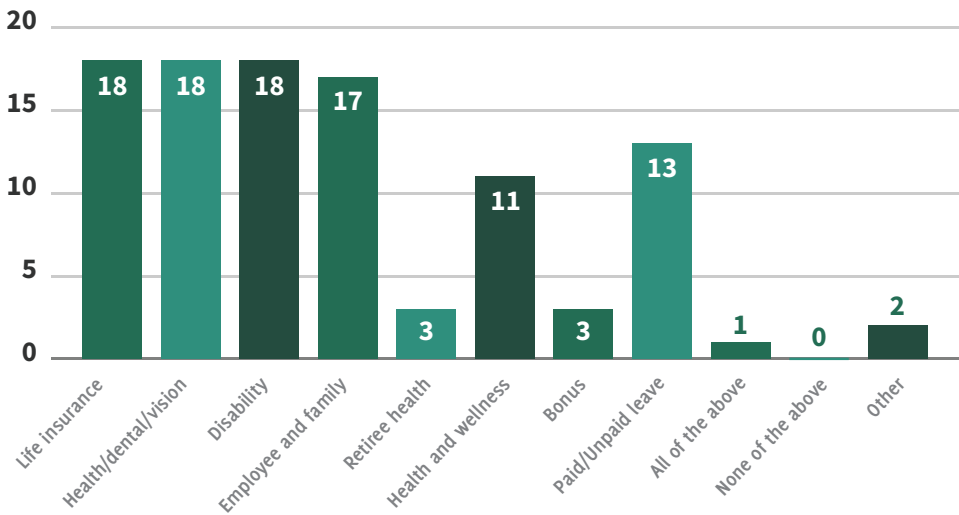
- Strong understanding of the Acts under which the department operates
- Certifications – asset
 1. Horticulture
 2. Planning
 3. Landscape Design
 4. Environmental Management

Remuneration

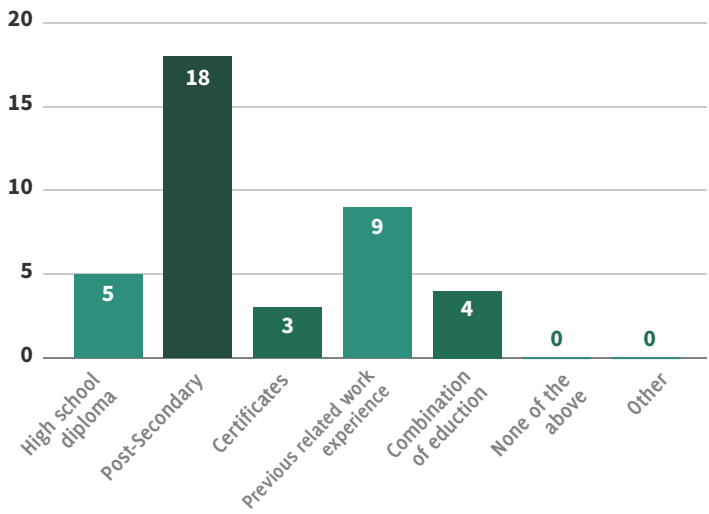
Based on 4 entries, the average rate for hourly employees is \$59.37

Based on 10 data points, the average minimum for salaried employees is \$100,966.05 and the maximum is \$125,239.64

Benefits



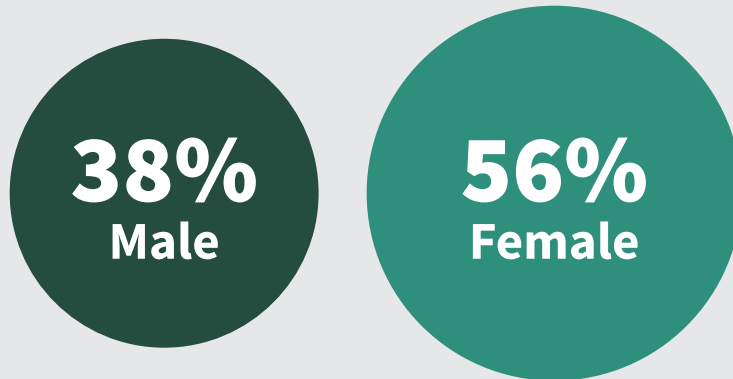
Education



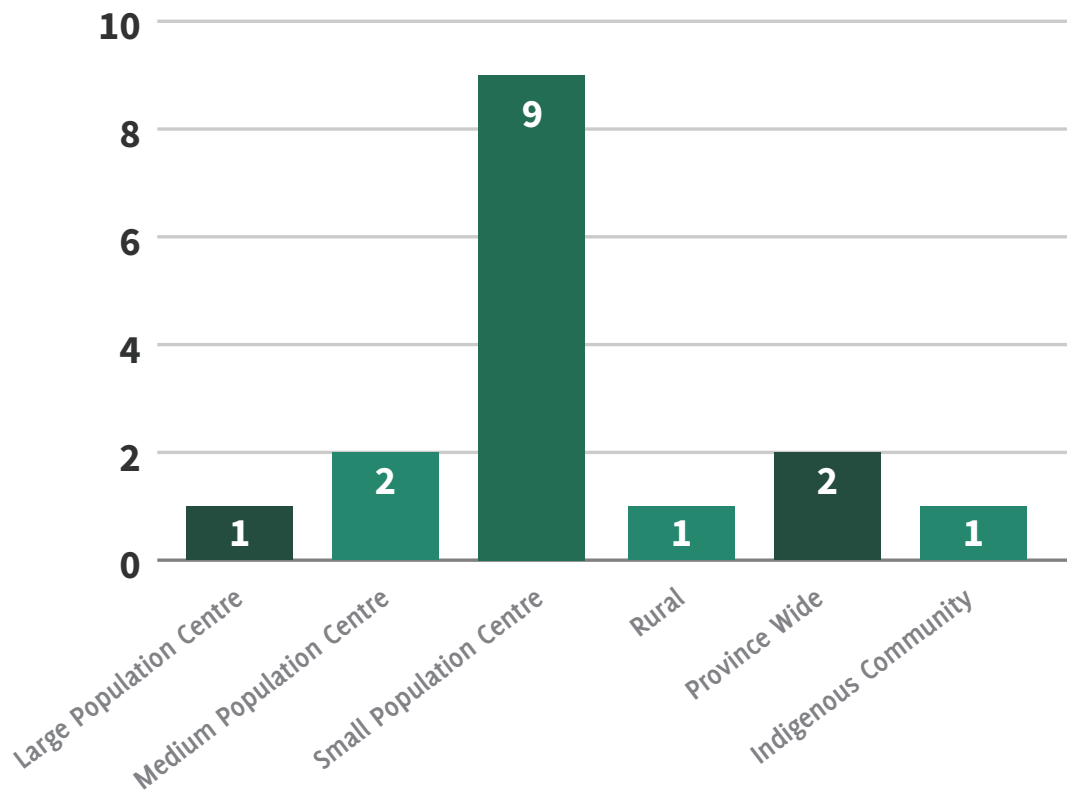
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Parks Technician

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$31.75 /hr \$66,985 - \$81,007	0.2353	Full-time, Part-time & Seasonal Positions	Various PD Budgets Available	High School Diploma	40

Parks Technicians are responsible for performing technical and specialized work in an area of related expertise to ensure the goals and objective of the parks space is met. Work of Parks Technicians may involve the coordination and management of contract staff.

Also Known As

Park Rangers, Public Lands Coordinator, Parks & Recreation Foreman, Parks Foreman I & II, Parks and Open Spaces Coordinator, Parks Technician, Parks Services Foreman, Lead Parks & Open Spaces, Parks Amenities Supervisor, Parks Landscape Supervisor, Parks & Recreation Facilities Foreman, Parks & Open Spaces Lead Hand

Responsibilities

- Provision of land management techniques
- A focus on parks and public lands, including both new development and re-developments
- Hiring, supervising and coordinating of staff
- Assist in the development of policy and procedures
- Development of maintenance plans (e.g. preventative maintenance)
- Assisting in operating and capital budgets as well as developing fee structures.
- Development and operation of preventative and energy management maintenance programs
- Oversees risk management
- Assists in year-round daily operation and maintenance of public park facilities and amenities
- Be familiar with and follow all safety policies and Federal/Provincial regulations including, OH&S
- Coordinate resources/equipment
- Coordinate of contractors
- Patron safety & public relations in public parks

Working Conditions

Parks Technicians work in both indoors and outdoor environments. Park maintenance and operation is done outdoors in a variety of weather conditions. Work can be stressful due to the pressure of deadlines and political climate.

Personal Characteristics

- Strong interpersonal skills and the ability to work independently
- Good work organization and time management skills
- Ability to provide leadership and supervision to seasonal staff
- Good oral and written communication skills
- Able to exert moderate physical effort
- Ability to work outside in most types of weather and conditions
- Exceptional customer service skills

Requirements

- High School Diploma/GED
- Some post secondary or degree/ diploma in Park Maintenance, Recreation and Parks Maintenance, Landscape Architecture, Horticulture, Turf Management, Supervision, Management, Safety, risk Management or closely related field
- 4 – 5 years of experience in parks maintenance/construction
- Certifications
 1. Arena Operator II

2. Parks and Sports Fields Operator II
3. Pool Operator I
4. Custodial Care
5. Building Maintenance I
6. Confined Space and Fall Protection
7. Leadership for Safety Excellence
 - WHMIS
 - First Aid
 - Class 5 Alberta Drivers License

Other Requirements

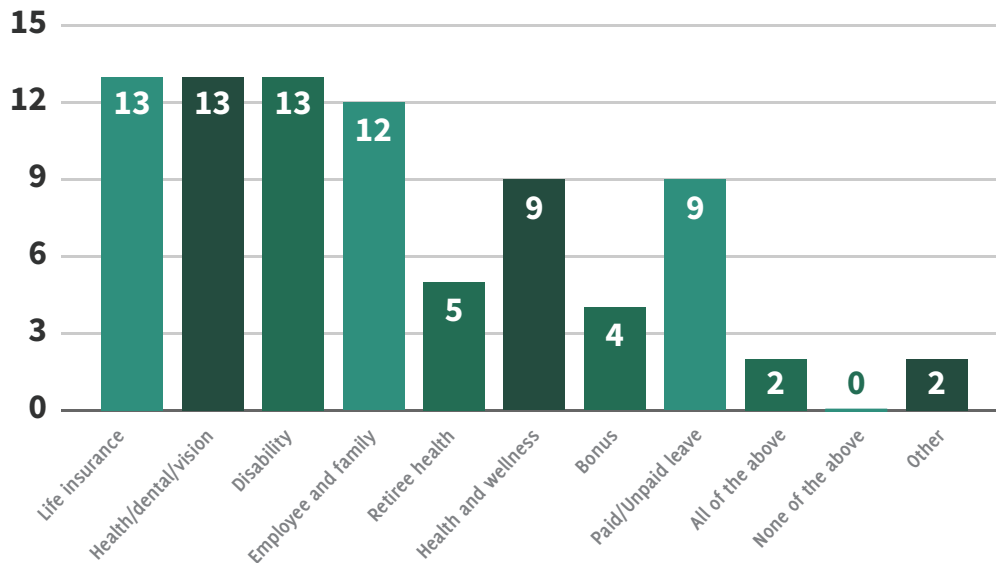
- Certifications – asset
 1. Defensive Driving
 2. Building Maintenance II
 3. Pool Operator II
 4. Alberta Pesticide Applicator Certification

Remuneration

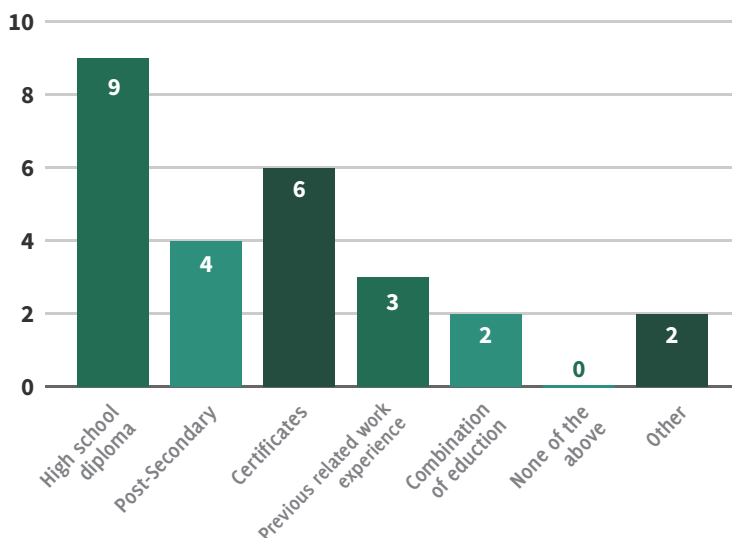
Based on 8 entries, the average rate for hourly employees is \$31.75

Based on 4 data points, the average minimum for salaried employees is \$66,985.15 and the maximum is \$81,007.08

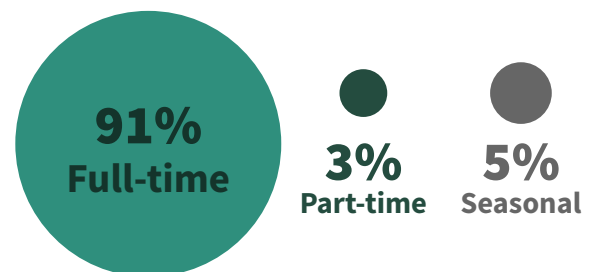
Benefits



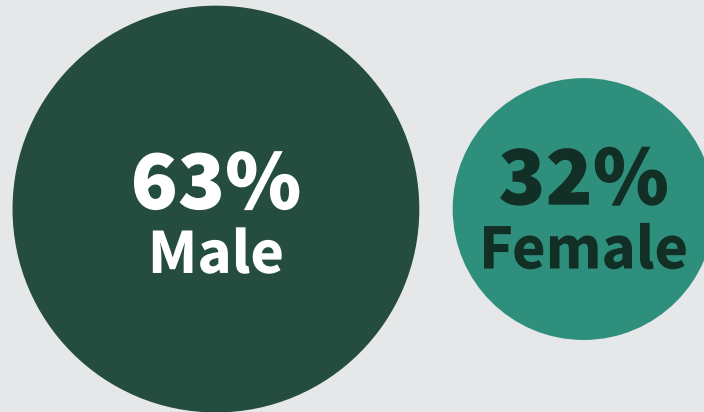
Education



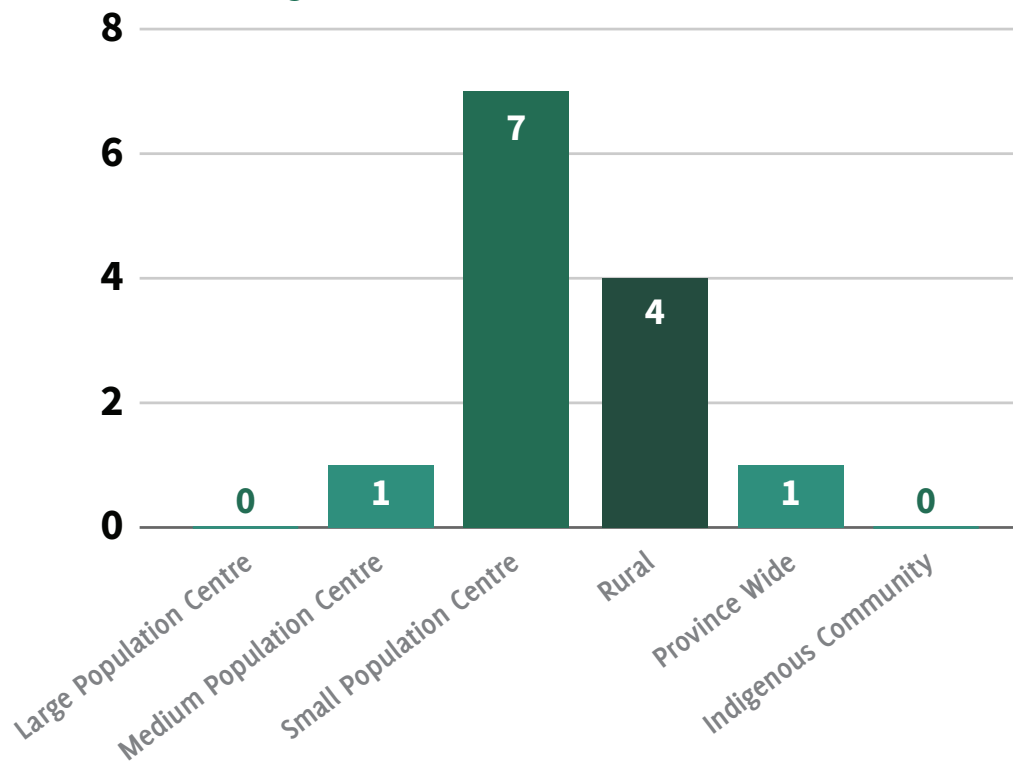
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Personal Trainers

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
N/A	0.2082	Full-time, Part-time & Casual Positions	No PD Budget Available	Post-secondary Education	26.67

A Personal Trainer is responsible for providing fitness classes, workshops, customized fitness programs, general support and provide accurate and safe information to clients and patrons. Personal Trainers provide one-on-one or small group instruction on proper nutrition, cardiovascular exercise, resistance training, equipment use and other related programs.

Also Known As

Personal Trainer – Fitness Instructor, Fitness Consultant, Personal Trainer

Responsibilities

- Provide excellent customer service to members and patrons
- Determine the fitness levels of participants
- Develop, implement and deliver health and wellness programs utilizing the fitness centre to individual members or patrons – accommodating to various fitness levels
- Determine clients current physical statues base on individual health and physical history – PARmed-X, PAR-Q
- Develop new user orientations
- Be available for participants who have fitness related questions
- Educate participants on general fitness issues
- Evaluate participant progress with fitness goals
- Maintain a clean and safe environment for participants
- Ensure certifications remain valid
- Promptly respond to injuries and emergency situations

Working Conditions

Fitness instructors work in an active environment and must be physically fit to lead classes. They interact with a number of individuals and must be comfortable working one-on-one with people.

Personal Characteristics

- Leadership skills
- Self motivated
- Team-player
- Strong creativity and artistic ability
- High energy
- Highly organized
- Able to interact with diverse populations
- Resourceful
- Helpful
- Physically fit
- Excellent customer service skills
- Keen awareness of safety and security
- Dynamic outgoing personality

Requirements

- Minimum 2 years' post-secondary education in Kinesiology or diploma in Physical Education
- Canadian Society for Exercise Physiologist
 - Certified Exercise Physiologist
 - Certified Personal Fitness Trainer Certification
- Approximately 2-year experience
- Standard First Aid, CPR – C with AED

Other Requirements

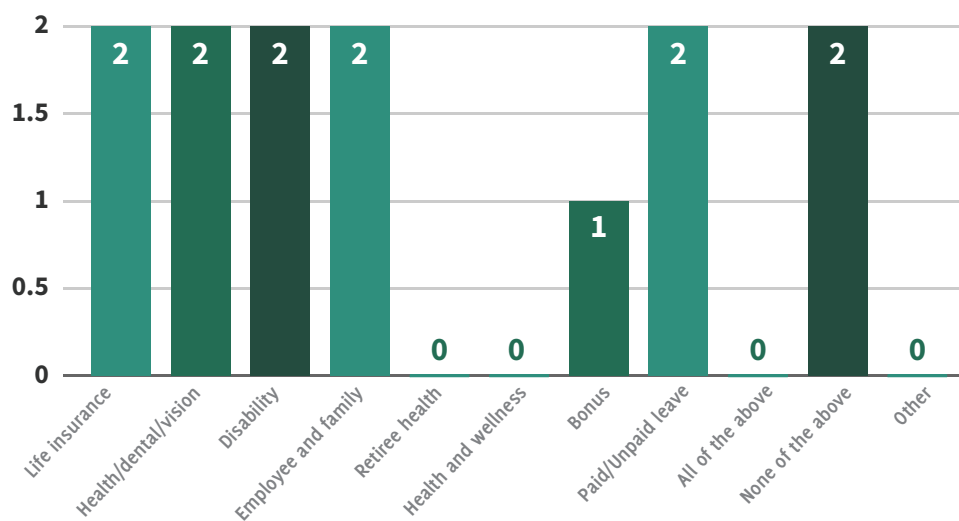
- Clean Criminal Record Check
- First Aid Certificate
- Other fitness certifications (AFLCA, ACE, CSCS, CSEP, FMS)
- Background in Nutrition – asset
- HighFive – Principles of Healthy Child Development - asset

Remuneration

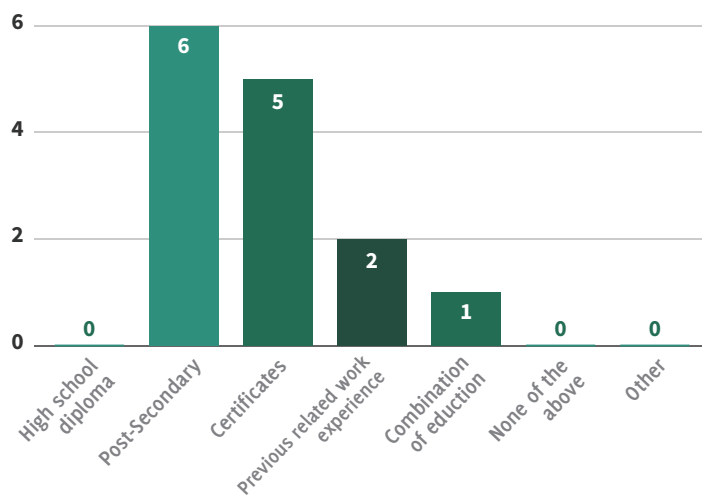
Based on 2 entries, the average rate for hourly employees is \$29.75

No data for salaried employees.

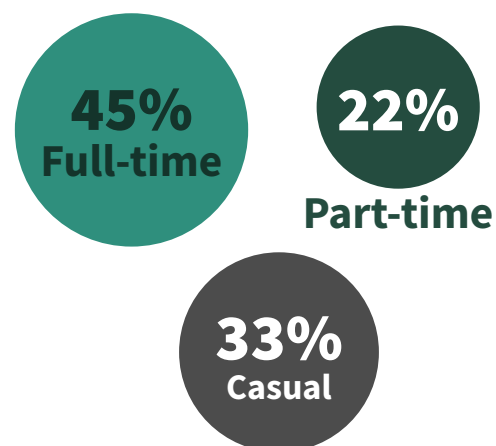
Benefits



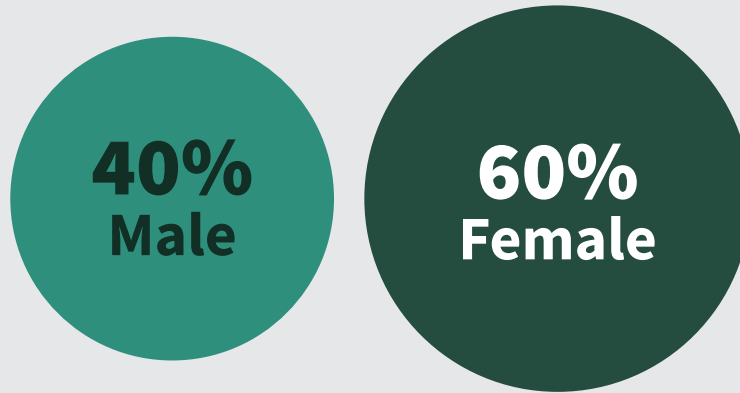
Education



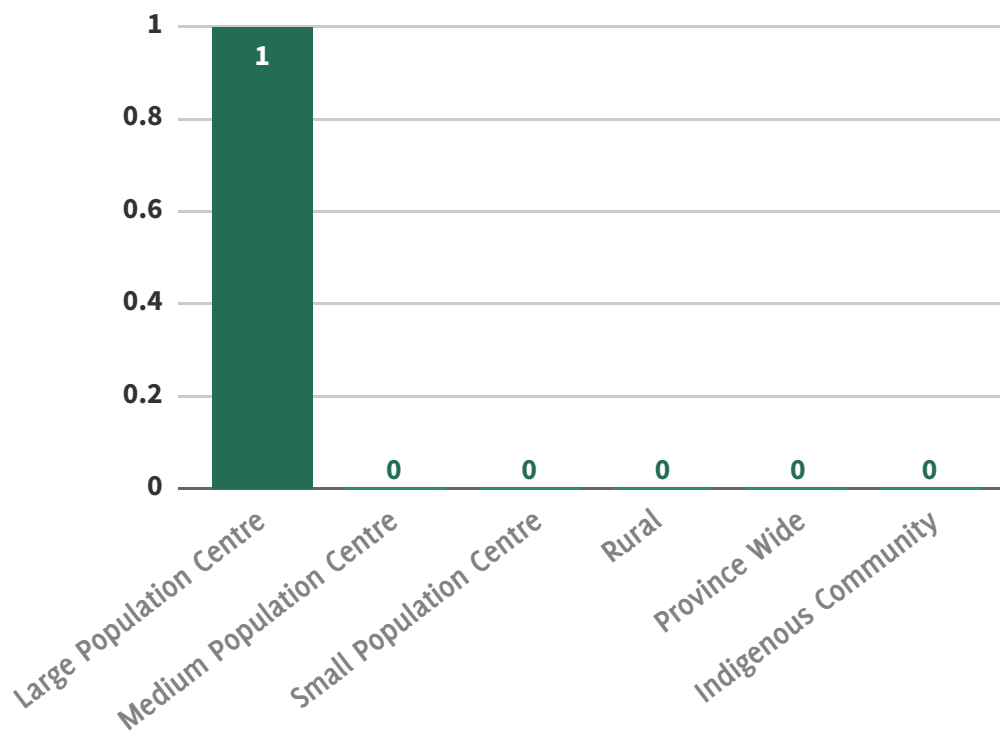
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Recreation Activity Leader

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$19.55 /hr	0.2235	Full-time, Part-time, Seasonal & Casual Positions	No PD Budget Available	High School Diploma	34.38

A Recreation Activity Leader works with diverse populations in designing and delivering recreation programs and activities. Activity leaders work directly with participants in recreation programs to facilitate satisfying experiences.

Also Known As

Recreation Leader, Recreation & Leisure Programmers

Responsibilities

- Design, implement and evaluate programs/activities, jointly with a recreation programmer
- Arrange equipment and resources for activities
- Provide on-site coordination
- Work with volunteers and staff to lead activity plans
- Lead all different age groups in both indoor and outdoor activities
- Supervise groups of participants during free play activities
- Communicate with participants and relatives regarding activities
- Manage small program budgets
- Oversee daily routines of participants
- Manage risks associated to recreation activities
- Respond to emergencies, concerns and medical incidents
- Evaluate activities

Working Conditions

Often performed Monday to Friday, this position may sometimes require weekend or evening work. Leaders work in all weathers, both indoors and outdoors. Physical fitness as activities will be led and done along with participants, which will require lifting.

Personal Characteristics

- Develop and maintain rapport with participants
- Energetic and enthusiastic and able to provide excellent customer service
- Responsible
- Able to relate well to participants of all ages
- Team player
- Self-motivated
- Able to multi-task during stressful situations
- Sound judgement
- Good organizational and time management skills
- Comfortable in a fast-paced environment
- Strong interpersonal and communication skills

Requirements

- Completion of or currently enrolled in a related post-secondary degree such as Recreation, Physical Education or Management.
- CPRC – First Aid
- RCMP vulnerable sector check and security clearance

Other Requirements

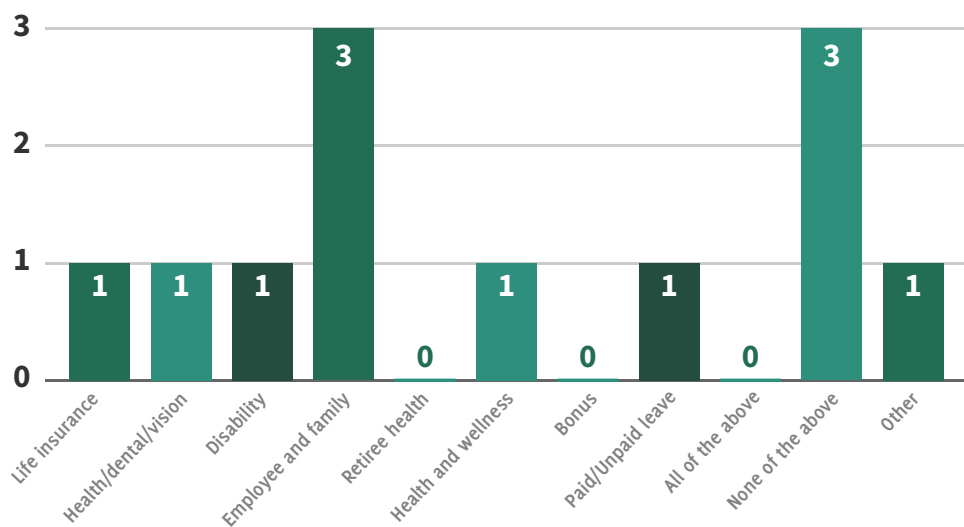
- Experience teaching and leading activities and sports
- Experience working with children and youth
- Certifications will depend on position applied for

Remuneration

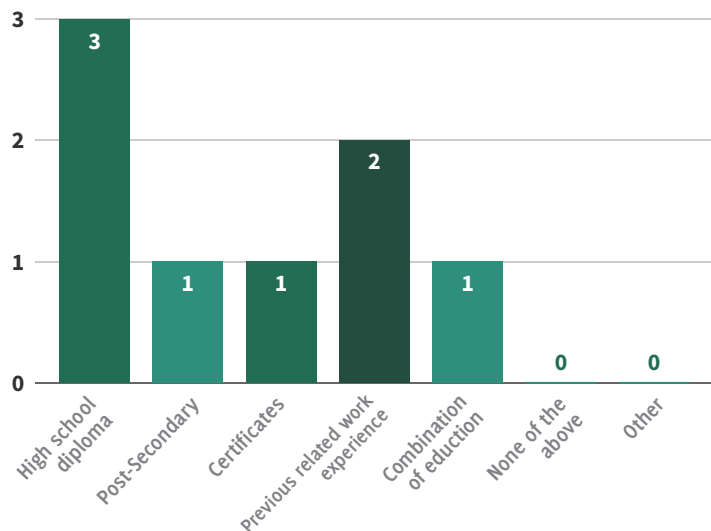
Based on 7 entries, the average rate for hourly employees is \$19.55

No data for salaried employees.

Benefits



Education



Types of Employment

2%
Full-time

37%
Part-time

33%
Seasonal

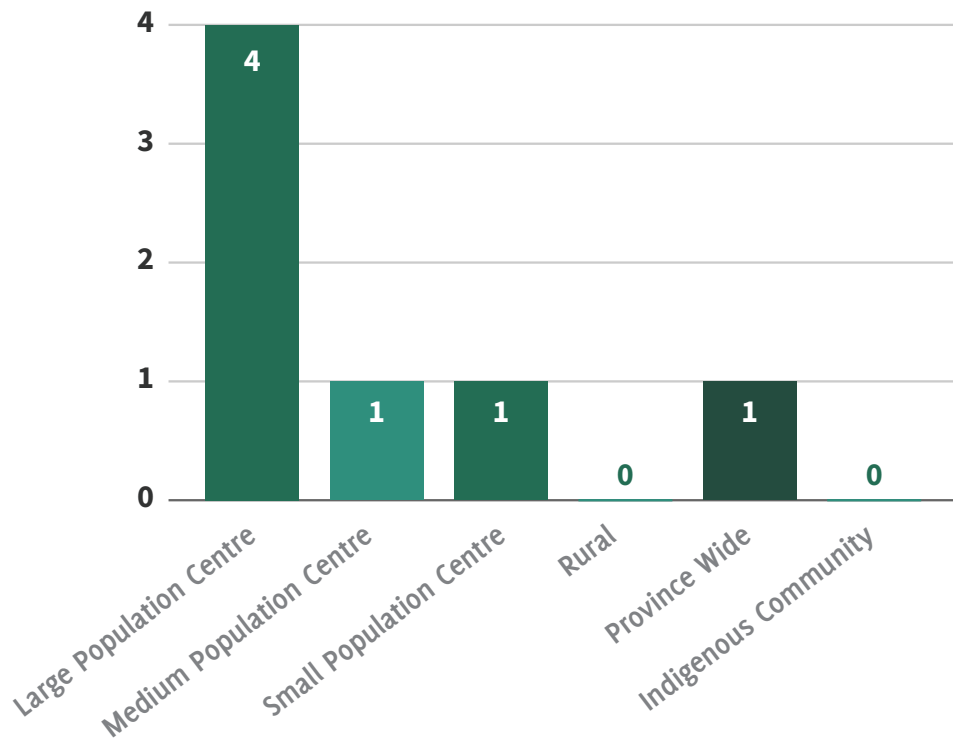
28%
Casual

Gender Breakdown

7%
Male

93%
Female

Geographic Breakdown of Respondents



Recreation Director/Superintendent/Manager

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$103,590.10 to \$131,472.30	0.2265	Full-time	\$1000 +	Post-secondary Education	36.43

A Recreation Director/Superintendent/Manager is responsible for the effective development, operation and maintenance of recreational, sport, culture, heritage and park facilities annually. This person oversees a variety of community programs and services relating to recreation and health. They act as a community liaison and may work with regional boards to develop support services or market community programs within the region. They work with a large operational and capital budget as well as a large contingent of staff.

Also Known As

Recreation Services Manager, Recreation Services Director, Recreation Coordinator, Recreation Director, Recreation Superintendent, Recreation Manager, Director of Recreation/Risk Control Coordinator

Responsibilities

- Provide information regarding the strategic/initiatives in the promotion and advancement of Corporate Strategic Plan(s)
- Develop strategic planning documents for the organization
- Determine organizational structure and direction under guidance from a supervisory group (Board Commission)
- Assemble and lead a large team of staff
- Liaison with internal departments and community organizations
- Represent the recreation organization to the public
- Report to the Recreation Commission/Council
- Manager general administrative functions of the Recreation Commission
- Manage recreation and sport facilities and/or parks
- Develop and maintain partnerships
- Secure and manage financial sources (operation and capital budgets)
- Research and write grant proposals
- Conduct research to identify best practices for areas of responsibility
- Provide facilitative/strategic and administrative support to the Community Advisory Board
- Evaluate organization effectiveness, staff, program offerings, and facility operations
- Contract management

Working Conditions

This position may require some travel, weekend or evening work. A Recreation Director/Superintendent/Manager works indoors in administrative/managerial roles often in a high profile environment. Recreation Directors/Superintendents/Managers work in a dynamic, high-pressure position where daily decision-making is the norm.

Personal Characteristics

- Excellent organizational skills
- Excellent oral and written communication skills
- Self-motivated
- Energetic and enthusiastic
- Relate well to diverse populations and work well with others
- Comfortable speaking in front of large groups
- Work well with a Board of Directors and Recreation Commission
- Detail oriented
- Effective time management skills
- Strategic thinking skills
- Excellent human resource management skills
- Excellent interpersonal and communication skills
- Strong negotiation, consensus building and conflict resolution

Requirements

- Undergraduate degree in recreation, business administration, kinesiology, sport administration, physical education, public administration or equivalent
- 5 – 10 years experience in recreation administration and facility management
- 3 – 5 years experience in a leadership/supervisory role
- Experience with projects and programs requiring collaboration with community groups, organizations and other levels of government required

Other Requirements

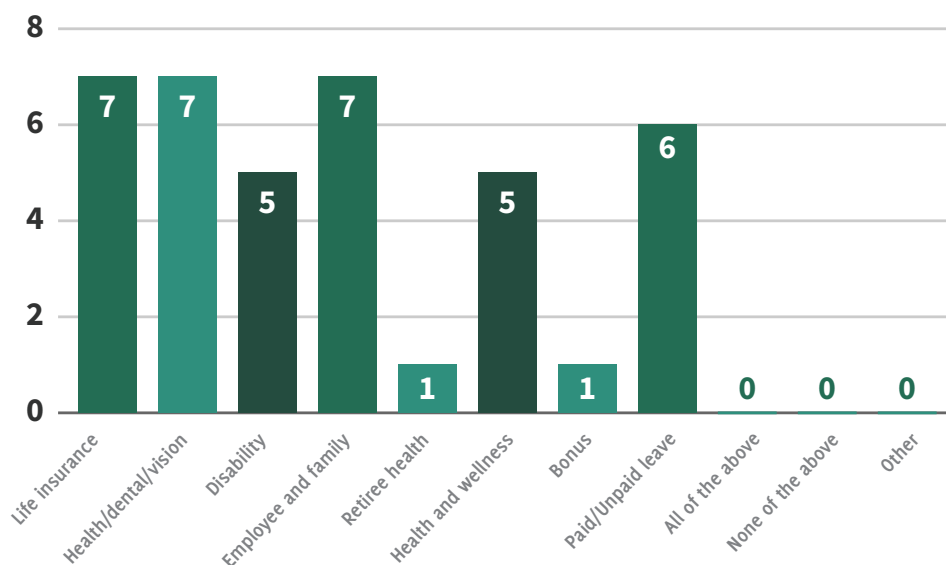
- Experience working in Municipal Government is an asset
- Local Government Certificate is an asset
- Alberta Recreation and Parks Association membership
- Knowledge of national and provincial legislation, bylaw development, contract and lease agreements relevant to effective provision of recreation programs and services

- Certifications in aquatics and/or fitness sectors considered an asset
- Experience working with recreation software (CLASS, Activent, MaxGalaxy, BookKing, etc.)

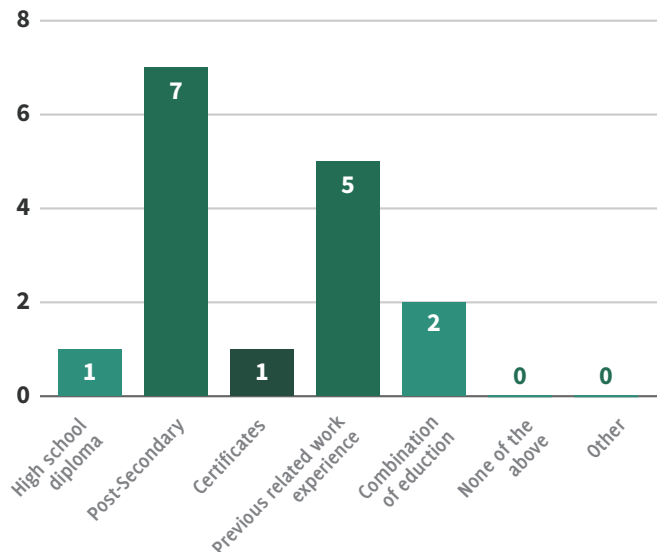
Remuneration

Based on 5 data points, the average minimum for salaried employees is \$103,590.10 and the maximum is \$131,472.30

Benefits



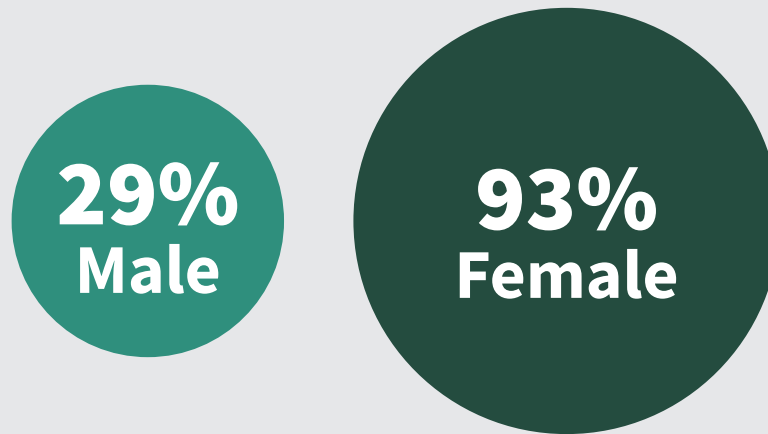
Education



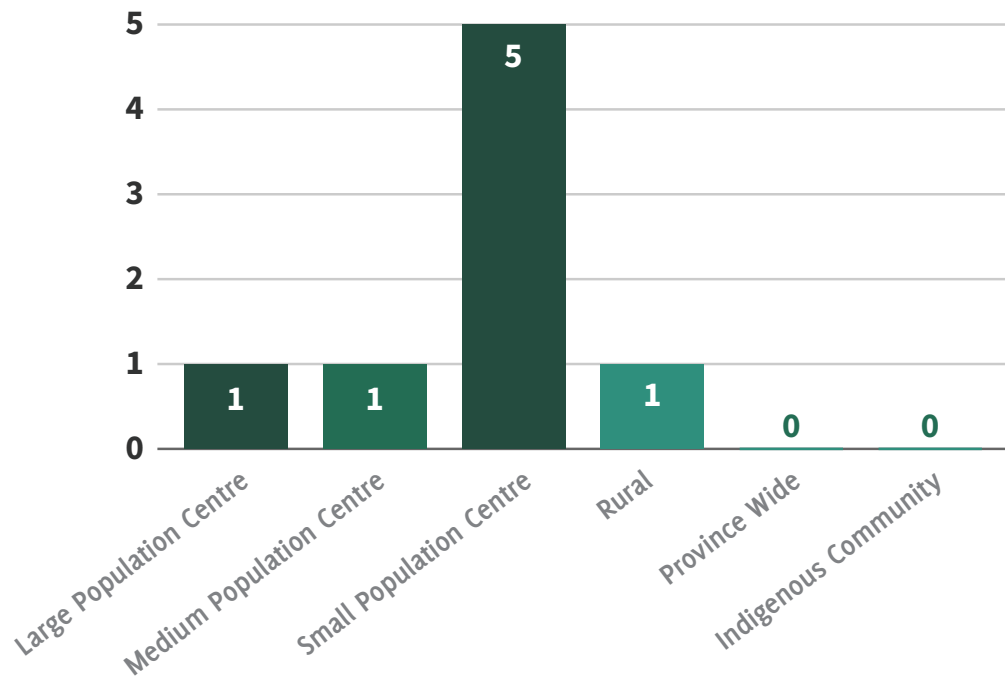
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Recreation Facility Coordinator

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
Quick Facts Data Not Available	0.2318	Full-time	\$100 - \$400	Previous Related Experience	36.67

Recreation Facility Coordinator is responsible for the successful booking and execution of various year-round programs and events of the municipality/organization or user groups. This position also provides exceptional customer service skills to all through support and administration of the day to day operations.

Also Known As

Program & Event Coordinator, Facilities Coordinator, Member Services & Sport Registration Administrator, Athletics Administrator, Facility Attendant, Arena Coordinator, and Facility Booking and Events Coordinator.

Responsibilities

- Administer booking systems and processes for user groups. This includes responding to enquiries, venue promotion, contract administration, pre and post rental inspections, processing invoices and payments.
- Liaison between event organizers, municipal/organization departments, and other agencies.
- Ensure excellent customer services is provided, and maintain good public relations with patrons, user groups, and other clientele.
- Assist in the events as needed. Including but not limited to the set up and take down, parking, and capacity maintenance.
- Manage traffic flow of facility space by rental users
- Assist with member and user registration to programs or facility use (ex. CLASS system)
- Process and record payments as necessary

Personal Characteristics

- Excellent oral and written communication
- Strong organizational and administrative skills
- Work effectively with multiple stakeholders
- Excellent interpersonal skills
- Strong problem solving skills
- Excellent coordination skills of events and functions.
- Self-directed and flexible
- Excellent team player
- Model effective leadership skills under stress

Working Conditions

Recreation Facility Coordinator may work weekends or evenings. Time is spent in recreation and park facilities interacting with user groups either in person or behind a desk on the computer or phone.

Requirements

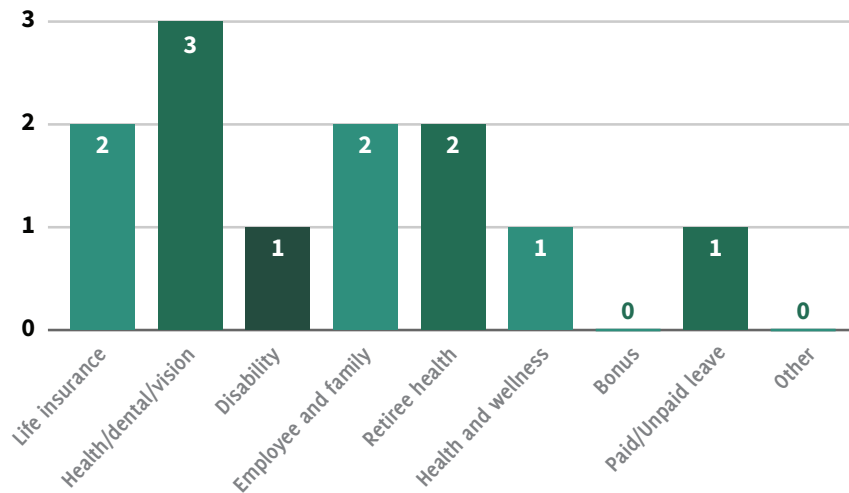
- 0 - 3 years' experience
- WHMIS Certification
- Standard First Aid and CPR
- Various Certifications
- Building Operator I
- Arena Operations II
- Level 1 Certification in Supervisory Skills for Facility Operators
- Health and Safety Orientation
- Emergency Procedures
- Respect in Sport & Workplace
- RCMP Vulnerable Sector Check and Security Clearance

Remuneration

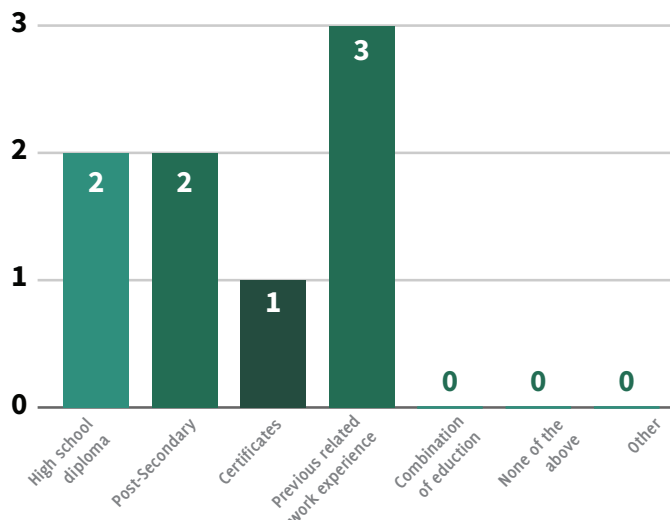
Based on 1 entries, the average rate for hourly employees is \$31.04

Based on 2 data points, the average minimum for salaried employees is \$35,000 and the maximum is \$37,000.

Benefits



Education



Types of Employment

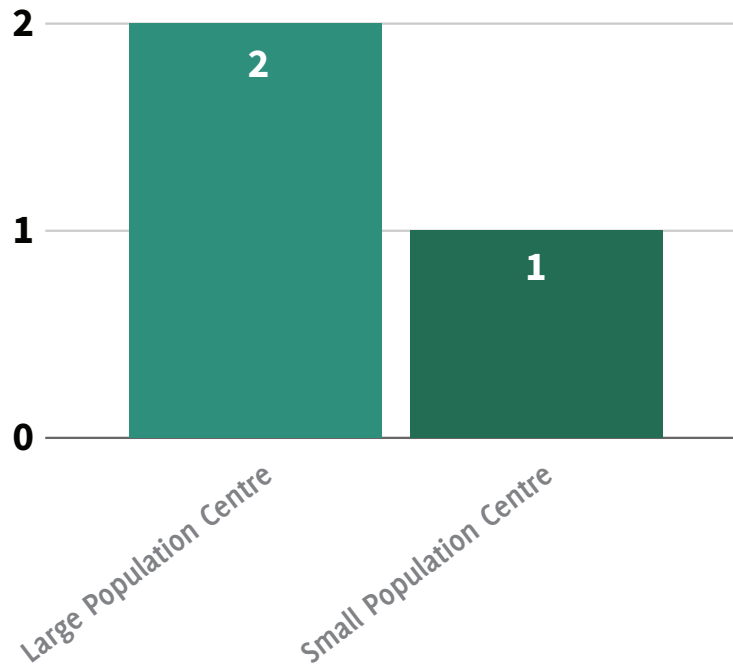


Gender Breakdown

0%
Male

100%
Female

Geographic Breakdown of Respondents



Recreation Facility Manager

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$87,355 - \$107,979	0.2173	Full-time	Various PD Budgets Available	Post-secondary Education	36.83

There are numerous types of recreation facilities such as pools, arenas, parks and open spaces, and leisure centres. Recreation Facility Managers are responsible for the overall management, direction, coordination, budget, and supervision of facility operations. They are also responsible for ensuring specific performance measure are achieved, participation is maximized and facility use is optimized through operation of the facility.

Also Known As

Parks Recreation and Facilities Manager, Recreation Facilities Supervisor, Manager of Facilities and Parks, Facility Manager, Parks and Facility Manager, Complex Coordinator Recreation (Regions), Recreation Facilities Manager, General Manager, Facilities Manager, Recreation Facilities Coordinator, Leisure Centre Manager, Supervisor – Sportsplex

Responsibilities

- Overall management, direction, coordination, and supervision of facility operations
- Achievement of performance measures
- Optimize facility usage
- Facilitate decision making among staff including hiring, mentoring, training, scheduling, and termination
- Developing policy and planning documents
- Allocation and control of resources
- Obtain research to support decision making
- Design and planning of recreation facilities with focus on programming, operation, maintenance, public safety and security
- Oversee maintenance and cleanliness of recreation facilities
- Management of user experiences within recreation facilities
- Evaluation and report writing (e.g. lifecycle)
- Presentations to public, decision-makers and other stakeholders
- Budget, grant and contract development and implementation
- Develop and maintain positive working relationships and partnerships with various community groups, regulatory bodies, and other departments in the organization.

Working Conditions

Recreation facility managers work in a dynamic, high profile environments. This requires individuals who are capable of problem solving, good judgement and decision-making. Facility, staff, and customer issues can be stress inducing and political in nature.

Personal Characteristics

- Knowledge of facility management – can be facility specific
- Business skills
- Customer service skills
- Value research for decision-making
- Ability to work effectively in highly stressful situations
- Understand market driven approach
- Leadership and team building skills
- Excellent written and oral skills
- Ability to establish cordial relations
- Strong organizational and time management skills
- Maintain confidentiality and consideration when dealing with staff and volunteers
- Strong working knowledge of relevant provincial and municipal legislation policies and programs

Requirements

- Post secondary degree or diploma in a Park or Recreation Management, Natural Resources or Environmental Management, Business Administration, Recreation Administration, Physical Education, Tourism and Hospitality
- 3 – 10 years of experience, including supervisor experience
- Equivalent combination of education and experience
- Certifications depend on the type and size of recreation facility
 - Arena Operator Level I (II – an asset)
 - Parks and Sports Fields Level I (II – an asset)
- National Lifeguard Service Certificate
- Aquatic Emergency Care Award
- Swimming Pool Operators Certificate
- Level II AARFP
- Lifeguard certification
- Herbicide Applicators License
- Certified Landscaper
- Pool Operators Level I
- Facility Maintenance Training

Other Requirements

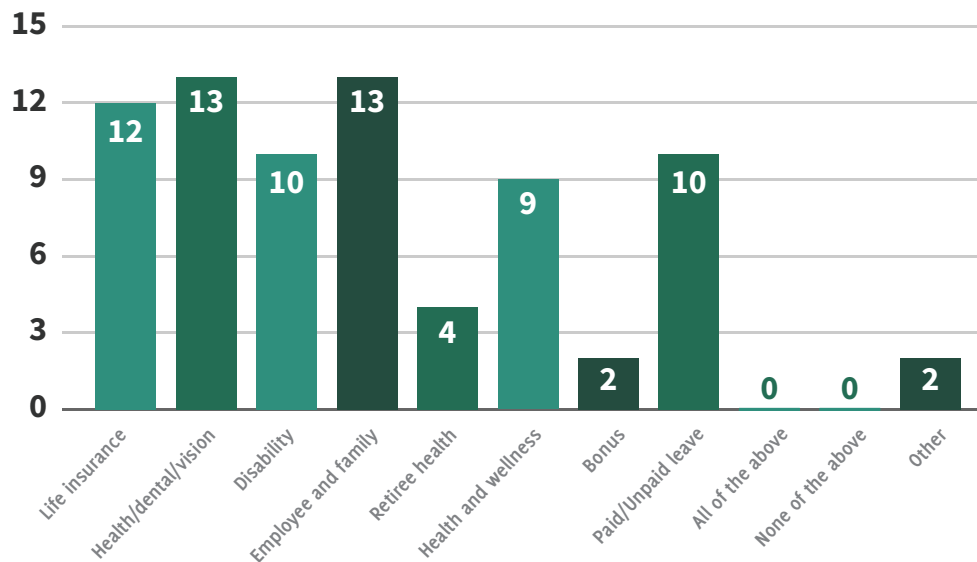
- Valid class 5 drivers license
- Clean Criminal Record Check and Vulnerable Sector Check
- First Aid Certificate
- Proficiency with Microsoft Office Suite

Remuneration

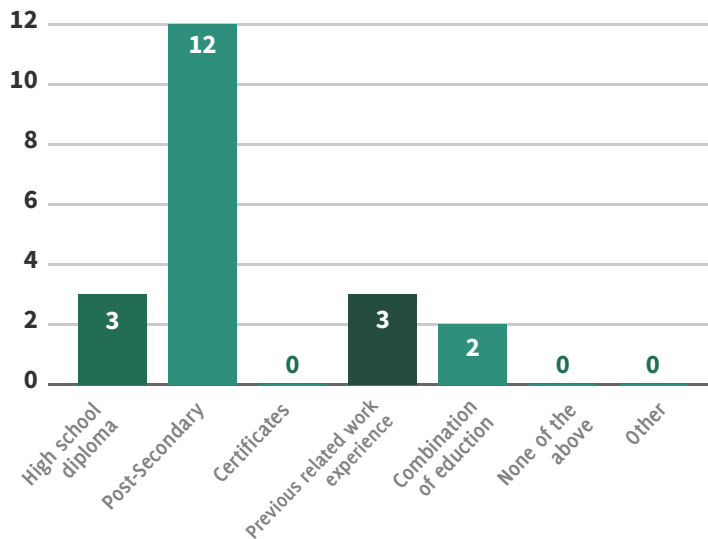
Based on 2 entries, the average rate for hourly employees is \$40.70

Based on 12 data points, the average minimum for salaried employees is \$87,355.41 and the maximum is \$107,978.58

Benefits



Education



Types of Employment

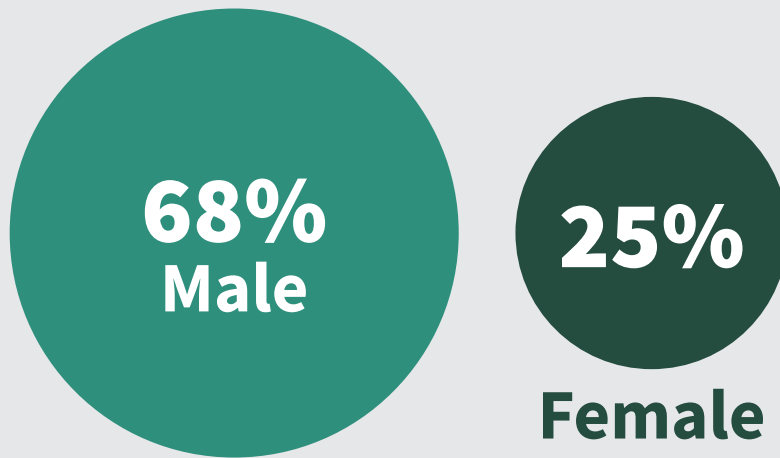


0%
Seasonal

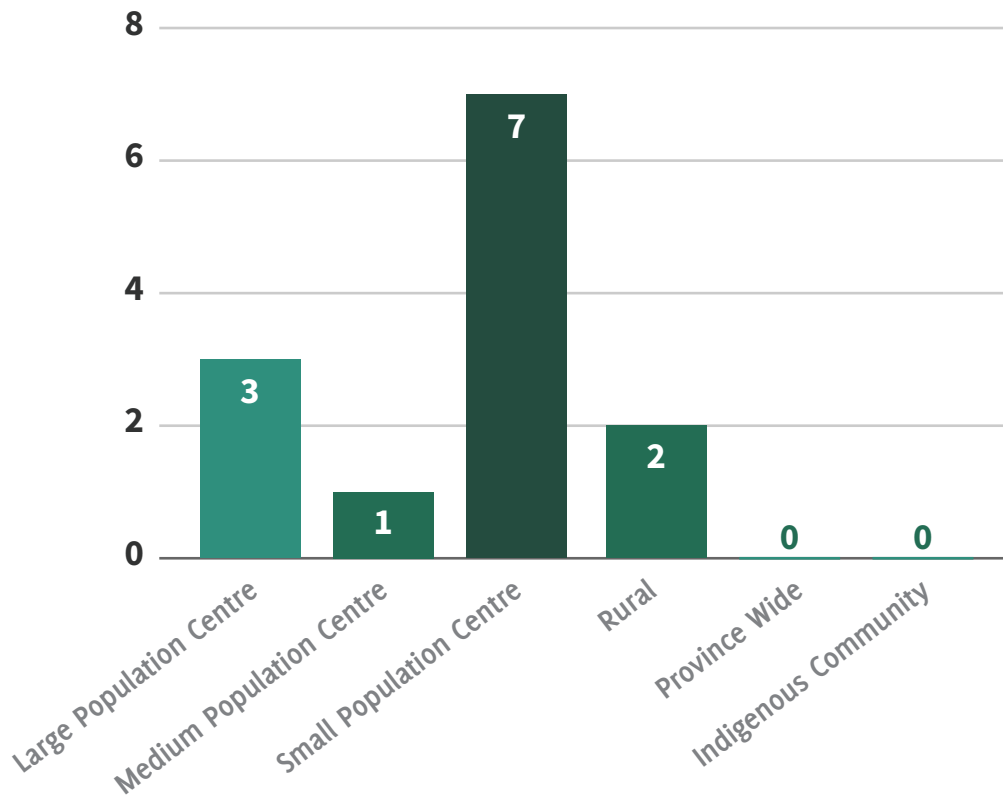
0%
Casual

0%
Part-time

Gender Breakdown



Geographic Breakdown of Respondents



Recreation Facility Operations Supervisor

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$86,994 - \$108,256	0.2253	Full-time	\$401 - \$700	Post-secondary Education	39

The Recreation Facility Operations Supervisor is responsible for all aspects of the facility. Operations, maintenance and capital projects of the facility are under the purview of the Recreation Facility Operations Supervisor.

Also Known As

Aquatic Operations Supervisor, Head Ice Maker, Maintenance Supervisor, Recreation Operations Coordinator, MultiRec & Parks Operations Supervisor, Operations Manager, Parks & Facilities Maintenance Manager

Responsibilities

- Staff and public safety at the recreation facility
- Overall management, direction, coordination, and supervision of facility operations
- Achievement of performance measures
- Facilitate decision making among operation staff including hiring, mentoring, training, scheduling, and termination
- Researching, developing and implementing innovative, comprehensive and effective training for facility operators
- Develop and maintain operation manuals, preventative measures, checklists, procedures and guidelines for recreation facilities
- Oversee maintenance and cleanliness of recreation facilities
- Evaluation and report writing (e.g. lifecycle)
- Assist facility manager and/or prepares budget, grant and contract development and implementation
- Develop and maintain positive working relationships and partnerships with various community groups, regulatory bodies, suppliers and other departments in the organization.

Working Conditions

Recreation Facility Operations Managers work with dangerous equipment and chemicals and require proper safety procedures to handle and implement properly. At times, irregular working hours include evenings, weekends and on-call shifts.

Personal Characteristics

- Knowledge of facility management – can be facility specific
- Customer service skills
- Ability to work effectively in highly stressful situations
- Leadership and team building skills
- Strong organizational and time management skills
- Strong working knowledge of relevant provincial and municipal legislation policies and property management systems
- Sound organizational, oral and written communication skills
- Able to operate, inspect and evaluate equipment typically used in recreation facilities
- Ability to work with considerable independence

Requirements

- Post secondary diploma in Recreation Administration, Business Administration, Project Management, Facility Management, Horticulture or related field
- 3 – 5 years of experience, including supervisor experience
- Standard First Aid with CPR Level C
- Certifications depend on the type and size of recreation facility
 - Red Cross Pool Lifeguard or Lifesaving Society National Lifeguard
 - Red Cross Water Safety instructor
 - AARFP Pool Operator Level I & II
 - WHIMS & Transportation of Dangerous Goods
 - Red Cross Lifeguard Instructor or Lifesaving Society National Lifeguard Instructor
- Red Cross First Aid Instructor – an asset
- Ice Technician Certification
- Fifth class System Engineer Certification
- Leadership for Safety Excellence Certificate required
- Building Maintenance II
- Arena Operator II
- Power Engineering V – an asset
- Parks and Sport Field I & II
- Supervisory or Aquatic Management certifications
 - Lifesaving Society Head Lifeguard
 - S.E.E. Auditor
 - Aquatic Management training
 - AARFP Supervisory Skills Certification – an asset

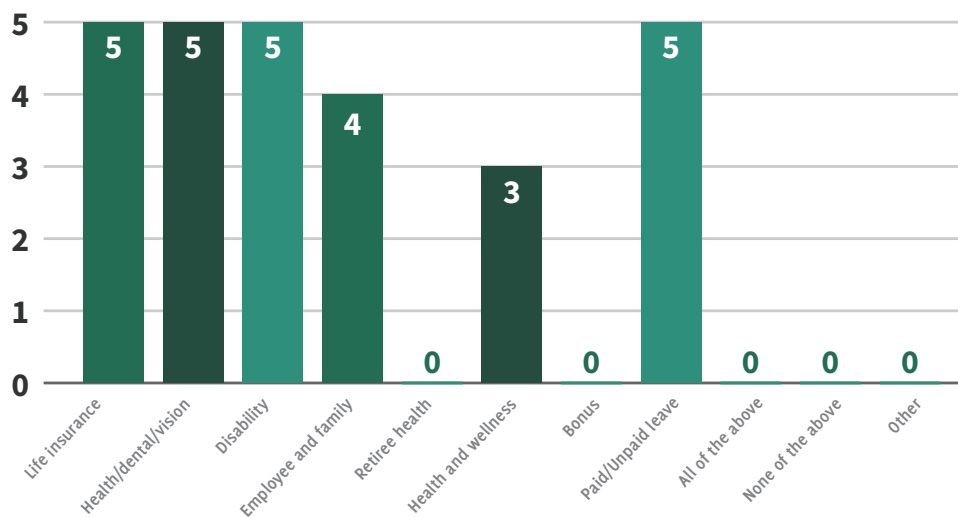
Other Requirements

- Working experience of pneumatic and DDC controls, HVAC systems, building automation, building drawings, and low pressure heating boilers
- Clean Criminal Record Check and Vulnerable Sector Check
- Valid Class Alberta Drivers License

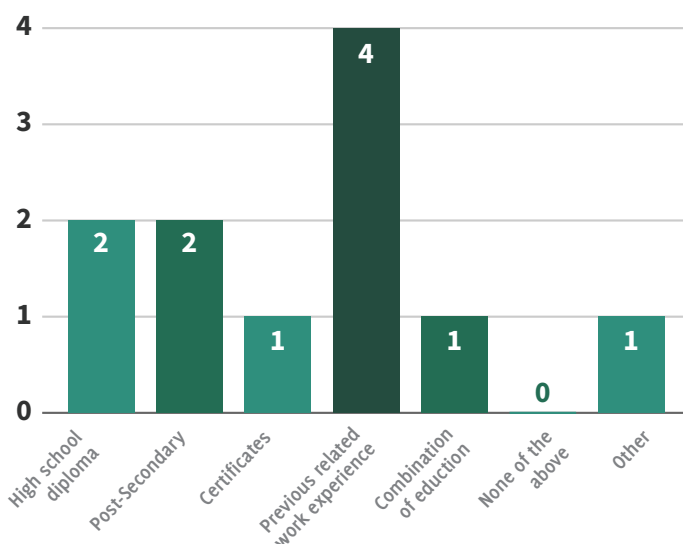
Remuneration

Based on 3 data points, the average minimum for salaried employees is \$86,994.32 and the maximum is \$108,255.94

Benefits



Education



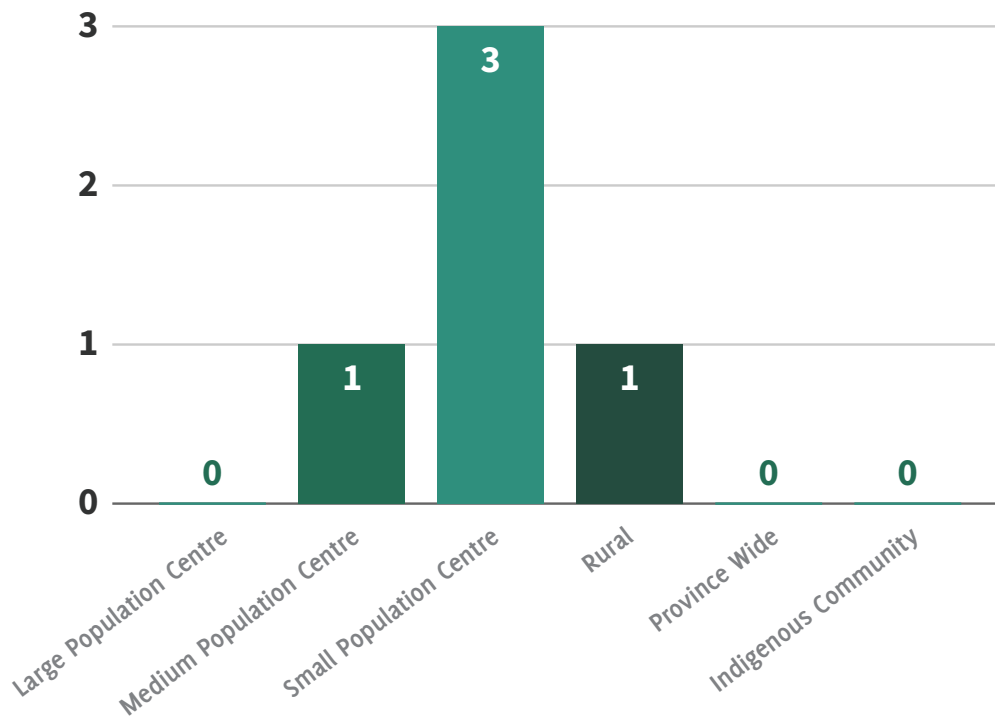
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Recreation Facility Operator/Specialist/Labourer

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$27.25 /hr \$65,088 - \$79,573	0.2261	Full-time, Part-time, Seasonal, & Casual Positions	\$401 - \$700	Post-secondary Education	39.51

Recreation Facility Operators/Specialists/Labourers are responsible for the preventive and remedial maintenance related to the safe operation of municipal facilities and equipment.

Also Known As

Parks & Arena Attendant, Arena Operator I, Facility Maintenance Coordinator, Facility Maintenance Operator, Facilities Maintenance, Operator I, Operator II, Operator III, Custodial Lead, Operations Supervisor, Ice and Grounds Attendant, Operator I Arenas, Operator II Facilities, Building Operator, Ice Crew, Arena Attendant, Community Services Labourer, Recreation Facilities Attendant, Facility Supervisor, Operator Turf, Parks & Open Space Operator, Public Services Labourer, Facility Maintenance Manager, Maintenance Supervisor, Arena and Parks Operator, and Parks and Recreation Operator

Responsibilities

- Perform and arrange preventative maintenance.
- Maintain a safe and clean environment with exceptional customer service.
- When required, requests services of a licensed professional to complete tasks. Supervises trades and sub trades during installation, repairs or maintenance.
- Supervise, hire, train, and evaluate Operators (I, II, & III when applicable).
- Assist in the development and maintaining current major facility maintenance plans.
- Approve for payment, invoices for which he/she has authorization.
- Daily inspection and maintenance of specific facility equipment including but not limited to, ice, HVAC, parks, pools, sportfields, trails, washrooms, etc.
- Operate and conduct preventative maintenance on small equipment and tools necessary to the position.
- Logging all building and safety reports and ensuring effective communication and delegation.
- Work with and assist other departments when applicable.
- Understanding and general knowledge of facility layouts, public and special event schedules, and emergency procedures. Including setup and tear down.
- Assist with snow removal, street construction, landscaping and maintenance,

Working Conditions

Recreation Facility Operators/Specialists/Labourers will be working individually, in a crew, or supervising crews. The environment will vary depending on the facility but may include dangerous equipment and/or environments (maintenance rooms, outdoor in all weather, etc.). On call work is expected both weekday evenings and weekends.

Personal Characteristics

- Interpersonal skills that require effective written and verbal communication
- Excellent member/employee/service contractor relationship skills
- Supervisory skills
- Excellent troubleshooting and diagnostic skills; perceptive problem solver
- Mechanically inclined with the knowledge and ability to operate machinery and equipment
- Repetitive workload that may be physically demanding. Ability to lift approximately 50 lbs.
- Excellent customer service
- Effective time management skills

Requirements

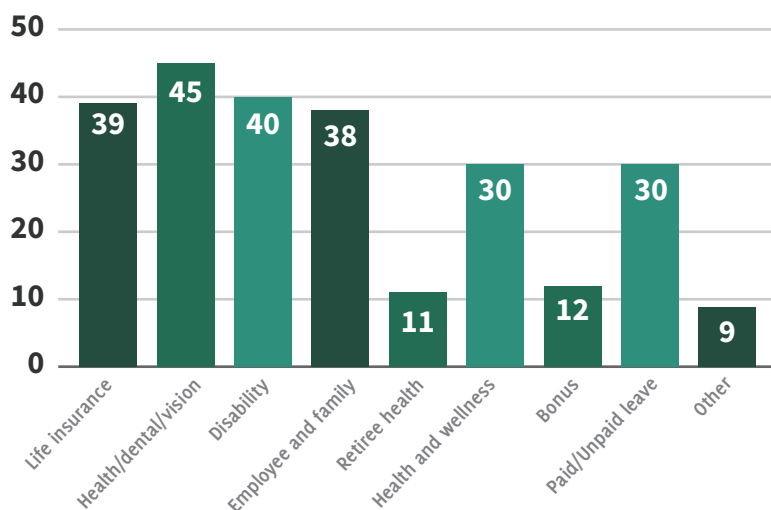
- 2 - 5 years of related experience (facility or municipal experience)
- Minimum of grade 12 or equivalent
- Various certifications
- Arena Operator I & II
- Sports Fields Operator I & II
- Building Maintenance I & II
- Swimming Pool Operator I & II
- Level I Supervisory Skills for Facility Operators
- Playground Inspector Certification
- Valid Class 5 Driver's License with an acceptable driver's abstract
- Standard First Aid and CPR
- WHMIS certification
- RCMP Vulnerable Sector Check and Security Clearance

Remuneration

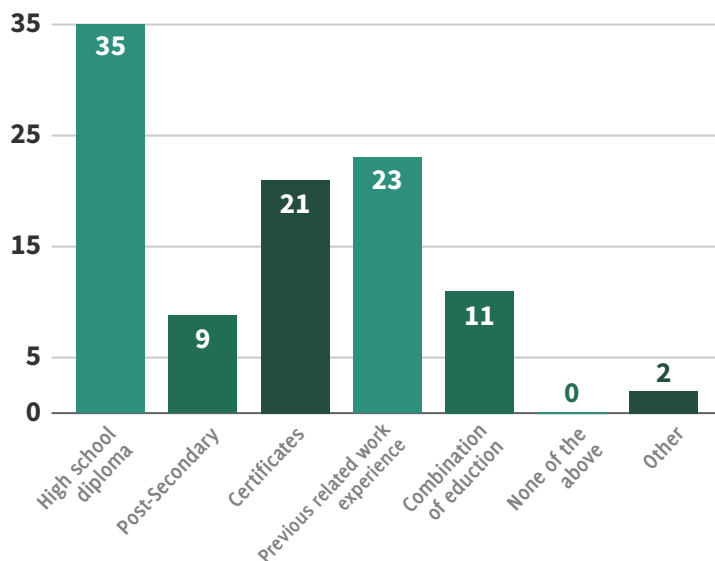
Based on 30 entries, the average rate for hourly employees is \$27.25

Based on 9 data points, the average minimum for salaried employees is \$65,088.23 and the maximum is \$79,572.99

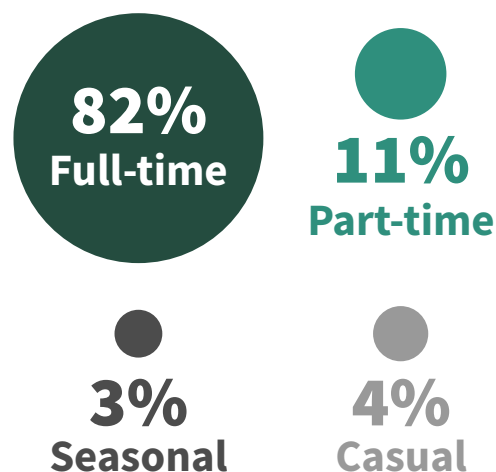
Benefits



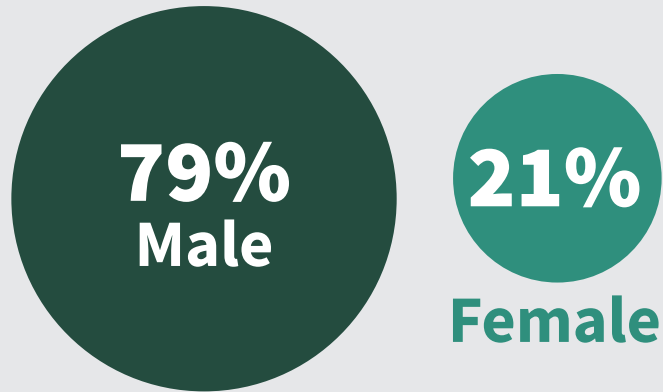
Education



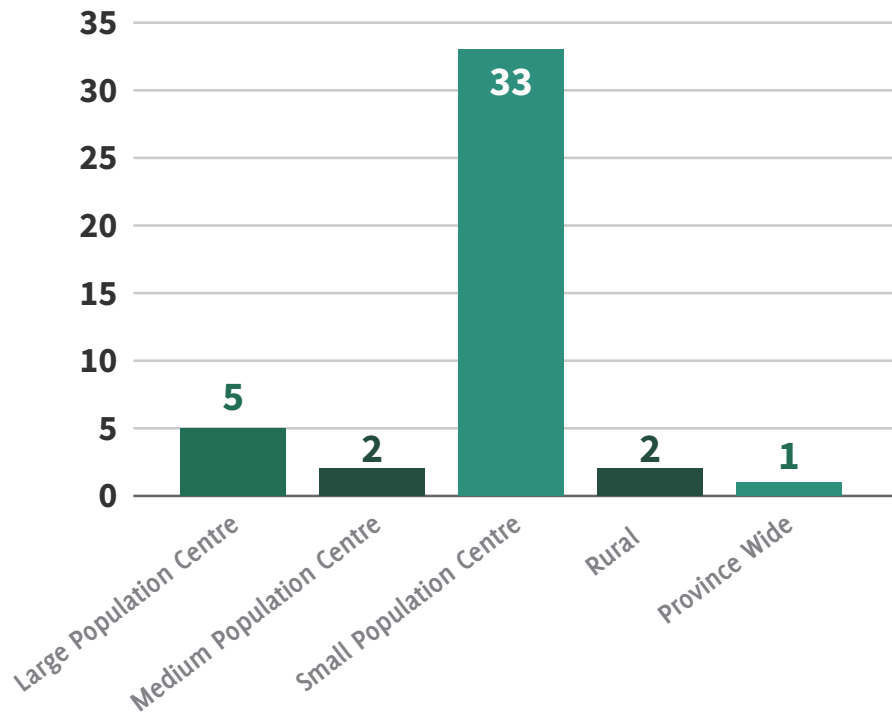
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Recreation Programmer

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$29.02 /hr \$70,103 - \$88,190	0.2173	Full-time, Part-time, Seasonal & Casual Positions	Various PD Opportunities Available	Post-secondary Education	37.86

Recreation Programmers plan, implement and evaluate recreational programs that meet the needs of diverse community populations.

Also Known As

Recreation Program Specialist, FCSS/Parentlink Programmer, Community Liaison and Programming Coordinator, Program Coordinator, Community Recreation Program Coordinator, Recreation Program Coordinator, Program Specialist, Rec Program Manager, Recreation Director, Coordinator (General).

Responsibilities

- Research trends in recreation participation
- Identify needs of constituents and maintain high degree of customer service
- Design and develop programs including theme, schedule, objectives, venue, leadership, evaluation, etc.
- Ensure leadership and supervision of staff and volunteers
- Hire, train and supervise staff
- Work with the media and community organizers to promote and market programs and services
- Fund development and manage financial resources, including grants and authorized budget
- Develop and facilitate workshops and training sessions for staff and volunteers
- Develop policies and procedures
- Evaluate and record outcomes of programs and events
- Develop and maintain effective partnerships and sponsorships
- Monthly, annual and long term planning and reporting
- Negotiate contracts for goods and services
- Maintain equipment, supplies and bookings for programs and events
- Provide facility support

Working Conditions

This position may involve weekends and evenings. Duties are performed mainly indoors. A recreation programmer works with a diverse population and will involve public relations and liaising with community agencies. Programmers work in dynamic environments, have a lot of contact with people and experience high levels of stress.

Personal Characteristics

- Possesses strong leadership skills
- Values volunteers and staff
- Excellent oral and written communication skills
- Able to relate to diverse groups and community needs
- Self-directed
- Team player
- Innovative
- High energy
- Organized and resourceful
- Works well under stress
- Able to multi-task
- Effective at time management
- Municipal experience

Requirements

- Post secondary degree in Kinesiology, Fine/Performing Arts, Education (e.g. Bachelors of Health and Physical Education, Athletic Therapy, Ecotourism and Outdoor Leadership, Physical Literacy, Sport and Recreation Management, Recreation Administration)
- Two-year diploma in programs as listed above
- 2 – 5/10 years of experience including supervision of staff, and programming and event coordinating
- CPRC – First Aid

Other Requirements

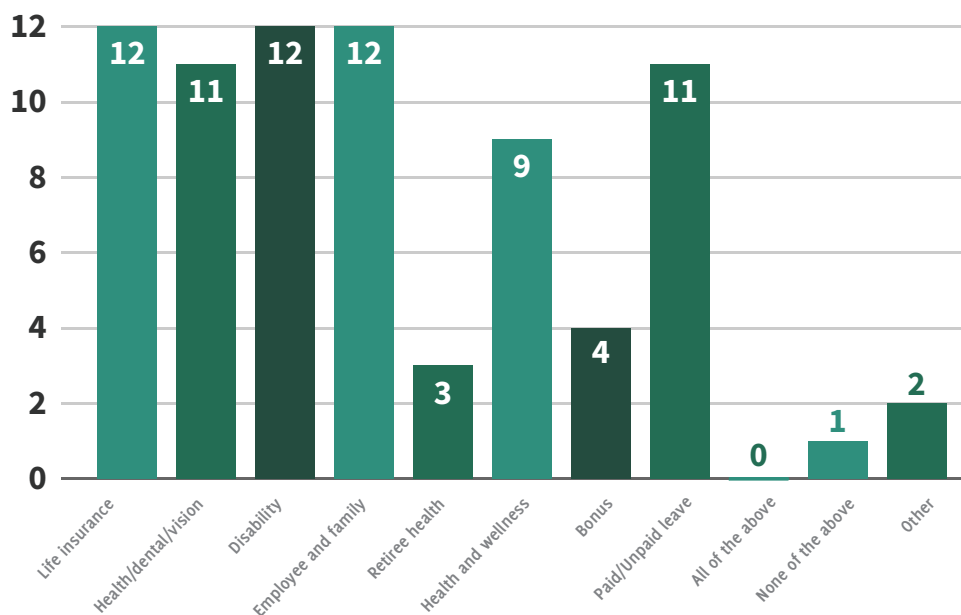
- Knowledge and/or experience in utilizing graphic programs such as: Adobe Illustrator and InDesign
- Personal Trainer Certification
- Alberta Fitness Leader Certification, National Coaching Certification Theory I and II, and National Coaching Certification Technical Level I
- National Lifeguard Certification. Red Cross Water Safety Instructor Certification, Life Saving Instructor Certification, and National Lifeguard Instructor.
- High Five – PHCD & Quest 2 Certification

Remuneration

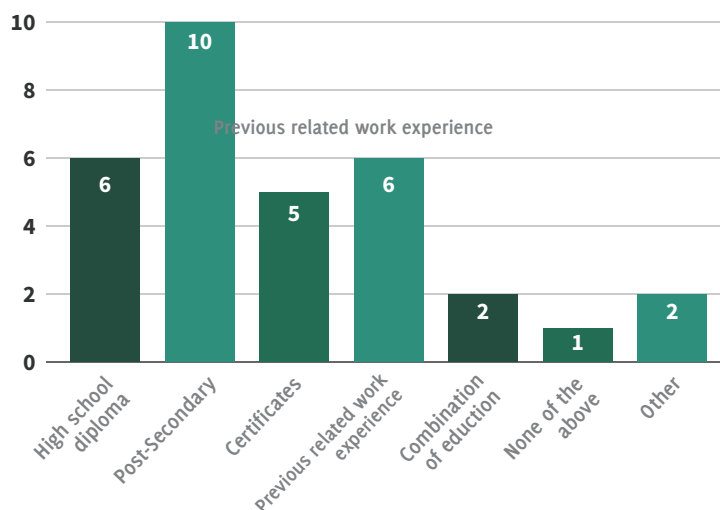
Based on 6 entries, the average rate for hourly employees is \$29.02

Based on 10 data points, the average minimum for salaried employees is \$70,102.92 and the maximum is \$88,189.52

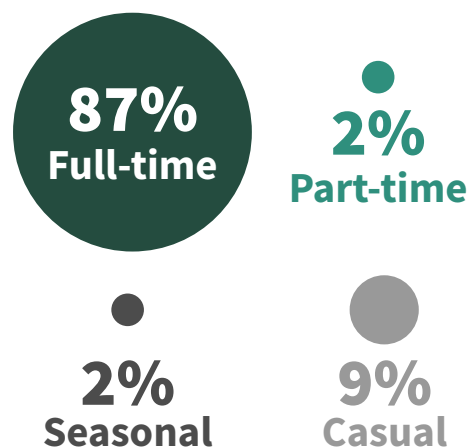
Benefits



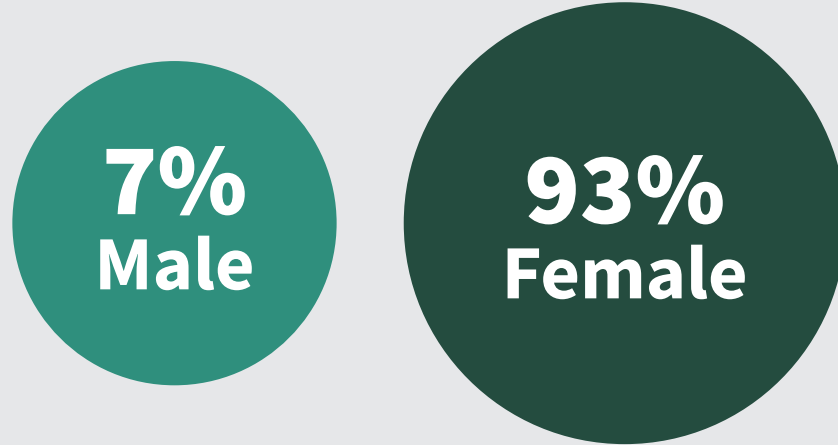
Education



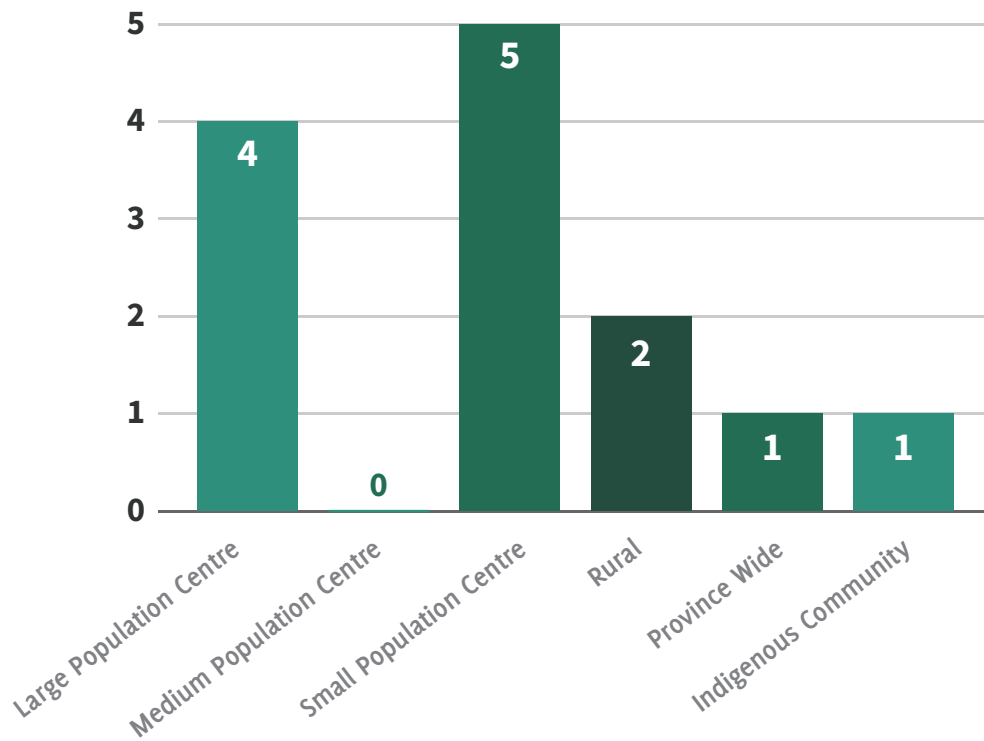
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Recreation Therapist

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$34.97 /hr \$47,000 - \$56,333	0.2168	Full-time, Part-time & Casual	No PD Budget Available	Post-secondary Education	36.90

Therapeutic Recreation provides recreation services and leisure experiences to help people with physical, cognitive, social or emotional limitations. Recreation therapists assess individual's leisure needs and then plan, implement and evaluate outcomes. Services are offered in clinical, residential and community based settings.

Also Known As

Recreation Therapist, Recreation Therapist I, Recreation Therapist II

Responsibilities

- Assessment of patient history for clinical recreation needs of patients
- Development, implementation, and evaluation of programs and interventions
- Program development
- Program delivery and implementation
- Monitoring and evaluation of program effects on recreation programs and events
- Professional development/continuing education
- Safety and wellbeing of patients
- Collaboration and/or supervision with interdisciplinary team
- Documentation of patient healthcare records
- Liaises with community groups and resources
- Participates in the development of departmental policies and procedures.
- Trains and supervises practicum students and volunteers

Working Conditions

Typical work week from Monday to Friday with occasional evening and weekend work with the possibility of travelling. Recreation Therapist may be required to be on their feet for extended periods of standing and walking. Overall good physical and mental health is critical. Recreation Therapists participate in client transfers as required.

Personal Characteristics

- Ability to work with people with varying abilities
- Value the potential of recreation in enhancing quality of life
- Able to observe confidential information
- Able to demonstrate professionalism
- Values continued learning and professional development
- Determined to measure the outcomes of programming
- Ability to work well with others
- Able to document, communicate, and organize records
- Able to work independently

Requirements

- Bachelors degree in Recreation Therapy, Leisure Studies, Recreation Administration or a related field
- Registration and maintained membership with Alberta Therapeutic Recreation Association
- 2 years of experience as a Recreation Therapist
- CPR & First Aid

Other Requirements

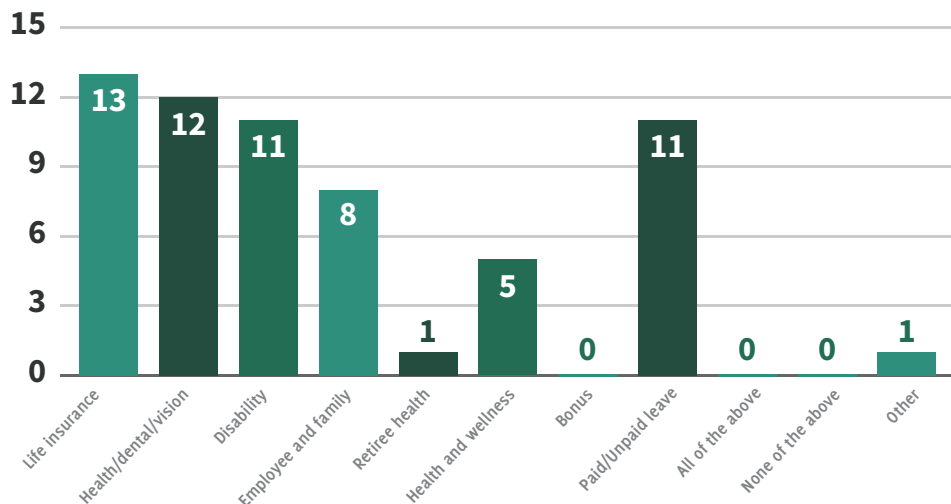
- Certified Therapeutic Recreation Specialist (CTRS) designation is an asset

Remuneration

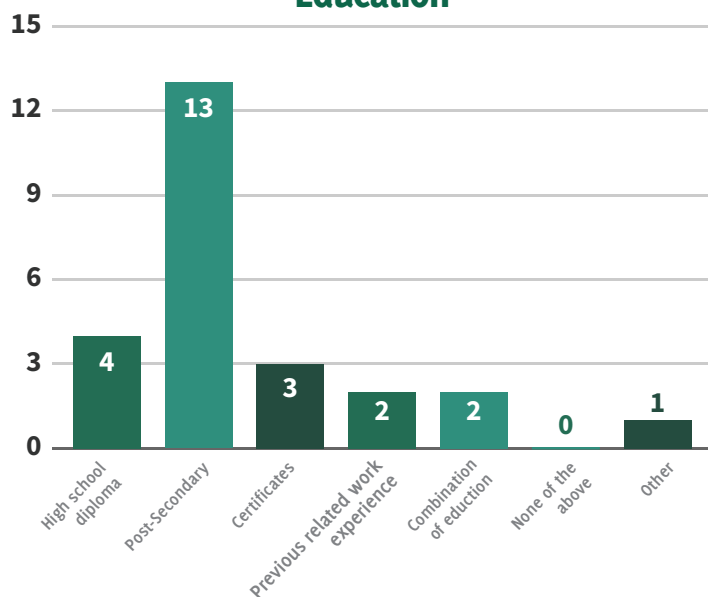
Based on 10 entries, the average rate for hourly employees is \$34.97

Based on 3 data points, the average minimum for salaried employees is \$47,000 and the maximum is \$56,333.33

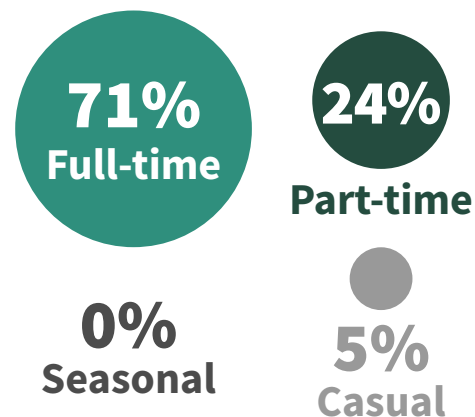
Benefits



Education



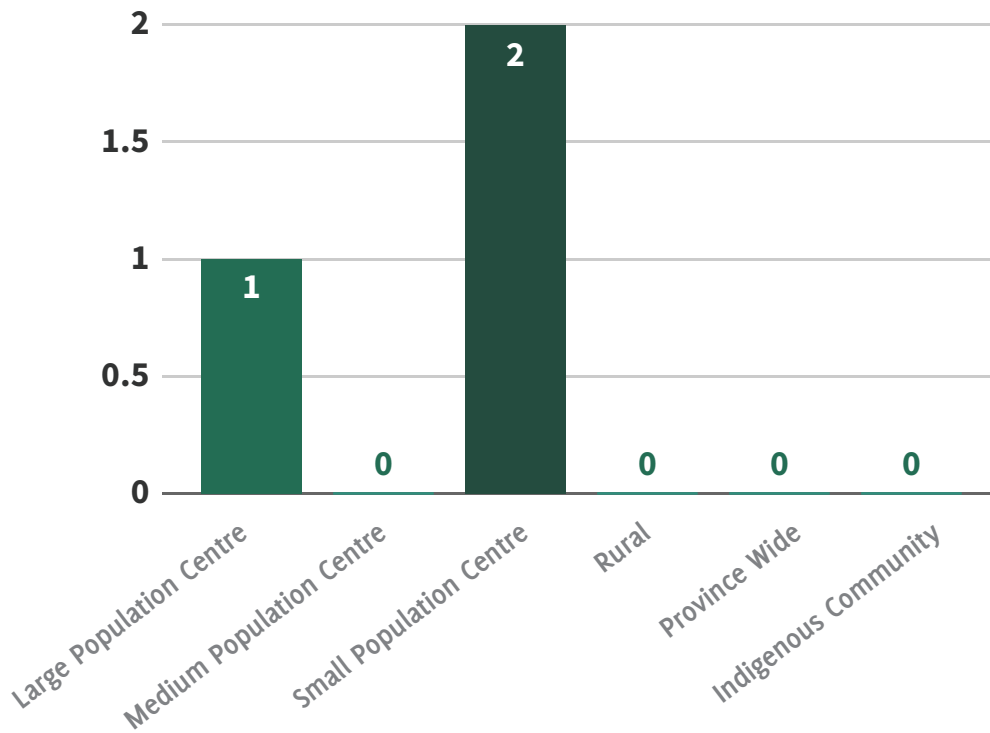
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Recreation Therapy Aide

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$18.02 /hr	0.1887	Full-time, Part-time & Casual	\$100 - \$400	High School Diploma	37.5

Under the supervision and direction of the Recreation Therapist, the Recreation Therapy Aide assists in the assessment, planning, implementation and ongoing evaluation of therapeutic recreation programs. The Recreation Therapy Aide assist in the rehabilitation process of the client and to encourage functioning at their maximum potential of independence.

Also Known As

Wellness Aide, Recreation Aide, Recreation Therapy Aide, Therapy Aide

Responsibilities

- Assists in the development, implementation, and evaluation of programs and interventions
- Program delivery and implementation under the supervision of a Recreation Therapist
- Assist in the monitoring and evaluation of program effects on recreation programs and events
- Professional development/continuing education
- Safety and wellbeing of patients
- Collaboration and/or supervision with interdisciplinary team
- Documentation of patient healthcare records
- Observation, documentation and reporting of resident conditions/changes and progress toward planned outcomes to the Recreation Therapist
- Maintain appropriate stock of materials and equipment

Working Conditions

Typical work week from Monday to Friday with occasional evening and weekend work with the possibility of travelling. Recreation Therapy Aides may be required to be on their feet for extended periods of standing and walking. Overall good physical and mental health is critical. Recreation Therapy Aides participate in client transfers as required.

Personal Characteristics

- Ability to work with people with varying abilities
- Value the potential of recreation in enhancing quality of life
- Able to observe confidentiality of information
- Able to demonstrate professionalism
- Values continued learning and professional development
- Determined to measure the outcomes of programming
- Ability to work well with others
- Energetic and compassionate

Requirements

- High School Diploma
- Degree, diploma, or certification in recreation/leisure studies, gerontology
- CPR – First Aid

Other Requirements

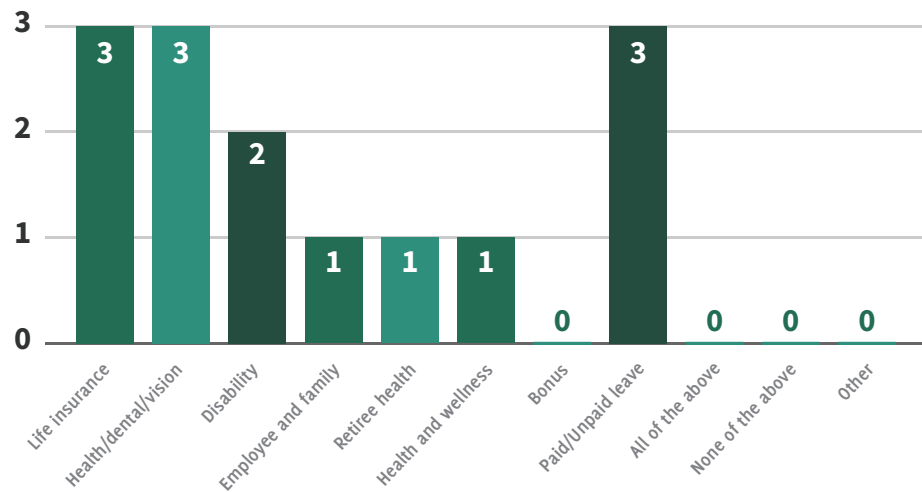
- Proficiency in Microsoft Suite

Remuneration

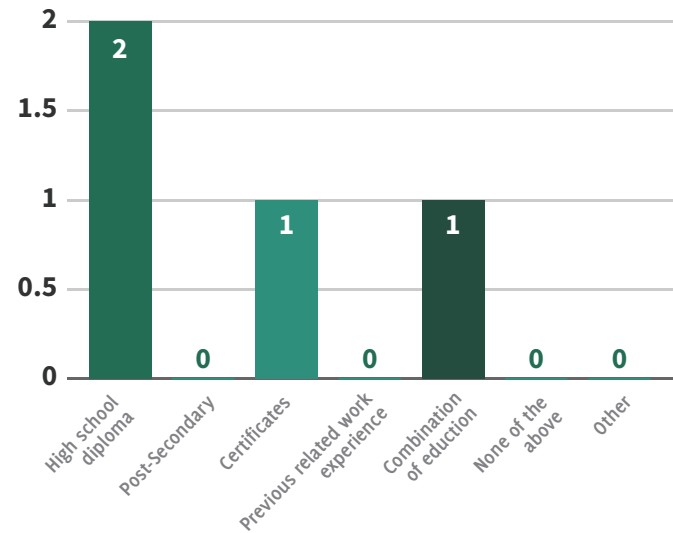
Based on 3 entries, the average rate for hourly employees is \$18.02

No data for salaried employees.

Benefits



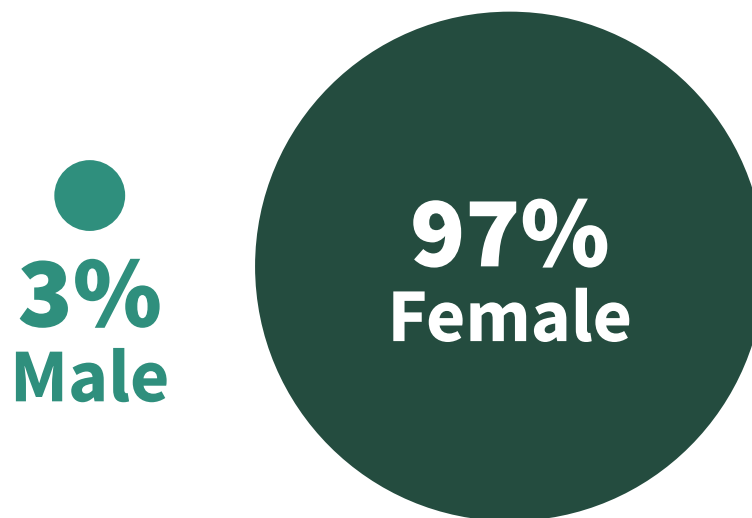
Education



Types of Employment



Gender Breakdown



Recreation Therapy Assistant

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$21.79 /hr	0.2114	Full-time, Part-time & Casual Positions	No PD Budget Available	High School Diploma	33.69

The Recreation Therapy Assistant is responsible for assisting the Recreation Director/Coordinator with the coordination and implementation of recreation programs designed to meet the physical, social, emotional, mental and spiritual needs of the residents.

Also Known As

Recreation Assistant, Occupational/Recreation Therapy Assistant, Recreation Rehab Assistant

Responsibilities

- Professional development/continuing education
- Safety and wellbeing of patients
- Collaboration and/or supervision with interdisciplinary team
- Documentation of patient healthcare records
- Observation, documentation and reporting of resident conditions/changes and progress toward planned outcomes to the Recreation Therapist
- Liaises with and coordinate third party services and individuals to plan and deliver special events, outings, programs in the community
- Program planning that ensures recreational programming is designed to meet the specific needs of the residents or clients

Working Conditions

Typical work week from Monday to Friday with occasional evening and weekend work with the possibility of travelling. At times, strenuous physical activity.

Personal Characteristics

- Customer focused – addressing complaints, creation of a safe environment, and maintains a positive attitude
- Teamwork and collaboration
- Leadership – Creates a positive work environment with staff and volunteers for residents/clients
- Problem Solving
- Accountability and Dependability
- Ability to work with people with varying abilities
- Value the potential of recreation in enhancing quality of life
- Able to observe confidentiality of information
- Able to demonstrate professionalism
- Values continued learning and professional development
- Ability to work well with others
- Able to document, communicate, and organize records
- Able to work independently

Requirements

- High School Diploma
- Must have Recreation Aide Programing or relatable experience and educational background
- CPR – First Aide Certification

Other Requirements

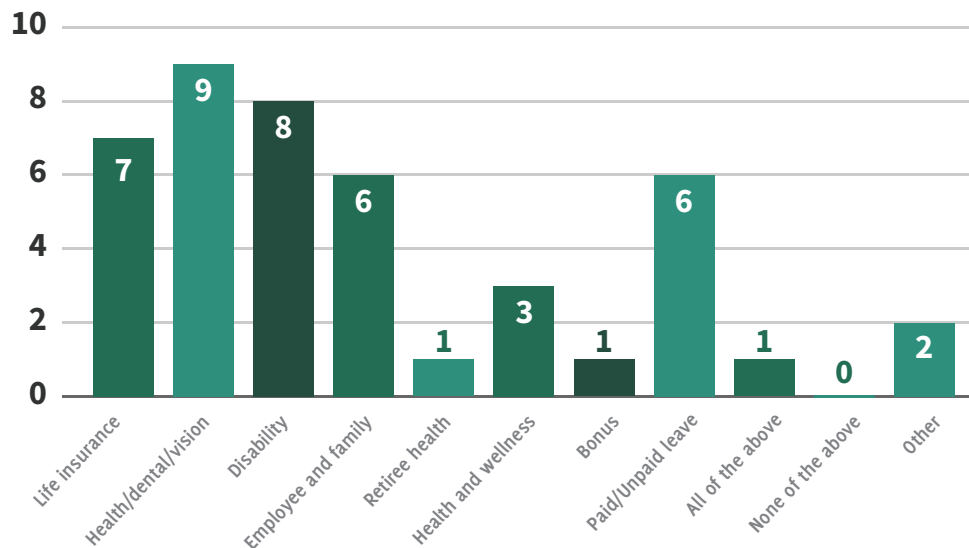
- Rehabilitation Assistant Diploma or equivalent is an asset

Remuneration

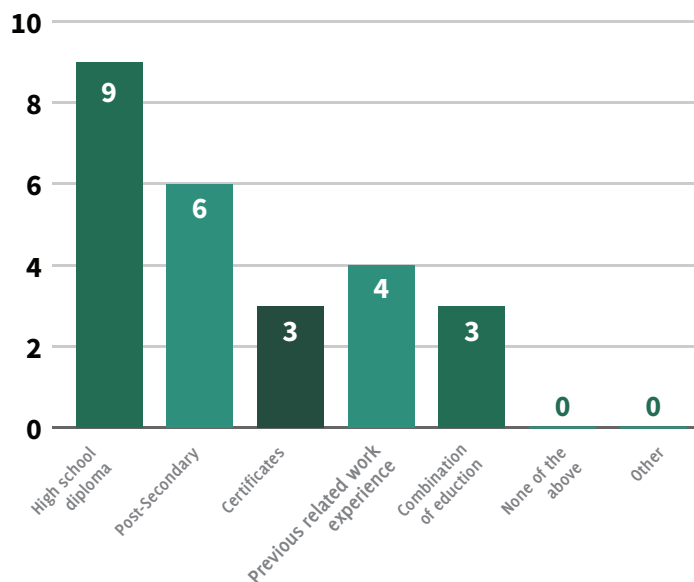
Based on 11 entries, the average rate for hourly employees is \$21.79

Based on 1 data points, the average minimum for salaried employees is \$80,964 and the maximum is \$94,477.50

Benefits



Education



Types of Employment

2%
Full-time

37%
Part-time

33%
Seasonal

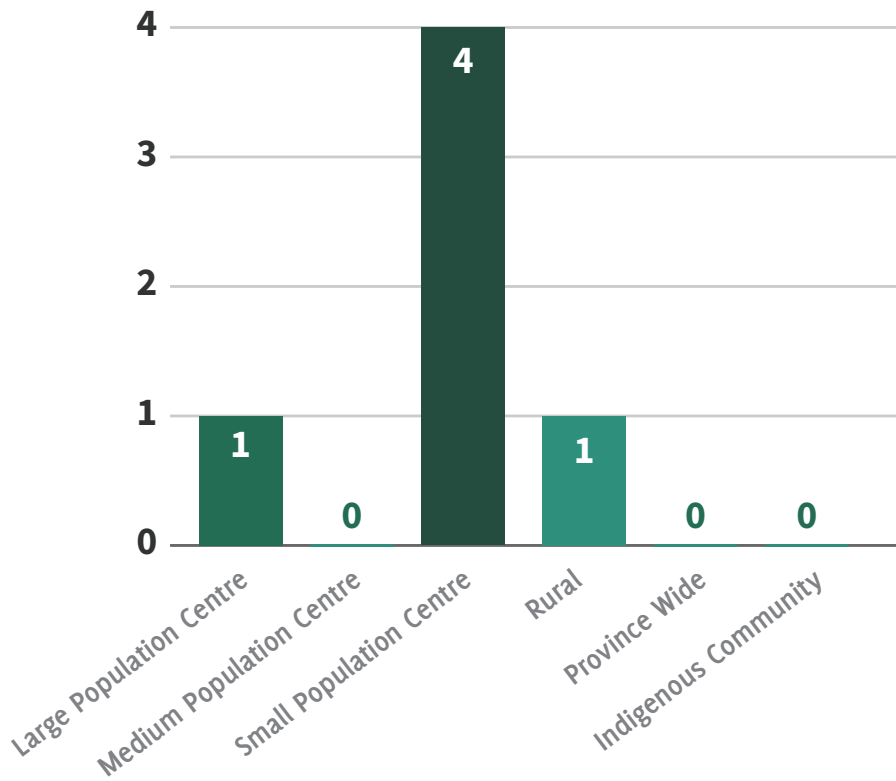
28%
Casual

Gender Breakdown

7%
Male

93%
Female

Geographic Breakdown of Respondents



Recreation Therapy Manager/Coordinator

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$27.70 /hr \$45,250 - \$52,500	0.2168	Full-time & Part-time Positions	Various PD Budgets Available	Post-secondary Education	39.64

Recreation Therapy Managers/Coordinators are responsible for the co-creation and implementation of recreation programs and events designed to meet the physical, social, emotional, mental, spiritual wellbeing and needs of residents and clients in a facility.

Also Known As

Wellness Director, Fun Manager, Recreation Coordinator, Director of Recreation, Recreation Therapy Manager, Lifestyle & Program Manager

Responsibilities

- Develops and fosters partnerships within the community
- Liaises with and coordinate third party services and individuals to plan and deliver special events, outings, programs in the community
- Collaborates with the marketing team to develop events that support marketing's business plan for the residents or clients
- Program planning that ensures recreational programming is designed to meet the specific needs of the residents or clients
- Ensure appropriate supply and maintenance of all recreation equipment and supplies
- Ensure all resident/client assessments are current, and maintained with policies, practices and standards.
- Participate in management and designated committee meetings
- Works collaboratively with facility team to maintain high standards of the facility
- Uphold resident's rights and responsibilities and endeavor to respect and promote it
- Establishes and maintains the operating budget for recreation services
- Trains and supervises volunteers

Working Conditions

Typical work week from Monday to Friday with occasional evening and weekend work with the possibility of travelling. At times, strenuous physical activity.

Personal Characteristics

- Customer focused – addressing complaints, creation of a safe environment, and maintains a positive attitude
- Teamwork and collaboration
- Leadership – Creates a positive work environment with staff and volunteers for residents/clients
- Problem Solving
- Accountability and Dependability
- Ability to work with people with varying abilities
- Value the potential of recreation in enhancing quality of life
- Able to observe confidentiality of information
- Able to demonstrate professionalism
- Values continued learning and professional development
- Ability to work well with others
- Able to document, communicate, and organize records
- Able to work independently

Requirements

- Completion of a post-secondary bachelor's degree or diploma in Activation, Gerontology, Recreation/Leisure, wellness, therapeutic recreation Kinesiology or rehabilitation
- Progressive or supervisory experience in an environment in the healthcare or in the hospitality industry and working knowledge of activation programs and mobility restrictions
- 2 – 5 years experience in long-term care, or recreation
- CPR & First Aid

Other Requirements

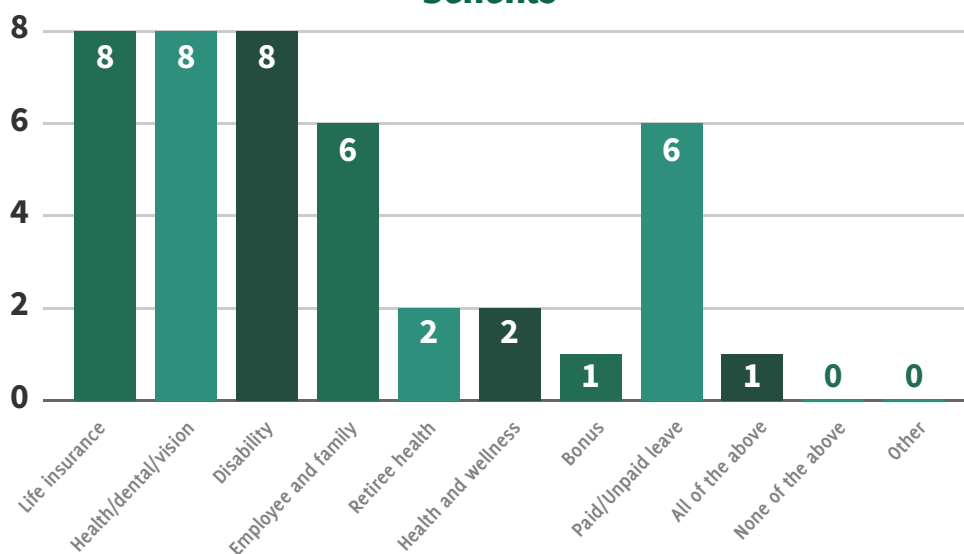
- Certifications or training in gerontology, senior's fitness, Dementia/Alzheimer's, wellness interventions, smartserve, food handling and volunteer management are considered an asset

Remuneration

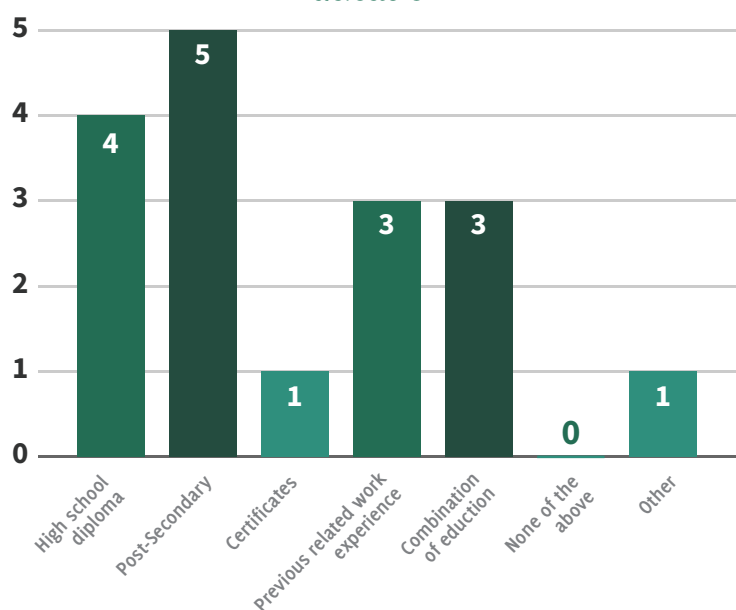
Based on 3 entries, the average rate for hourly employees is \$27.70

Based on 4 (for minimum) 2 (for maximum) data points, the average minimum for salaried employees is \$45,250 and the maximum is \$52,500

Benefits



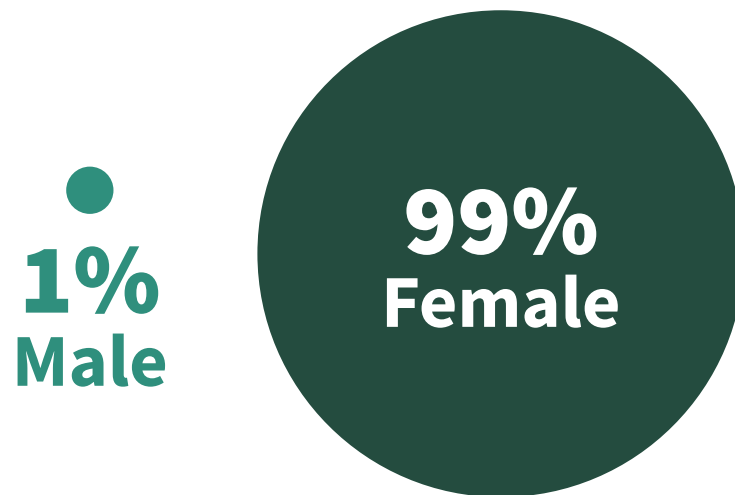
Education



Types of Employment



Gender Breakdown



Special/Major Events Coordinator

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$70,292 - \$85,087	0.2121	Full-time	\$401 - \$700	Post-secondary Education	35.89

Special/Major events coordinators are responsible for planning, developing and implementing a range of special/major events. Special/Major events coordinators work in the government sector, with not-for-profit organizations and with private businesses.

Also Known As

Events and Booking Coordinator, Community Events and Tourism Specialist, Events and Bookings Administrator, Community Events Specialist, Event Coordinator, and Active Living & Event Coordinator

Responsibilities

- Establish and maintain effective working relationships and partnerships with a variety of internal and external contacts including other city departments and contracted event vendors
- Solicit funding for events from corporate sponsors and prepare proposals for grant funding
- Identify and develop events utilizing a variety of resources, partnerships and sponsors
- Booking and facility optimization of user events
- Negotiate, liaison, and coordinate human resources for events
- Provide event management and communication of events before, during and after to event hosts and the city
- Negotiate the type and costs of services to be provided, within a budget
- Management of event safety
- Prepare and deliver promotional campaigns
- Monitor budgets and grants
- Follow up with the client to arrange payment and, after the event, to evaluate the service provided
- Collect and analyze data associated with projects undertaken, and report on project outcomes and prepare event evaluation reports
- Find solutions to problems concerning services or programs provided, or the people affected
- Review and develop administrative systems and procedures

Working Conditions

Special/major event coordinators work in a dynamic, high-pressure environment. Creative thinking and problem solving skills are essential on a daily basis. Evening and weekend work is usually required. At times, high demand and stress working conditions.

Personal Characteristics

- Strong team player
- Leadership skills – Supervisory Skills
- Self motivated
- Able to make decisions
- Strong creativity and artistic ability
- High energy
- Highly organized
- Interpersonal skills

Requirements

- Post secondary degree/diploma in a related area such marketing, administration, event planning, or communications
- 3 – 5 years' experience in event management, hospitality or sales, communications and volunteer leadership
- CPRC – First Aid

Other Requirements

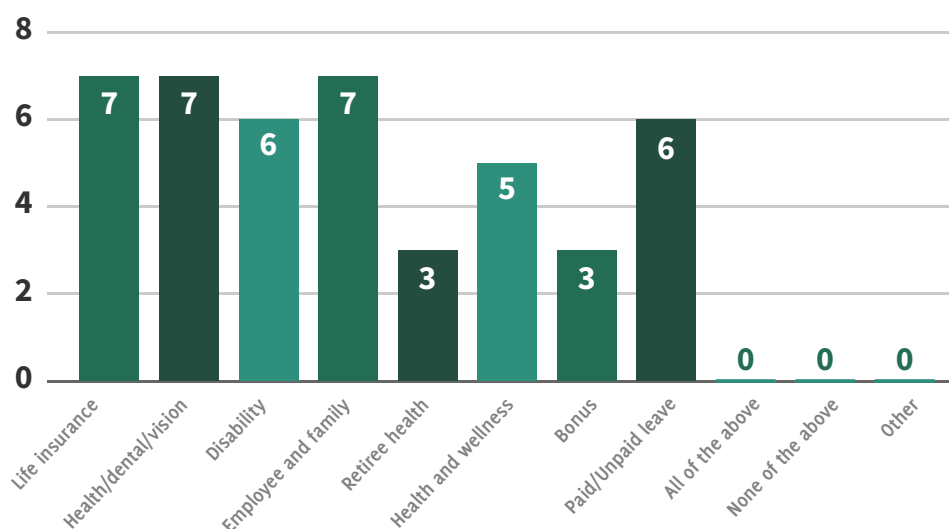
- CLASS knowledge an asset/preferred
- Ability to work flexible hours
- Supervisor Experience
- Strong written and verbal communication skills

Remuneration

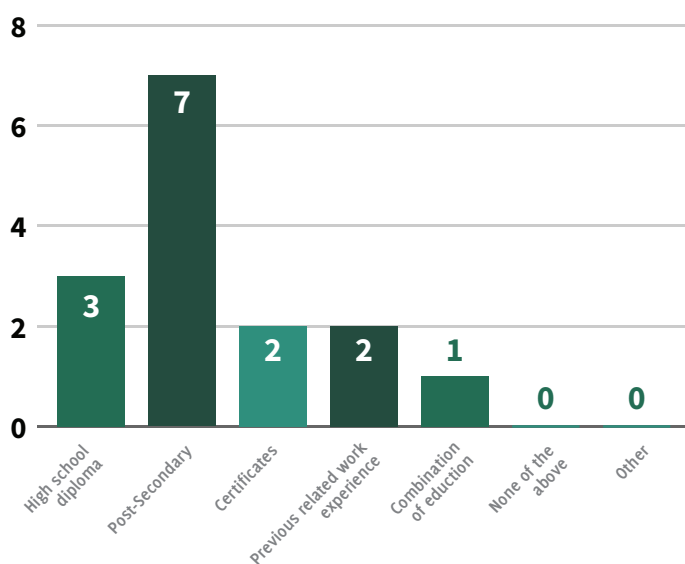
Based on 2 entries, the average rate for hourly employees is \$27.89

Based on 5 data points, the average minimum for salaried employees is \$70,292 and the maximum is \$85,087.40

Benefits



Education



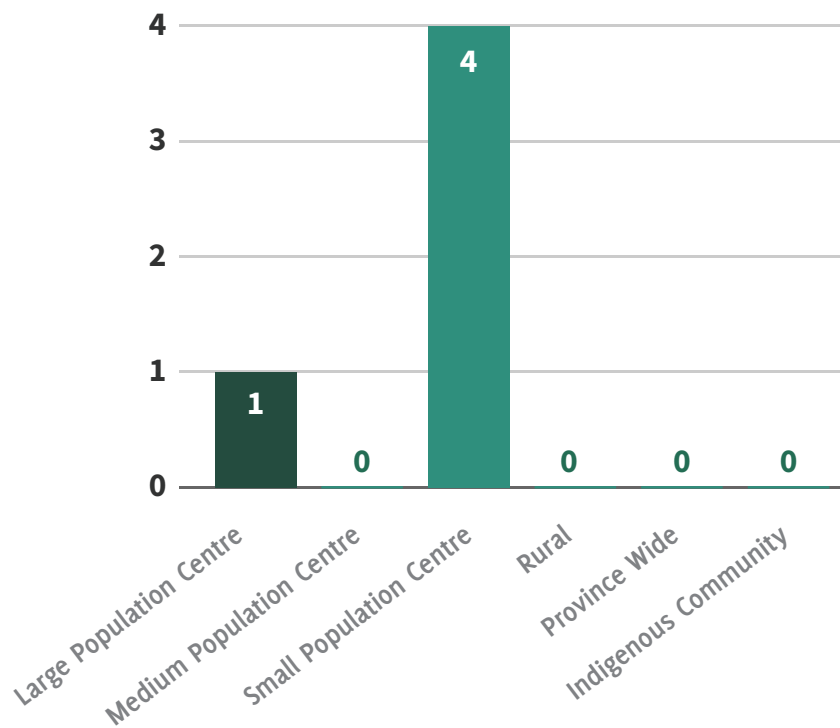
Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents



Youth Program Coordinator

Quick Facts

Earnings	Remote Index Average	Position Type	Average PD Budget	Base Education Requirement	FTE Hours/Week
\$25.71 /hr	0.2168	Full-time & Seasonal Positions	\$401 - \$700	High School Diploma	37.5

Youth Program Coordinators are responsible for creating and maintaining positive and empowering recreation opportunities for youth that promote personal and professional development.

Also Known As

Youth and Teen Director, Youth Program Coordinator, Organized Sport Mentor

Responsibilities

- Liaise with community organizations, boards, committees and mentors
- Prepare and facilitate workshops and group projects
- Able to be a mentor for children and youth
- Assist with funding applications
- Develop an inventory of youth participation programs and models
- Work with various stakeholders like community groups, police, and government ministries to facilitate youth development
- Recruit and train volunteers
- Organize special events
- Manage and control financial resources and budgets
- Supervise staff and volunteers
- Promote and market programs and services

Working Conditions

Youth Development Coordinators may work weekends or evenings. A great deal of time is spent networking with other organizations for support, funding, volunteer recruitment and promotion.

Personal Characteristics

- Excellent oral and written communication
- Strong organizational and administrative skills
- Work effectively with multiple stakeholders
- Excellent interpersonal skills
- Strong problem solving skills
- Able to motivate and inspire others to action – role model
- Self-directed and flexible
- Committed, creative, resourceful and enthusiastic
- Excellent team player
- Able to work with people from diverse backgrounds
- Model effective leadership skills under stress
- Be passionate about children and youth
- High standards of ethics, honesty, and integrity

Requirements

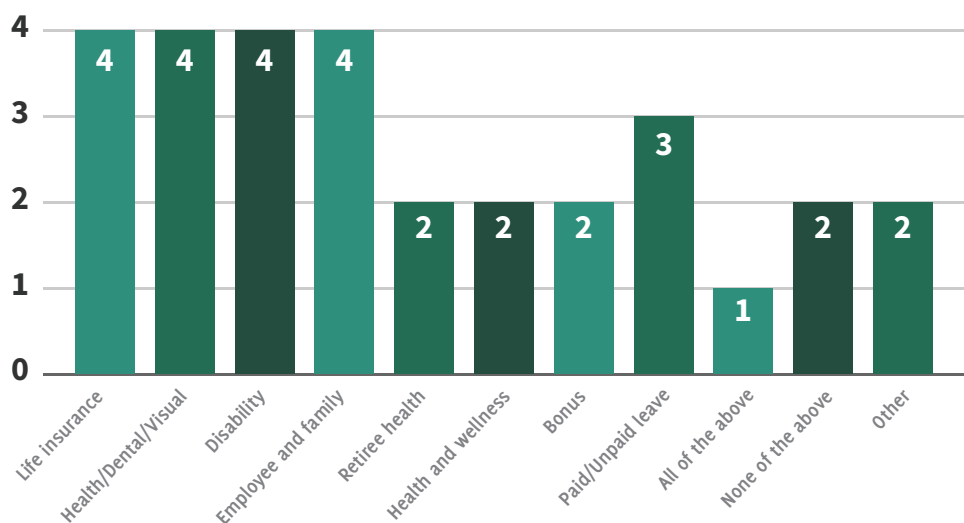
- Minimum of a diploma or certification in recreation, sport administration or relevant field
- Bachelors degree or diploma in recreation, physical education, management (early childhood, social work) or related field
- 3 years' experience with supervisory or management experience
- Standard First Aid and CPR
- RCMP Vulnerable Sector Check and Security Clearance

Remuneration

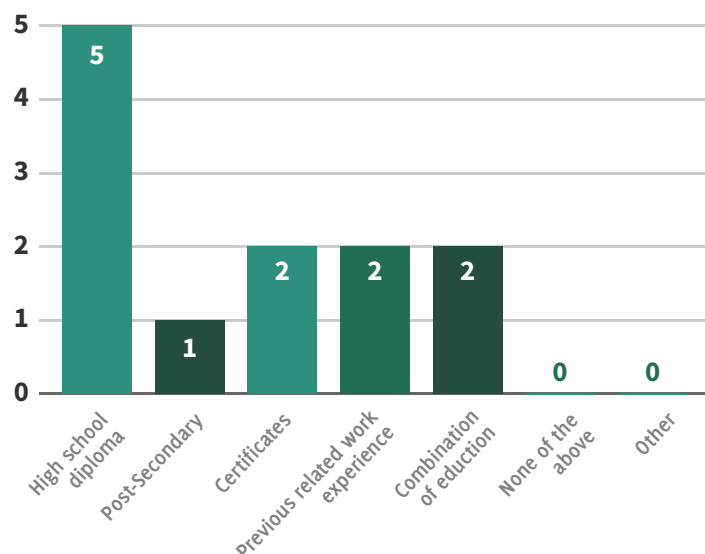
Based on 4 entries, the average rate for hourly employees is \$25.71

Based on 2 data points, the average minimum for salaried employees is \$52,500 and the maximum is \$67,500

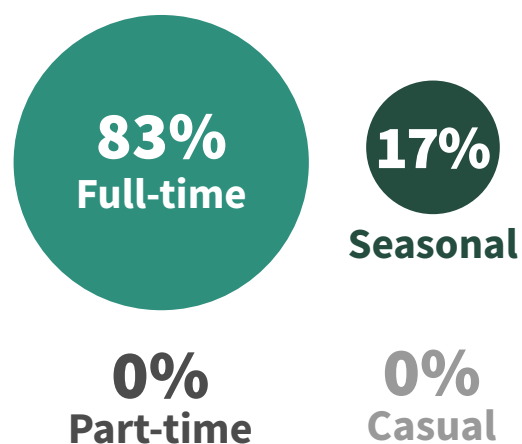
Benefits



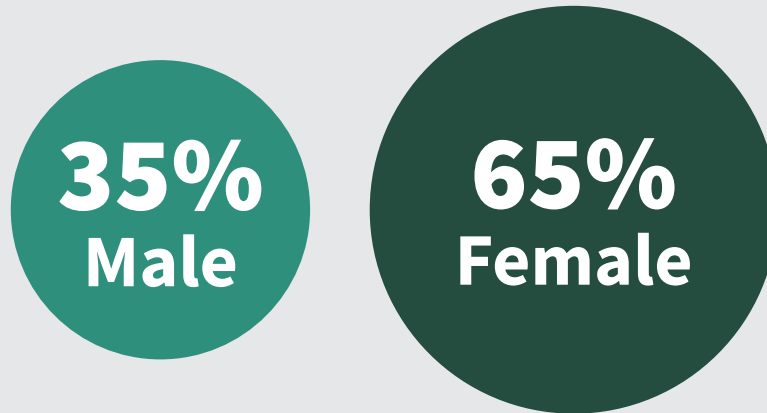
Education



Types of Employment



Gender Breakdown



Geographic Breakdown of Respondents

