



RECREATION GOVERNANCE COMMITTEE MEETING AGENDA

Date: Wednesday, January 27, 2021
Time: 1:00 PM
Location: <https://www.rockyview.ca/>

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A. CALL MEETING TO ORDER	
B. UPDATES/APPROVAL OF AGENDA	
C. APPROVAL OF MINUTES	
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D. APPOINTMENTS	
E. GENERAL BUSINESS	
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File: N/A	
3. Division 2 - Municipal Sustainability Initiative (MSI) Funding – Springbank Recreational Initiatives	188
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F. OTHER BUSINESS	
G. ADJOURN THE MEETING	



RECREATION GOVERNANCE COMMITTEE MEETING MINUTES

Tuesday, December 1, 2020
9:00 AM
Council Chambers
262075 Rocky View Point
Rocky View County, AB T4A 0X2

Present: Chair K. McKylor
Vice Chair J. Gautreau
Councillor M. Kamachi (arrived at 9:02 a.m., participated electronically)
Councillor K. Hanson
Reeve D. Henn
Councillor G. Boehlke (arrived at 9:08 a.m.)
Councillor S. Wright
Councillor C. Kissel (participated electronically)

Also Present: T. Cochran, Executive Director, Community Development Services
Ines Cortada, Manager, Recreation, Parks, and Community Support
A. Panaguiton, Community Services Coordinator, Recreation, Parks, and
Community Support
R. Samuels, Community Services Coordinator, Recreation, Parks, and Community
Support
S. de Caen, Community Services Coordinator, Recreation, Parks, and Community
Support
T. Andreasen, Legislative Officer, Legislative Services
M. Mitton, Legislative Coordinator, Legislative Services

A Call Meeting to Order

The Chair called the meeting to order at 9:01 a.m. with all members present, with Councillor Kissel participating electronically and with the exception of Councillor Kamachi who arrived at 9:02 a.m, who was also participating electronically.

B Updates/Approval of Agenda

MOVED by Councillor Gautreau that the July 27, 2020 Recreational Governance Committee meeting agenda be accepted as presented.

Carried
Absent: Councillor Kamachi
Absent: Councillor Boehlke



C-1 July 27, 2020 Recreational Governance Committee Minutes

MOVED by Councillor Hanson that the July 27, 2020 Recreational Governance Committee meeting minutes be approved as presented.

Carried
Absent: Councillor Boehlke

Councillor Boehlke arrived to the meeting at 9:08 a.m.

D-1 Division 2 - Change of MSI-Funded Project Scope at Springbank Park For All Seasons

Presenter: Lisa Skelton, Springbank Park For All Seasons (SPFAS)

MOVED by Councillor Hanson that the Springbank Park For All Seasons (SPFAS) presentation be received as information;

AND THAT the change in project scope be approved, and that Administration seek Provincial approval for the change in the project scope.

AND THAT once the final project scope and cost is confirmed, Springbank Park For All Seasons be directed to apply for Emergency Funding as per Policy C-317, to fund the gap between the final cost and the approved MSI funds.

Carried

D-2 Division 2 - Springbank Heritage Club Expansion Project Change of Scope Update

Presenter: Val Finch, Springbank Heritage Club (SHC)

MOVED by Councillor Boehlke that the presentation be received as information;

Carried

The chair called for a recess at 10:08 a.m. and called the meeting back to order at 10:14 a.m. with all previously mentioned members present, with the exception of Reeve Henn.

MOVED by Councillor Boehlke that the request for a change in project scope be tabled sine die until the Springbank Heritage Club returns to the Recreation Governance Committee with a full project scope and budget.

Carried
Absent: Reeve Henn

Reeve Henn returned to the meeting at 10:16 a.m.



D-3 Division 9 - Extreme Cowboy Alberta Association Request for Special Consideration

Presenter: Rick Wickland, Extreme Cowboy Alberta Association (ECAA)

MOVED by Councillor Gautreau that the Extreme Cowboy Alberta Association Request for Special Consideration presentation be received as information.

Carried

The chair called for a recess at 10:45 a.m. and called the meeting back to order at 10:55 a.m. with the exception of Reeve Henn and Councillor Kissel.

E-1 All Divisions - 2021 Recreation Governance Committee Meetings

MOVED by Councillor Boehlke that the following dates be approved as the Recreation Governance Committee meeting dates for 2021:

1. January 27, 2021
2. May 26, 2021
3. September 8, 2021
4. December 9, 2021

Carried

Absent: Reeve Henn
Absent: Councillor Kissel

Reeve Henn returned to the meeting at 10:59 a.m.

E-2 All Divisions - Community Recreation Grant Funding

The chair called for a recess at 11:33 a.m. and called the meeting back to order at 11:40 a.m. with all previously mentioned members present with the exception of Councillor Kissel who left the meeting at 11:42 a.m.

MOVED by Councillor Boehlke that the Recreation Governance Committee recommends to Council that the following Community Grant applications be approved as follows:

- Beiseker Minor Hockey be approved for up to \$11,000
- Camp Chestermere Association be approved for up to \$6,000
- Cochrane Minor Baseball Association be approved for up to \$1,500
- Extreme Cowboy Alberta Association be approved for up to \$2,500

Carried

Absent: Councillor Kissel

MOVED by Councillor Boehlke that the Recreation Community Operational funding be approved in the amount of \$100,640.00, and that the Recreation Community Capital funding be approved in the amount of \$123,346.00, from the 2020 Recreation Tax Levy, as per Attachment 'C'.

Carried

Absent: Councillor Kamachi
Absent: Councillor Kissel



E-3 All Divisions - Recreation Governance Committee Terms of Reference Amendments

MOVED by Councillor Wright that the Recreation Governance Committee Terms of Reference be amended as follows:

- Add section 14.1 with the following wording:
"Quorum is three members of the Recreation Governance Committee."

Carried
Absent: Councillor Kissel

MOVED by Councillor Hanson that the amended Recreation Governance Committee's Terms of Reference (TOR-#C-RGC), as per Attachment 'B', be recommended to Council for approval.

Carried
Absent: Councillor Kissel

E-4 All Divisions - Sharp Hill Preservation Society Grant Reallocation Request

MOVED by Reeve Henn that the Sharp Hill Preservation Society's request to reallocate \$5,000 of 2019 funding to enhance landscaping of the east MR lands maintained by the Society be granted.

Carried
Absent: Councillor Kissel

E-5 All Divisions - Recreation COVID-19 Survey Results

MOVED by Councillor Hanson that the Recreation COVID-19 Survey Results be received as information.

Carried
Absent: Councillor Kissel

G Adjourn the Meeting

MOVED by Councillor Wright that the December 1, 2020 Recreation Governance Committee meeting be adjourned at 12:03 p.m.

Carried
Absent: Councillor Kissel

Chair or Vice Chair

Chief Administrative Officer or Designate

RECREATION, PARKS AND COMMUNITY SUPPORT

TO: Recreation Governance Committee
DATE: January 27, 2021
FILE: N/A
SUBJECT: 2021 Recreation and Parks Master Plan

DIVISION: All
APPLICATION: N/A

POLICY DIRECTION:

At the January 14, 2020, meeting, Council approved the Terms of Reference (TOR) for the Rocky View County (RVC) Recreation and Parks Master Plan.

The Recreation Governance Committee (RGC) acts as the approving body regarding Recreation and Cultural services matters in RVC, including master plans.

EXECUTIVE SUMMARY:

In March 2020, RVC retained the services of five (5) consulting firms, led by HarGroup Consultants, to carry out a comprehensive Recreation and Parks Master Plan (RPMP). This document provides the vision, guidance, and implementation plan for recreational development in RVC for the next 20 years.

As per Council's approved TOR, the RPMP is set to define a path forward for: the delivery of recreation opportunities for our residents; prioritization of community needs; the allocation of funds and partnership opportunities; and a planning system for the region.

The RPMP objectives included:

- (1) Consideration of the County's role in the delivery of recreational services;
- (2) Prioritization of County-wide recreational needs;
- (3) Regional recreation opportunities;
- (4) Current state analysis – inventory of existing assets and services;
- (5) Short-, middle-, and long-term planning;
- (6) Desired state; and
- (7) Funding vehicles and opportunities.

These objectives, as well as other key issues identified through the planning process, are addressed in the RPMP defining a path forward for recreation service provision in the County for the next 20 years.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

BACKGROUND:

Increased expectations for recreation service provision and population changes over the last 40 years necessitated a thorough review of the state of recreation governance and needs in the County. Additionally, strategic planning is required in the next 20 years to ensure that RVC could manage the diverse and growing need for recreation.

In Spring 2020, the consulting team led by HarGroup Consultants started gathering data to inform the plan. Council members and County staff were interviewed, policy and planning documents were reviewed, lifecycle requirements were examined, grant processes were analyzed, and many other

Administration Resources

Ines Cortada, Recreation, Parks and Community Support



research exercises were undertaken. As a result, a strategy was developed to address the recreational needs of RVC residents.

Public engagement opportunities were provided to residents and stakeholders in November and December; focus groups and open houses were also held throughout RVC.

Combining all the research, the project team drafted a final version of the RPMP. Throughout the document, recommendations are presented to address key issues identified during the planning process. These topics are outlined below; further details can be found in the Recreation and Parks Master Plan (Attachment 'A').

Recreation in Rocky View County

A new strategic management framework for RVC, focusing on a new vision, mandate, and principles, is outlined. Its premise includes building and strengthening communities through leadership, support, and guidance. Further, the RPMP redefines the role of RVC to a more active, rather than passive, involvement in recreation.

The Plan acknowledges the diverse composition of the County through the development of the Leisure Orientation Model. Through this model, the Plan recognizes the distinct needs of residents based on the population demographics, and the unique character of each community area.

Developing Livable Communities

To assist with planning for recreation amenities, various tools are introduced to guide development and operation of recreational initiatives:

- **Facility Service Level Framework:** a guide for planning and identifying facility development opportunities on a County-wide perspective. It factors in considerations such as population/behaviours, users, operational models, and location, among others.
- **Facility Development Criteria:** complements the Facility Service Level Framework and presents important issues to consider when planning for and renewing existing facilities.
- **Facility Development Process:** intended to support purposeful design, coordination, and stewardship using incremental phased practices that take projects from ideas to development to facility opening.
- **Facility Operations Model:** examines the best approach for the operation of new facilities.
- **Facility Classification System:** provides fair and equitable access to County support. It is divided into three categories: Collaborative Facilities, Recreation Centres, and Community Facilities.

Funding

The RPMP also introduces a new Recreation Funding Framework comprised of Recreational Operating funding (maintenance assistance), and funding options for future projects. This framework provides rationale for how funding is applied, and establishes funding parameters, such as three-year grant application cycles, all of which results in enhanced transparency and accountability for recreational investment.

The RPMP outlines opportunities to collaborate with municipal neighbours, from marketing agreements and sharing of information, to coordinated planning, cost sharing, and shared service provision considerations.

A priorities list of proposed recreation initiatives in the next 20 years was provided with estimated costs for each project. The list is based on the findings of the 2020 Needs Assessment Study, the population outlook, growth areas in RVC, and leisure orientation; additionally, planning tools such as the Facility Service Level Framework and the Facility Development Criteria were also utilized.



Complementing the proposed projects, the RPMP also identifies various funding sources for capital development. These include:

- provincial and federal funding programs;
- sales of municipal reserve lands;
- cash-in-lieu;
- debt financing;
- soft levies;
- annual contributions from the Tax Levy for large capital projects; and
- voluntary contribution from developers and community groups.

Lastly, the Plan provides recommendation to build capacity among service providers and RVC. It includes opportunities to assist with organizing programs and services, as well as attracting facility rentals through promotion and communication.

The implementation plan suggests that the Community Grant Funding Program remain status quo for the next two years to: account for changes due to the pandemic; allow time for amendments to existing policies and procedures; and allow for the implementation of the proposed change management plan, including the engagement opportunities within the community and with stakeholders, to assist with building trust and confidence in the direction developed through the Plan.

With recommendations that are supported by extensive research, implementation of the Plan is critical and advantageous as RVC continues to grow and develop. This strategic plan is unique, like RVC; it is a “made in Rocky View solution”. It examines county-wide recreational needs and assists with prioritizing programs, funding frameworks, and capital development in RVC.

BUDGET IMPLICATIONS:

There are no budget implications as this time.

STRATEGIC OBJECTIVES:

The RPMP will increase *service delivery*, by promoting frameworks and tools that are easy to navigate and understand, while enhancing transparency and communication with recreation service providers and residents. In addition, it ensures *responsible growth* for recreation service provision in the County as a whole, embracing partnership opportunities with recreation providers and neighbouring municipalities.

Furthermore, strategies are presented to ensure *financial health*, as the RPMP identifies recreation priorities throughout RVC, and provides funding options to sustainably support recreation service delivery. Lastly, responsible growth is also promoted through the careful consideration and implementation of each recommendation, all of which are proactive and can easily adapt to various demands of the market.

OPTIONS:

- Option #1: THAT the 2021 Recreation and Parks Master Plan and its recommendations be approved as per Attachment ‘A’.
- Option #2: THAT alternative direction be provided.



ROCKY VIEW COUNTY

Respectfully submitted,

“Theresa Cochran”

Executive Director
Community Development Services

Concurrence,

“Al Hoggan”

Chief Administrative Officer

IC/rp

ATTACHMENTS:

ATTACHMENT ‘A’: Rocky View County 2021 Recreation and Parks Master Plan

ATTACHMENT ‘B’: Recreation and Parks Master Plan - Supplemental Reporting



Recreation and Parks Master Plan

2021





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Building and Strengthening Communities

Rocky View County (RVC) is an engaging place where people thrive in caring, safe, and livable communities. These communities, as diverse as they are, make the County a great place to live and work and it attracts people from all demographics and cultures.

The County is committed to building and strengthening communities and recognizes the value of recreation in its efforts. Residents' quality of life is enhanced when they are able to access a variety of recreational, social, and cultural opportunities. Further, parks, pathways, and trails contribute to community building by preserving landscapes and providing residents opportunities for both passive and active recreation.

Recreation experiences can be diverse and involve physical, artistic, social, and intellectual pursuits. As well, individual wellbeing can be enhanced through connecting with nature, helping others through volunteering, and simply being active and engaged in recreation. Strong social networks and positive relationships reinforce the ability of individuals and communities to meet needs, support one another, and adapt to change.

Central to the endeavour of creating livable communities is ensuring that appropriate facilities and services be provided at optimal locations, while taking into consideration community requirements and ensuring positive and responsible planning and funding is in place for recreational needs within the County. The current state of recreation amenities and residential growth predictions require the County to plan for the future in order to meet current and anticipated demand for recreational services.

In 2020, Rocky View County conducted a Recreation and Parks Master Plan to develop a feasible, responsive, and sustainable roadmap for the delivery of recreation opportunities to residents. The Master Plan will guide policy, initiatives, and development of recreation services between 2021 and 2040.



Benefits of Recreation:

- Enhance mental and physical wellbeing
- Enhance social wellbeing
- Help build strong families and communities
- Help people connect with nature
- Provide economic benefits by investing in recreation

Framework for Recreation in Canada (CPRA 2015)

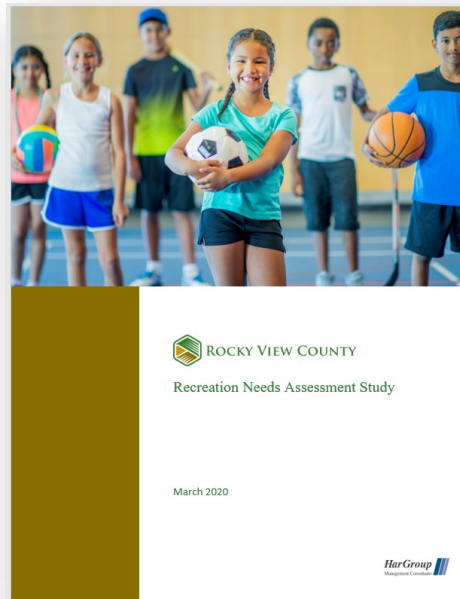
The planning process for the Master Plan began with the development of a County-wide Recreation Needs Assessment Study. The assessment process involved examining population and community characteristics, identifying community recreation assets, and gathering input from residents, service providers, community partners and County staff through various consultation and engagement methods:

- Household survey about participation and expectations for recreation
- A survey of recreation providers about service delivery
- A survey of urban municipal partners about regional collaboration
- Focus groups with residents about service provision and facility development
- Open houses with stakeholders to obtain feedback

Key results from the Needs Assessment Study established a foundation for the Recreation and Parks Master Plan. To supplement its findings, various other research and planning initiatives were undertaken for the Master Plan (see Planning Contributions to the right).

Conclusions and recommendations from the Master Plan process were developed and shared with residents and community stakeholders to obtain input and feedback through an online presentation on the County's website, open house events, and meetings.

This document presents key findings of the Master Plan. A Supplemental Reporting document provides additional background information and further details about planning objectives, strategies, and tools for recreation services in Rocky View County (note: Supplemental Reporting is a separate document).



Planning Contributions

Council, Staff, Managers
Interviews/Workshops

Recreation Governance
Committee Meetings

RVC County, Strategic,
Corporate Plans

Open Space and Active
Transportation Plans

Area Structure Plans and
Conceptual Schemes

County Policies and
Service Standards

12 Years of Recreation
Grants and Others

Regional Studies

Service Level Review

Building Condition and
Life Cycle Plans

Proposed Recreation
Facility Projects

License/Lease of
Occupation Agreements

Population/Building Unit
Projections

Organizational Structure

Service Provider Financial
Statements (5 Years)

National/Provincial
Recreation Policies

Recreation Trends and
Issues

County-wide Recreation
Needs Assessment Study



Identifying Strategic Priorities

Throughout the planning process, various subjects were examined, and information reviewed to gain insight and perspective about key themes that should be addressed in the Master Plan. While many different recreation issues exist within the community, a key set of strategic priorities was identified and addressed in the planning process.



Key Issues Addressed in the Master Plan



County's involvement in recreation system

The role of the County in the recreation system needed to be examined to define a path forward for the development and delivery of recreation and parks in the community. The system is complex with many stakeholders and how the County operates in this system needed to be evaluated and clarified.



Regional partnerships with urban municipalities

Partnerships have always represented an important strategy for the County in providing recreation services in the community including collaboration and cooperation with Urban Municipal Partners. These partnerships required review to empower the County in how it collaborates within these relationships.



Public benefit of recreation services

Public recreation has traditionally been comprised of government agencies and non-profit groups or societies that provide fair and equitable access to services for all citizens and participants. Increasingly, the recreation sector is changing with an emerging group of providers that offer services with higher fees, skill prerequisites, membership requirements, etc. The issue of public benefit was examined to identify how the County might further enhance accessibility with its own services and partners.



Advancement of recreation service providers

Many of the service providers that partner with the County expressed concerns throughout the planning process about lack of volunteers, limited resources, and other challenges in delivering services to the community. Consideration was given to how the County might further support community-based organizations to develop and deliver recreation services.



Development of urban communities in County

Over the next few decades, a strategic focus for the County will be the development of urban hamlets throughout the County. Identifying how the County might approach these types of developments from a County-wide and recreational perspective was an important task within the planning process.



Development of future growth areas in the County

Other areas of the County are also expected to experience population growth and needed consideration for recreation services.



Long-term maintenance of existing facilities

Throughout the County, there are 22 recreation facilities (community halls, ice rinks, curling rinks, studios, equestrian centres, etc.) that have received ongoing support from the Municipality. On average, the lifespan of these facilities is about 40 years. Ongoing lifecycle maintenance is required for these facilities and strategies were needed for how to address these requirements.



New recreation facility development

With population growth and developing areas in the County, the need for new facilities was examined and priorities and processes for development was required.



Pathways, trails, and parks development

Over the past decade, planning has been conducted for pathways, trails, and parks in the County (*Active Transportation Plan*, 2018, and *Open Spaces and Parks Plan*, 2011). In the planning process, these documents were reviewed, and priorities established for further development of these types of assets in the community.



Review of recreation funding

Since 2014, annual funding from tax levy has been \$2.14 million to support recreation service provision for residents. An extensive review was conducted of agreements and capital and operating assistance grants to identify an allocation framework that informs County budget processes.



Budgeting and sources of funding

In addition to recreation funding, other budgeting processes were reviewed such as capital requirements and sources of funding. Strategies were developed to assist the implementation of initiatives proposed for the community.



Potential effects of pandemic and economic conditions

During the planning process, a global pandemic (COVID-19) was declared by the World Health Organization. While it is unclear how the pandemic might ultimately affect the community, economy, and recreation services in general, potential implications have been considered in how strategies and recommendations might be implemented.



Introducing a Strategic Management Framework

A new strategic management framework has been developed for the County. Fundamental to this framework is the premise of building and strengthening thriving and engaging communities through County leadership, support, and guidance. The rural heritage of the community is also acknowledged, as is the need to adopt responsive, sustainable, and accountable approaches to the development and delivery of recreation services.

All the elements presented in this framework are built on existing strategies developed for the County as presented in the County Plan, its Strategic Plan, and the Municipal Development Plan.



Vision

Rocky View County has thriving and engaging communities where residents have access to diverse opportunities, experiences, and pursuits that foster active living, creative enrichment, and community vitality.

Mandate

The County provides leadership, support, and guidance for the development and delivery of sustainable public recreation services in cooperation with communities and partners to enhance the quality of life of residents and establish livable communities throughout Rocky View County.

Principles

Rural heritage

Recreation services within the community will be developed and designed to capture and emphasize the importance of retaining the county's rural heritage, which relies on a strong sense of community being established among residents.

Resilient communities

Designing and enhancing greater access to recreation facilities and gathering spaces will build stronger communities and a greater sense of community among residents.

Equitable resource distribution

Distribution of recreation services and resources should provide a balance between effectively serving individual community needs and contributing to the larger County-wide recreation delivery system.

Responsible growth and development

Recreation services will be developed and delivered in an environmentally responsible manner that minimize adverse impacts on the environment and retains rural landscapes, dark skies, open vistas, and agriculture lands.

Sustainable development

Services will be designed with a long-term perspective to ensure that development addresses current needs of residents without compromising the ability of future residents to enjoy the same natural landscapes, quality of life, and diversity of opportunities.

Fiscal responsibility

Investment in the development and operation of recreation services provided by the County and its partners will be carefully managed, monitored, and, where necessary, addressed to foster fiscal responsibility and accountability.

Partnerships

Collaboration and cooperation with surrounding communities, community-based organizations, and the private sector leverages the County's investment in recreation, extends the range of opportunities for communities to meet the growing needs and expectations of County residents, and contributes to the regional recreation system.

Recognizing Community Characteristics

With almost one million acres of land, the County is diverse in its landscape, but also its composition and character.

Addressing diversity is a challenge for planning infrastructure and services given different expectations, interests, and behaviours for recreation throughout the County.

The *Leisure Orientation Model* was developed for the County to distinguish communities and areas based on population and demographics, residential development and density, proximity to urban communities, and patterns of recreational behaviour.

County responses to residents' recreation needs of these areas will be different for infrastructure, programming, and services with somewhat higher concentrations occurring in Urban leisure orientation areas compared to Agricultural and Rurban, mainly due to the critical mass of population expected in the urban hamlets (e.g. 10,000 or more residents).

Communities of Airdrie, Chestermere, Cochrane, and, to some degree Beiseker, Crossfield, and Irricana have served as resource centres for many County residents. As the urban hamlets like Langdon and, in the future, Harmony, Conrich, Glenmore Ranch, Balzac West, Elbow Valley, Cochrane North, and Bragg Creek grow in population, it is expected that these locations will become important service centres for the areas in which they are situated.

As will be observed throughout this Master Plan, the Leisure Orientations will be influential in frameworks, strategies, and tools that have been developed for the County.

Leisure Orientations



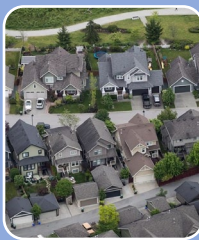
Agricultural leisure orientation:

- Rural and small hamlet areas
- Recreation tends to be at home (walks, riding horses, etc.) and, at local amenities (community halls, curling rinks, equestrian fields/courses, etc.)
- Use of services in Airdrie/Cochrane/Chestermere/Crossfield/Beiseker/Irricana, less likely to make trips to Calgary for recreation
- More likely employed at home in the county and smaller urban communities
- Tendency to be older adults or seniors



Rurban leisure orientation:

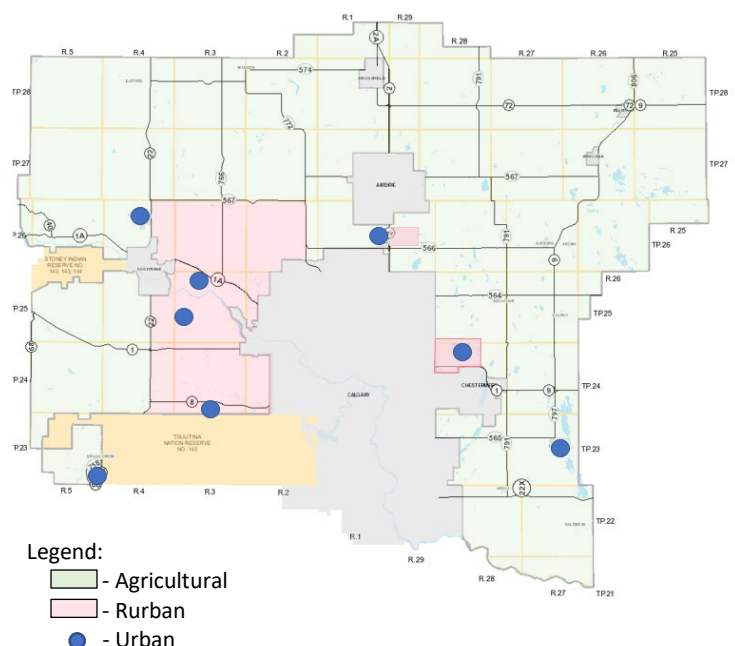
- Prefer to rely on recreation at home (walks, home gyms) and community facilities (halls, studios, arenas, equestrian centres) where a limited range of programs are available
- Connected to urban centres such as Airdrie, Chestermere, Cochrane, or Calgary (employment, education, etc.) making these locations viable options for recreation activities (from both private and public providers)
- Examples include Bearspaw/Glendale, North and South Springbank, some areas of Conrich and Balzac East



Urban leisure orientation:

- Prefer to rely heavily on local services from pathways to a range of recreation amenities and programs
- Value a broader range of recreation programs in their community
- Communities have critical mass of population to better support services
- Currently, Langdon is identified as an urban area, and Harmony, Glenbow Ranch, Conrich, Balzac West, and Cochrane North are future areas
- Distance may be a factor that distinguishes communities like Bragg Creek as urban leisure orientation.

Leisure Orientations Locations



In 2016, the population of Rocky View County was 39,407 (Statistics Canada, Federal Census). Over the past two decades, the population has significantly increased (e.g. almost 70%).

Prior to the pandemic, population growth was expected to continue in the County, although not at the same levels previously experienced, mainly due to recent downturns in the economy. However, there are certain areas within the County where growth is expected over the short to medium-term (up to 10 years) such as Langdon, Harmony, and, to a lesser extent, Conrich, South and North Springbank, Bearspaw and Balzac West. Urban hamlets such as Glenbow Ranch, Elbow Valley, Cochrane North, and Greater Bragg Creek may also develop over the longer term.

The population outlook for different areas of the County becomes relevant when considering recreation needs and developments within the community.

Some of the development priorities identified within this Master Plan have been recommended to address changes that have occurred in the past five to ten years. Other priorities are intended to prepare the community for future changes, and expected recreation needs that will arise from population growth and community and residential development.

While priorities and recommendations are presented in this Master Plan that affect recreation services throughout the County, some will specifically address those areas that have been identified as having moderate expanding or fluctuating and low fluctuating population growth outlooks.

Development of urban hamlets in the community, some of which are expected to have populations of 10,000 to 20,000+ residents over the long-term, will require deliberative and coordinated planning of recreation services. Such planning should be more formal and purposeful than has typically been conducted by the County.

Population Outlook Short to Medium -Term Growth (5 to 10 Years)*

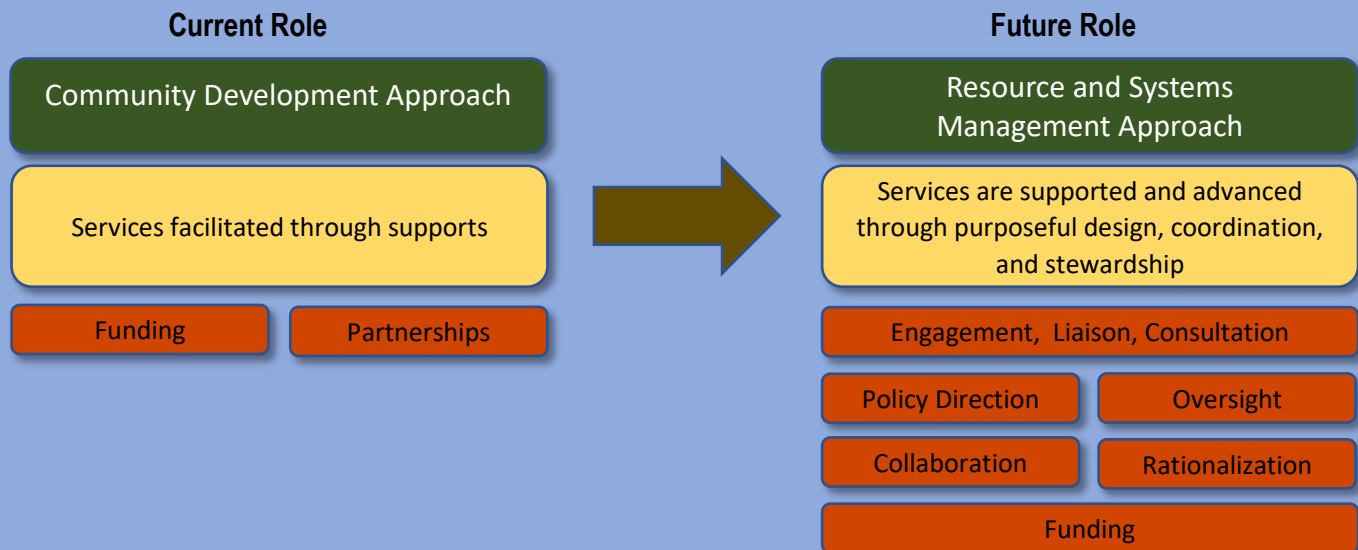
Communities/Areas	Outlook	Leisure Orientation		
		Urban	Rurban	Agriculture
Langdon				
Harmony				
Conrich		Combination		
South Springbank				
North Springbank				
Bearspaw				
Balzac West				
Balzac East				
Glenbow Ranch				
Elbow Valley				
Cochrane North (Lake)				
Greater Bragg Creek				
Keoma				
Dalroy				
Indus				
Dalemead				
Madden				
Kathryn				
Delacour				
Rural Northwest Rocky View County				
Rural East Rocky View County				
Rural North Rocky View County				
Rural Northeast Rocky View County				
Rural Southwest Rocky View County				
Rural Southeast Rocky View County				

* Speculated population growth:

High expanding	
Moderate expanding	
Moderate fluctuating	
Low fluctuating	
Stationary	



Defining the Role of the Municipality



Over the past few decades, RVC implemented a community development approach to public recreation service provision. The municipality has facilitated service provision through various supports, such as recreation grants, to build capacity among community-based organizations (many being volunteer-based) to operate facilities and provide recreation programs and services.

This approach is commonly used by many rural municipalities within Alberta. However, the County is distinct to these other communities mainly due to its large population size and the expected development of urban hamlets.

On its own, the community development approach typically involves reliance on partners to develop and deliver services. Historically, the County has contributed to these partners through the administration and distribution of funding and grants. Planning and development have often been informal and can be influenced by proponents of initiatives of recreation services.

Potential Implications of Continuing with Existing Role

Ad hoc decision making leading to inefficiencies in resource investment and distribution

Increased disparity of service provision and support throughout the County

Increased competition among community stakeholders for markets and customers

Propensity for oversupply and over build of services (facilities)

Volunteer fatigue, frustration, and decline

Distribution inefficiencies from limits to available funding (scarcity and hoarding mentality)

“The basic role of the municipality is to ensure the availability of the broadest range of recreation opportunities for every individual and group consistent with available community resources.”

National Recreation Summit, Canada, 1987.

The future role of the County is to have more active rather than passive involvement in the recreation system with enhanced leadership and guidance in the development and provision of recreation services.

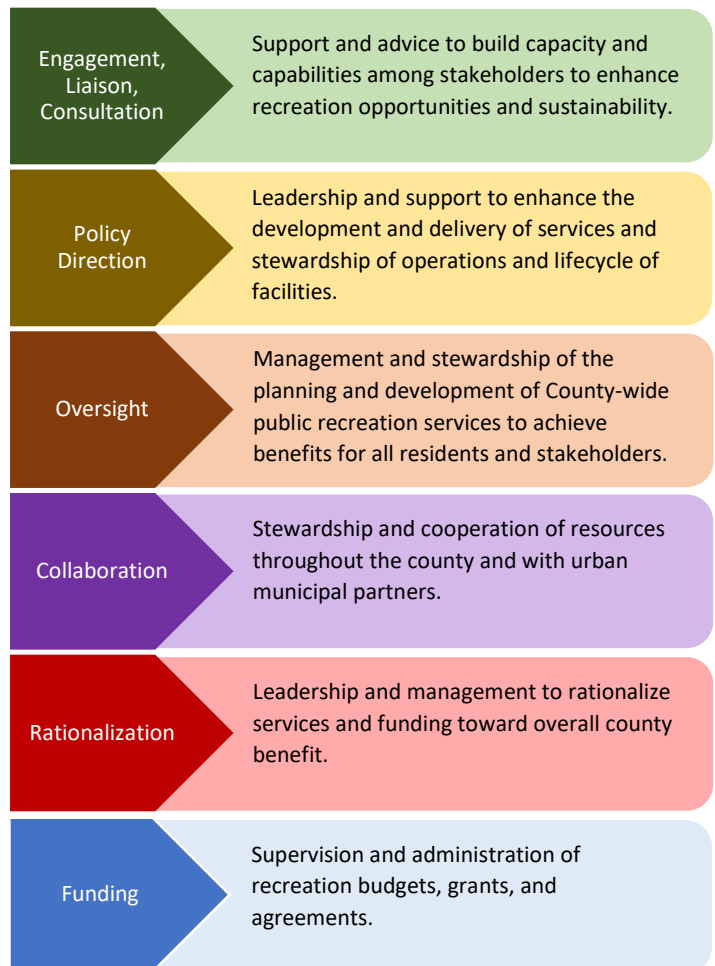
New and evolving service delivery models will be considered for public recreation initiatives within the County. A County-wide approach to planning will be implemented with increased coordination being applied among communities and areas to better direct limited resources toward greater benefit. This approach is also intended to foster greater agility and responsiveness to apply funding to services and initiatives throughout the County, thereby increasing recreation opportunities for everyone and facilitating complementary service provision to avoid duplication and over build of services.

While administration of recreation budgets, grants, and agreements will continue for the County, other functional services will be adopted (see list to the right). For example, further assistance beyond funding will be emphasized through engagement, liaison, and consultation to build capacity and capabilities among service providers in the County so that they are better equipped to develop opportunities and attain sustainability.

As well, the County will lead and support the planning and development of public recreation projects and initiatives using policy and evidence-based decision making. Recreation resources will be reviewed, monitored, and enhanced through the development of insights and implementation of continuous improvement processes.

There will also be increased opportunities for collaborating and cooperating with service providers, both in the County and urban municipal partners to facilitate broader benefits for the community and residents and foster enhanced community recreation delivery.

Functions of the Future Role of the County



Valuing Public Benefit

The recreation system is comprised of many different organizations, some being public and others private. In the past, governments agencies provided recreation services as did other community-based services providers (e.g. non-profit societies, associations, charities, etc.). Contractual arrangements were formed by government agencies with private companies, such as concession operators in facilities, but typically after following transparent bidding processes.

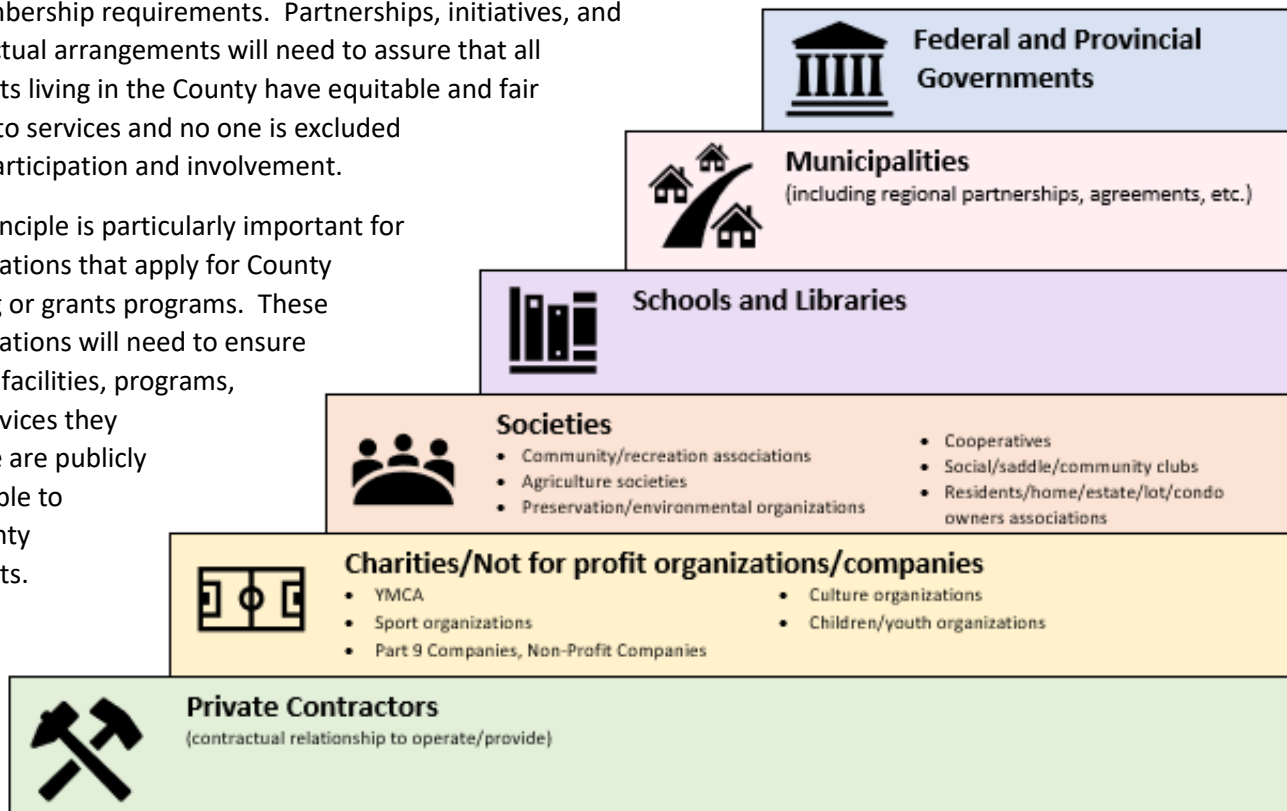
Increasingly, the distinction between public and private organizations is becoming blurred. Part 9 Companies, Private Non-Profit Organizations, private contractors, privately operated sports organizations, for-profit schools, and developer sponsored homeowner (residents'/estate/lot/condo) associations have captured significant segments of the recreation marketplace. Some of these organizations provide public and universal access to their services. Others, however, have restrictions that limit access.

The Mandate established in this Master Plan affirms County support "the development and delivery of ... public recreation services." Further, the Principles acknowledge that "recreation facilities and gathering spaces will build stronger communities and a greater sense of community among residents." To effectively realize these values, County initiatives will need to ensure that programs, services, and facilities are broadly accessible to the public and not

restrictive by prohibitive costs or fees, levels of skill or abilities, or membership requirements. Partnerships, initiatives, and contractual arrangements will need to assure that all residents living in the County have equitable and fair access to services and no one is excluded from participation and involvement.

This principle is particularly important for organizations that apply for County funding or grants programs. These organizations will need to ensure that all facilities, programs, and services they provide are publicly accessible to all County residents.

Recreation Providers



Developing Recreation Amenities in the County

Facilities, parks, and the active transportation network (pathways and trails) provide residents opportunities to participate and engage in active and passive recreation in their communities and local areas.

The County supports the development and operation of these services to foster quality of life and wellbeing for residents and contribute to strong citizens, families, and safer communities.

Supporting access to different types of activities and experiences, including structured programs and unstructured opportunities, is an important aspect of service provision for the County.

Over the past decade, the County has developed strategies and policies to guide the development of outdoor infrastructure in the community through the *Parks and Open Spaces Plan* (2011) and the *Active Transportation Plan - South County* (2018). These documents have provided a basis for identifying priorities for development within this Master Plan.

Various planning tools have been developed to lead existing priorities and future development and operation of recreation facilities. The purpose of these tools is to enable integrated community design and infrastructure planning processes for recreation facilities throughout the County.

Facility Service Level Framework

A new service level framework has been assembled for the County to guide planning and development of recreation facilities, parks, and the active transportation network.

Similar frameworks have been proposed for the County in the past but have mainly been based on population thresholds. The new Facility Service Level Framework considers additional factors for analysis:

- **Population/behaviours** - Recognizes that population size and density differ throughout the County and notable patterns of recreation behaviours exist for Agricultural, Rural, and Urban Leisure Orientation areas.
- **Users/use** - Identifies the types of user most likely to use services at amenities, whether it is individuals for spontaneous use, organizations that rent facilities to deliver programs, or events for groups of people.
- **Operational Models** - Distinguishes the type of operating model most likely to be applied based on complexity of functions (programming, technologies, systems), critical mass of population, and financial sustainability.
- **Location attributes** - Characterizes location issues such as potential combinations of amenities situated at recreational settings, joint use sites with schools, etc. and acknowledges that other issues might be involved such as implications from association boundaries for groups that provide recreation programming.

The framework will provide guidance to the County for planning and identifying facility development opportunities on a County-wide perspective.

Factors Considered in the Development of the Facility Service Level Framework

Population/Behaviours

- Population size
- Population density
- Citizenry research

Users/Use

- Individuals
- Organizations
- Events

Operational Models

- Volunteer vs. paid staff operated
- Urban municipality partner operated

Location Attributes

- Stand-alone amenity
- Combination of amenities
- Joint use site with school
- Activities affected by association boundaries

A comprehensive Service Level Framework model has been developed and involves descriptions for 37 different amenities (presented in Supplemental Reporting).

Some of these amenities would be more appropriately developed in collaboration with urban municipalities such as rectangular synthetic turf fields, indoor racquet courts, indoor rectangular sports fields, high level performance athletic parks, aquatic facilities, and performing arts facilities due to the critical mass of population required to support financial sustainability.

The planning guide shown to the right identifies amenities that might typically be situated in the different Leisure Orientations and can be used to facilitate initial County planning processes such as the development of Area Structure Plans and Conceptual Schemes.

When facilities are proposed for development, additional planning will be required such as initial business case analyses, location assessments, and architectural concepts to clarify issues affecting market development, operating models, site parameters, and programming.

Following vetting of these initial processes, more detailed planning and implementation will then be needed such as capital fund-raising plans and initiatives, detailed architectural designs, operational and business plans, partnership development and agreements, and construction before facilities are opened to the public.

Planning Guide - Amenity Development for New Communities/Areas

Type	Description	Leisure Orientation			
		Agricultural		Rurban	Urban
		Rural	Small Hamlet		
Pathway	Local asphalt				
Trail	Gravel, etc.				
Dog park	Open space (possibly fenced)				
Park	Playground				
Park	Plaza area, seating				
Outdoor pad	Outdoor sports court				
Outdoor Court	Tennis/pickleball				
Outdoor ice	Leisure ice - non-boarded				
Outdoor ice	Boarded rink				
Sports field	Diamonds				
Sports field	Rectangular fields-natural				
Multi-Purpose space	Event/banquet space				
Multi-Purpose space	Multi-Purpose gymnasium				
Multi-Purpose space	Activity space (social/arts/cultural)				
Multi-Purpose space	Meeting rooms				
Multi-Purpose space	Studio/dance space				
Indoor arena	Artificial ice				

Legend:

Likely needs to be volunteer operated	Likely needs to be paid staff operated	Likely volunteer/possibly paid staff	Likely paid staff/possibly volunteer
Typically at sites with other amenities/facilities		Likely at sites with other amenities/facilities	
Preferably a joint use school site			

Facility Development Criteria

Issues to Address when Planning Facilities

Service Planning

- Address County residents' needs
- Evidence of demand - emphasis on introductory programming
- Complement range of activities including new and emerging
- Lack of suitable alternatives
- Centrally and strategically located
- Adaptable for multi-use
- Flexible design for future conversions

Public Benefit and Community Accessibility

- Community gathering places
- Available to all County residents as a public service
- Typically emphasizes basic programming
- Consider broader community needs and interests
- Affordable prices and fees for access
- Supported by community
- Recognize economic and social benefits

Asset Management

- Distribution of assets throughout the County
- Consideration of future land and community development opportunities
- Preference for facility development in urban communities
- No or limited impact to other public recreation facilities
- Consideration of condition of existing amenities

Partnership Development

- Mutually agreed strategic and operational objectives
- Measures of transparency, accessibility, collaboration, and cooperation
- Periodic and ongoing information sharing
- Customer service standards
- Sufficient capacity and capabilities
- Recognize partners with significant contribution

Capital and Operational Planning

- Annual financial reporting requirements
- Funding and sustainability agreements for facilities that exceed basic design standards
- Facility development may be proposed by the County and community stakeholders with recognition of public stewardship and accessibility, capacity for development, and viability and sustainability of initiative

Complementary to the Facility Service Level Framework, sets of development criteria have been established that present important issues to consider when planning, identifying, and investigating opportunities for new facilities, as well as the renewal of existing facilities (note: full descriptions of the criteria are presented in the Supplemental Reporting document).

Council, with support from County representatives, can use these criteria to examine ideas and concepts proposed for facilities to help mitigate challenges that might exist such as duplication or over supply of services. Further, the criteria can facilitate analysis of long-term sustainability and enhance independency of assessments and transparency in processes applied in the development of facilities.

Applications of Facility Development Criteria to Facilitate Decision-Making

(note: these are examples of how criteria might be used to address facility development issues)

- Ensure inclusiveness of various stakeholders in the development of facilities such as community project champions, residents, potential user groups, other facility operators, etc. to ensure facilities address the broadest range of community needs possible.
- Ensure new facilities, which are often attractive and appealing to users, do not cannibalize markets from existing facilities and service providers leaving them operationally and financially compromised.
- Ensure new facilities and service offerings are based on established comparable practices to minimize risk for potential over build, waste, and redundancies.
- Ensure relationships and agreements are developed with partners and contractors that have capabilities and capacity to serve the community over the long-term.
- Ensure facilities are addressing local demand and requirements so that operational and financial sustainability is not dependent on outside markets and customers that can readily shift preferences to other suppliers.

Facility Development Process

A further planning tool created for the County is an incremental facility development process.

Recreation facilities are increasingly becoming complex in terms of programming, technologies, and operating systems. The facility development process is intended to support purposeful design, coordination, and stewardship using incremental phased practices that take projects from ideas to eventual development and opening. Each phase builds upon the previous for further definition and augmentation.

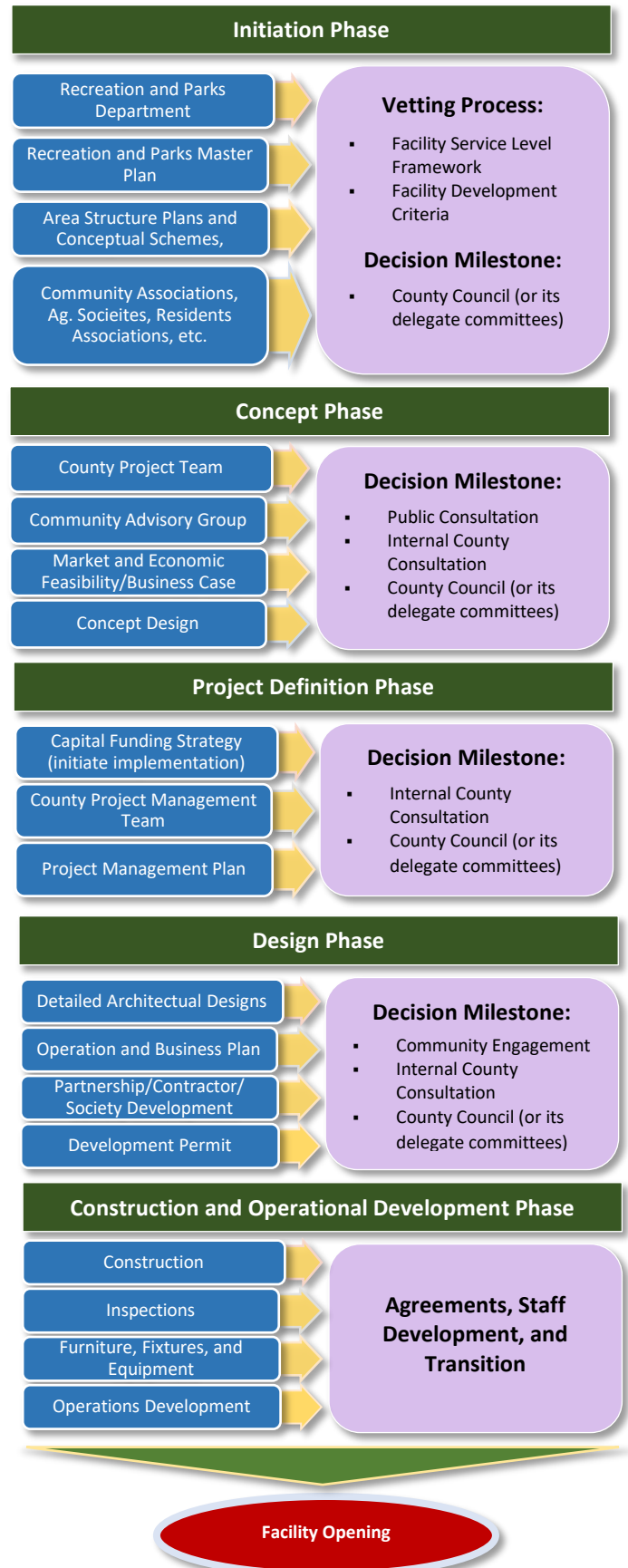
- **Initiation Phase** - Ideas are generated and screened using the Facility Service Level Framework and Development Criteria.
- **Concept Phase** - Preliminary concepts are examined to assess viability of projects through business case analysis and consideration of appropriate spaces, contextual surroundings, architectural principles, etc.
- **Project Definition Phase** - Capital funding opportunities are identified and accessed, and internal County resources organized to manage the remaining phases of the project.
- **Design Phase** - Facility programs are defined, and detailed architectural designs developed. Congruently, further definition of services, operations, and finances is developed, which may include selecting partners or contractors to operate the facility.
- **Construction and Operational Development Phase** - Bidding processes are implemented, and construction occurs. Facility operators organize for opening and agreements are prepared and signed.

Roles for stakeholders within the process include:

- Decisions made by County Council
- All phases led by County representatives
- County representatives assisted by :
 - Community Advisory Groups
 - Internal County Consultation
 - Independent planning consultants
 - Partners/contractors

Implementation of these phases for potential projects could take several years or more to occur depending on the scope and complexity of the facility being proposed and ability to secure capital funding.

Phases of the Facility Development Process



Facility Operations

Recreation facilities throughout the County are principally operated by volunteers or governed by volunteer boards that are supported by paid staff. In the past, facilities were typically proposed, developed, and then operated by community-based organizations such as agricultural societies, community associations, homeowners associations, etc.

The community has greatly benefited from the support provided by volunteer-based operations. However, a common theme in the Recreation Needs Assessment Study was that these organizations are challenged to attract volunteers. As well, responsive programming, technology use, and other operational complexities have necessitated specialized staffing and systems to develop and manage recreation facilities.

Other rural municipalities have had similar experiences, and some have recently opted to operate their facilities rather than relying so heavily on volunteers.

In some cases, Municipalities operate the facilities with internal staff, while in other cases the operations are contracted to private companies.

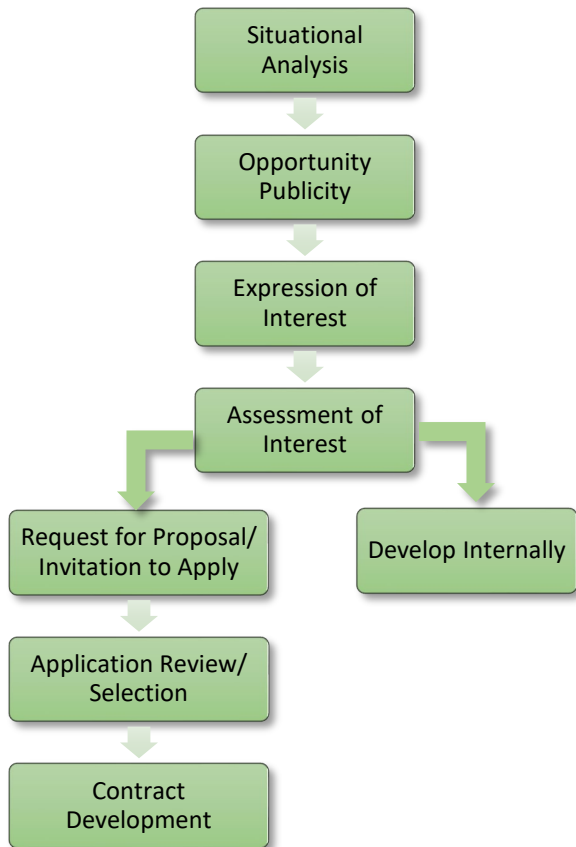
In the future, the County will assess the benefits and challenges associated with various operational models to determine the best approach for any given facility that is developed for the community.

General Assessment of Operation Model Options (dependent on circumstances)

	Municipal Government		Non-Profit Community Organization
	Municipality	Contracted to Private Company	
Available resources	✓✓✓	✓✓	✓
Defined standards of service	✓✓✓	✓✓	✓✓
Rates and fees	✓✓✓	✓✓✓	✓
Equitable accessibility	✓✓✓	✓✓	✓
Citizenry support	✓✓	✓	✓✓
Specialized knowledge/expertise	✓✓✓	✓✓✓	✓✓
Cost efficiencies	✓	✓	✓✓✓
Contractual influence	n/a	✓✓✓	✓✓
Unearned revenue opportunities	n/a	n/a	✓✓✓
Market responsiveness	✓	✓✓✓	✓✓
Operational systems	✓✓	✓✓✓	✓

Considerations of Operation Models

- **Available resources** - Municipalities have resources such as tax levies, reserves, etc. available to address emergencies or requirements that may arise.
- **Defined standards of service** - The County has defined service standards (customer service, safety, security, etc.) that it must maintain (and would be required for contractors). Community organizations may have standards, but generally have more autonomy from the Municipality.
- **Rates and Fees** - Council can mandate and support affordable rates and fees for facilities it operates. Community organizations are more susceptible to market conditions.
- **Equitable accessibility** - Municipalities are mandated to provide public access to services, which is not necessarily required with other organizations (especially those operated by groups that also use those facilities for their own programming).
- **Citizenry support** - On the whole, operational models do not typically interest most citizens; however, opinions may be less favorable for contractors (e.g. concern about profit motivate).
- **Specialized knowledge/expertise** - Municipalities (and contractors) are more likely to have internal specialists to assist or consult with for arising issues.
- **Cost efficiencies** - Community organizations are often more cost efficient due to non-unionized staff or lack of mandated pay scales and other operational issues.
- **Contractual influence** - Municipalities tend to have more contractual influence and measures associated with contractors compared to facilities governed or operated by volunteers.
- **Unearned revenue opportunities** - Community organizations can generate unearned revenue not available to Municipalities (e.g. Ag. Society funding).
- **Market responsiveness** - Contractors/community organizations are less governed by due process and can respond more readily to market conditions.
- **Operational Systems** - Municipalities (and contractors) are more likely to adopt beneficial operational systems due to available resources and specialized knowledge/expertise that is internally available.

Process to Evaluate Operation Model Options**Considerations for Evaluation Criteria
Operation Models and Applicants**

Facility Complexity	Operator Capacity
Level of Investment	Availability/Interest
Operational Requirements	Resources/Capacity
Market Multiplicity	Knowledge/Expertise
Staffing Levels	Organizational Capabilities
Safety/Security	



The evaluation process should involve several stages and components to ensure due diligence and process is applied.

For each facility development project, a situation analysis should be performed to identify operational characteristics of the facility, technical expertise required, certifications necessary, resources preferred, etc. In the analysis, the potential availability of potential operators, whether private contractors or non-profit community organization, will need to be determined.

Promotion of the opportunity should occur to ensure that all available and interested parties are informed about the application or bidding process.

An Expression of Interest should be implemented to gauge potential opportunities to attract potential facility operators.

After reviewing responses to the Expression of Interest, the County will need to determine if a formal Request for Proposal is issued or if the Municipality should operate using its own resources.

Should a Request for Proposal be required, internal County procurement processes shall be employed.

It should not be assumed that local non-profit community organizations have an advantage in the process. Facility operators will be determined following an independent and transparent evaluation process that examines applicants' capacity for operations.



Facility Classification System

Components of the Facility Classification System

Classification	Description	Examples	
		Indoor Facilities	Outdoor Facilities
Collaborative Facilities (with Urban Municipal Partners)	Facilities involved in coordinated planning, cost sharing or shared service provision with other Urban Municipal Partners	<ul style="list-style-type: none"> Spray Lakes Sawmills Family Sports Centre Chestermere Regional Recreation Centre Facilities in Airdrie 	<ul style="list-style-type: none"> Athletic sport fields/synthetic fields Pathway system that coordinates with Urban Municipal Partners
Recreation Centres	Facilities with multiple amenities, develop and deliver programs to the community, require staff with specialized/ technical knowledge	<ul style="list-style-type: none"> Springbank Park for All Seasons Bearspaw Lifestyle Centre Indus Recreation Centre Bragg Creek Community Centre 	<ul style="list-style-type: none"> Langdon Quad Facility Regional active transportation network Future athletic field clusters
Community Facilities	Amenities operated by volunteer-based organization that typically involve stand-alone amenities	<ul style="list-style-type: none"> Multipurpose - event/banquet space Multipurpose - gymnasiums Multipurpose - activity spaces Meeting rooms Indoor arena - natural ice 	<ul style="list-style-type: none"> Parks Playgrounds Outdoor rinks Tennis/pickleball courts Outdoor sports courts Dog parks Trails

A new facility classification system has been developed for the County.

Collaborative Facilities will be those that involve coordinated planning, cost sharing, or shared service provision with other urban municipalities.

Recreation Centres will be those located in the County that typically provide multiple amenities, develop and deliver programs to the community, and require staff with specialized technical knowledge to operate and provide services.

Community Facilities are amenities that are primarily governed and operated by volunteers and generally involve one or two stand-alone amenities.

Future Recreation Centres and Community Facilities should be developed on County-owned lands to receive support typically provided to these categories of facilities.

Facility Maintenance and Lifecycle

Recreation facilities currently exist throughout the County such as community halls, ice arenas, curling rinks, equestrian centres, seniors centres, and other amenities.

The current replacement value estimated for the facilities, not including parks and the active transportation network, is approximately \$120 million.

Building Condition Assessment Studies have been conducted for these facilities and most are in good, acceptable, or marginal condition and none are in critical condition.

The Studies also reveal that lifecycle maintenance of around \$10 million will be needed for these facilities over the next 10 years. The County's contribution to this lifecycle maintenance will be approximately \$5 million (50% is covered by facility operators).

These costs are considered in the recreation funding model presented in this Master Plan.

Facility Condition Index based on 10 Years (2020)

Facility	FCI %
On County Land	Bearspaw Historical Society
	Bearspaw Lifestyle Center
	Bow Valley Community Club Indus
	Bragg Creek Snowbird Chalet
	Chestermere Regional Recreation Centre
	Delacour Community Hall
	Indus Recreation Centre
	Jumping Pound Community Hall
	Kathryn Community Hall
	Langdon Field House/Langdon Park
	Springbank Equestrian Centre
	Springbank Heritage Club
	Springbank Park for All Seasons/Main Site/Lions Soccer Park
Not on County Land	Balzac Community Hall
	Beaupre Community Hall
	Bragg Creek Community Centre
	Dalroy Community Hall
	Dartique Community Hall
	Goldenrod Community Hall
	Keoma Community Hall
	Madden Community Hall
	Weedon Pioneer Community Hall

Rating:
Good
Acceptable
Marginal
Poor
Critical

Collaborating with Regional Municipal Partners

Within the boundaries of RVC, there are five Municipalities (Beiseker, Chestermere, Cochrane, Crossfield, and Irricana) that the County partners with to facilitate access to recreation opportunities for residents. These communities, including RVC and The City of Calgary, offer recreation service delivery to residents living in the metropolitan area.

Reciprocal use of recreation services among residents of all these communities is common including use of County services by residents of the other Municipalities.

In the past, the County has engaged in various forms of collaboration including coordinated planning and cost sharing agreements with its Urban Municipal Partners. Agreements, when developed, have been conducted bi-laterally with partners.

Periodically, these agreements are reviewed, and, at times, modifications result. For some of these agreements, the County is currently in negotiations based on impending Intermunicipal Collaborative Frameworks.*

There are various collaborative approaches that the County could develop with its Urban Municipal Partners from marketing agreements, sharing of information, and coordinated planning to more complex propositions such as cost sharing and shared service provision.

In determining the appropriateness of these approaches, the County will need to consider issues such as diversity of service provision, population and demographics, ability to pay, and assumption of risk. In addition, as the County develops recreation service provision in its urban hamlets, reliance on services in urban municipalities will become less important.

* Intermunicipal Collaborative Frameworks (ICF) must be developed by Municipalities that share common boundaries and may be created for Municipalities within the same growth management board such as the Calgary Metropolitan Regional Board. Deadlines for these agreements is May 1, 2021.

Recreation is a service area involved in some of the ICFs.

Rocky View County and Adjacent Municipalities



Examples of RVC Collaborative Agreements

- Cost shared service agreements with Airdrie, Beiseker, Cochrane, and Crossfield.
- Deficit based cost sharing agreements based on specified amounts with Cochrane (Spray Lakes Sawmill Family Sports Centre) and Chestermere (Chestermere Regional Recreation Centre). With both agreements, the County owns the lands that the facilities are situated and has contributed capital funding to their development.

Types of Collaborative Approaches

- **Promotion/advertising/communications** - Coordinated marketing related to regional recreation assets that are available to residents (not just those within municipal borders).
- **Collaborative analytics/insights** - Coordinated sharing of data and information, possibly including capacity building supports to all recreation stakeholder groups (not just those within municipal borders).
- **Coordinated planning** - Consistent policy development related to user fees for and allocations of recreation facilities and spaces.
- **Cost sharing** - Fixed amounts or deficit sharing of operating costs based on utilization, per capita amounts, proportion of populations, agreed upon amounts, or assessment base.
- **Shared Service Provision** - Formal agreements between two or more municipalities that could include having staff and other supports dedicated to regional matters (either within each partner municipality or through jointly funded shared staff) and/or jointly funding recreation facilities, spaces, and services.

Summary of Recreation Facility Distribution throughout the Region (2020)

(population)	RVC (39,407)	Airdrie (61,842)	Beiseker (819)	Calgary* (1.2 million)	Chestermere** (19,887)	Cochrane (25,853)	Crossfield (2,983)	Irricana (1,216)
Aquatic - Flat water		✓		✓ (numerous)		✓		
Aquatic - Leisure water		✓		✓ (numerous)		✓		
Community hall/banquet facilities	✓ (15)	✓ (1)	✓ (1)	✓ (numerous)	✓ (1)	✓ (2)	✓ (1)	✓ (1)
Curling rinks (sheets)	✓ (12)	✓ (8)		✓ (numerous)	✓ (4)	✓ (6+3 small)		✓ (4)
Public fitness/ wellness facilities (e.g. exercise/weight room)		✓		✓ (numerous)		✓		
Gymnasium type spaces (e.g. basketball, volleyball, badminton - not including schools)		✓		✓ (numerous)	✓	✓		
Ice arena facilities (ice surfaces)	✓ (3)	✓ (5)	✓ (1)	✓ (numerous)	✓ (2)	✓ (4)	✓ (1)	
Indoor fields (e.g. soccer, football - surfaces)		✓ (2)		✓ (numerous)		✓ (1)		
Performing spaces (theatres)		✓		✓ (numerous)		✓		
Seniors centre	✓ (2)	✓ (3)	✓ (1)	✓ (numerous)	✓ (1)	✓ (1)	✓ (1)	✓ (1)
Athletic parks (diamonds/rectangular)	✓ (3)	✓ (1)		✓ (numerous)	✓ (1)	✓ (2)		
Artificial turf rectangular fields		proposed		✓ (numerous)	proposed	✓		
Programs		✓		✓ (numerous)	✓	✓		

*Calgary has numerous facilities and services.

** Services not highlighted are principally addressed by the Chestermere Regional Community Association, which is shared service provision between RVC and the Town of Chestermere.

The information in the above table demonstrates the disparity of services that are provided by Municipalities throughout the region. In most cases, prevalence of facilities and services is dependent on population sizes. As a community's population grows, more services are needed.

While population growth is occurring throughout the region, it has been significantly higher in other communities compared to the County. Between 2006 and 2016, the County population increased by 15% (Statistics Canada). In contrast, Airdrie grew 113%, Chestermere 108%, and Cochrane 88%. New areas of Calgary that are adjacent to the County increased 137%. As such, recreation facility deficits that may exist within the region are more likely a result of growth in the urban communities than in the County.

A further issue to consider is that residents who engage in sport programming and extracurricular school activities in most areas of the County are required to do so in the County itself or Airdrie, Beiseker, Chestermere, Cochrane, and Crossfield, and not in Calgary.

Other Complexities to Consider

- **Population** - The Rocky View County represents less than 3% of the population in the region, which is expected to continue in the future. In contrast, Calgary's population comprises almost 90%.
- **Demographics** - Rocky View County has an older population compared to Airdrie, Calgary, Chestermere, and Cochrane. As such, use of recreation facilities such as aquatic facilities, ice rinks, and other amenities in the region, which appeal to younger age groups, is likely lower among County residents.
- **Private Service Providers** - Urban communities are likely to have more private recreation providers such as fitness centres, which needs to be considered in agreements developed with Urban Municipal Partners.
- **Structured vs. Unstructured activities** - While utilization numbers of structured programs may be available, measuring use of parks and active transportation systems that facilitate unstructured activities is more challenging. County service providers have suggested use of parks and trails among residents of urban communities is increasing.
- **Assumption of Risk** - Cost sharing agreements should be developed with consideration that the County typically has had limited involvement in decisions about facility development and operations.
- **Ability to Pay** - Some populations within RVC may have greater capacity to pay for recreation services than others. However, they may not necessarily spend their recreation expenditures on local services, but rather travel outside the region to recreate (e.g. mountains).

Recommended Collaborative Approaches with Municipal Partners

Level of Complexity	Collaborative Approaches	Crossfield/ Beiseker/ Irricana (supportive)	Airdrie/ Chestermere/ Cochrane (integrative)	Calgary (coordinated)
<div style="text-align: center;"> Low ↑↓ High </div>	Promotion/Advertising/Communications	✓	✓✓	✓
	Collaborative Analytics/Insights	✓	✓✓	✓
	Coordinated Planning	✓	✓✓	✓✓
	Cost Sharing	✓✓	✓✓✓	
	Shared Service Provision		✓	

Considering all of the complexities involved, collaborative approaches have been recommended for the County to pursue with its Urban Municipal Partners.

- **Crossfield/Beiseker/Irricana – Supportive Collaboration** - Adopt supportive approaches to collaboration including cost sharing due to population served, availability of services, and minor sport systems participation.
- **Airdrie/Chestermere/Cochrane – Integrative Collaboration** - Adopt more integrative collaboration including cost sharing due to recognized service centres for Agriculture and Rural Leisure Orientations, higher service levels, and minor sport systems participation.
- **Calgary – Coordinated Collaboration** – Adopt coordinated collaboration approaches due to some Rural Leisure Orientation use of services, future facility development expected in the County, reciprocal use of services among residents of each community.

In terms of cost sharing, there are various options available (see options to the right). Currently, cost sharing agreements developed by the County with Urban Municipal Partners have been typically Percentage Based Deficit Sharing with a top end limit. Some form of Utilization Based Deficit Sharing may be preferred to ensure that the County is contributing based on actual use of its residents or, possibly, Contributions based on Assessment Base to correlate with what RVC residents who live in the catchment areas pay for tax levy.

For all of the cost sharing options that might be available, the County may be underrepresented in its influence over costs when other Municipalities are operating the recreation services. Essentially, the County has not been involved in facility development and operations decisions in a lot of cases and, as such, should consider the levels of risk it is willing to assume when other Municipalities are responsible for these decisions.

Types of Cost Sharing Agreements

- **Utilization Based Deficit Sharing** - An amount of shared funding of deficits based on residents' use of services.
- **Contributions Based on Assessment Base** - Using municipal assessment base as a measure to calculate contributions.
- **Per Capita Amounts** - An agreed upon contribution amount is determined based on per capita or household.
- **Fixed Amounts** - A fixed amount is determined based on some measure or reference point such as types of facilities available, services provided, or population size of community.
- **Percentage Based Deficit Sharing** - An agreed upon percentage of operating budget is developed based on population, market area, or some other measure.



Enhancing Recreation Funding Programs

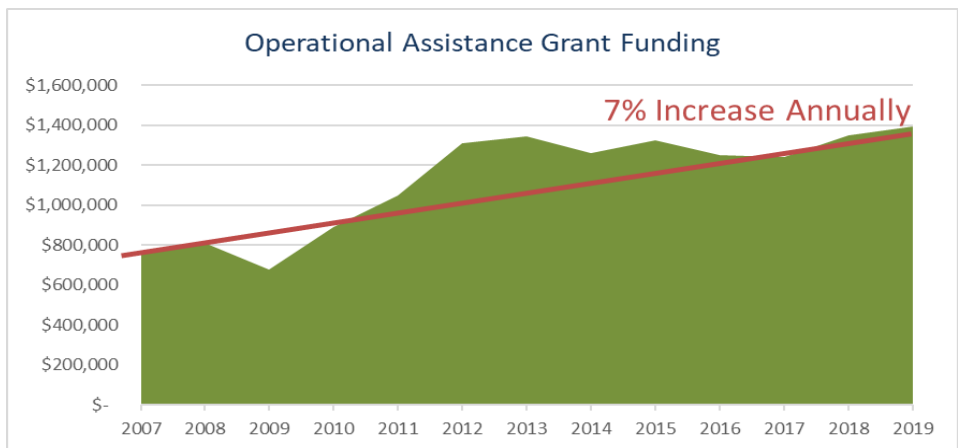
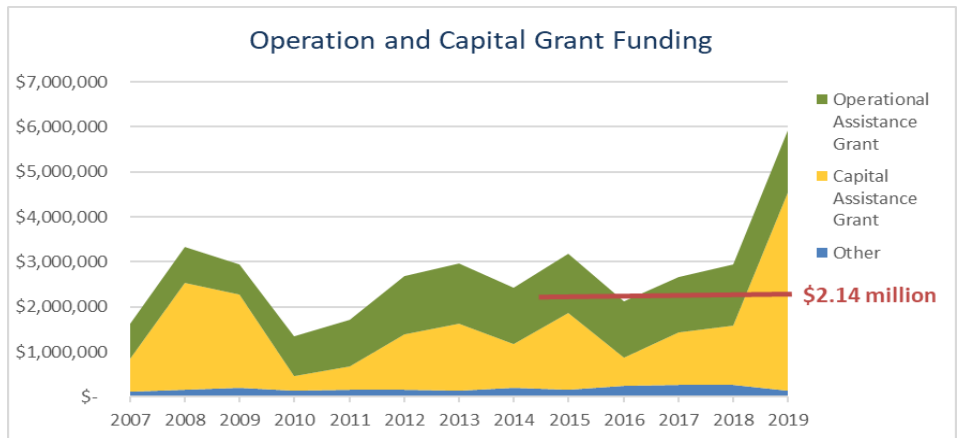
Recreation funding has been a major component of the County's contribution to the recreation system.

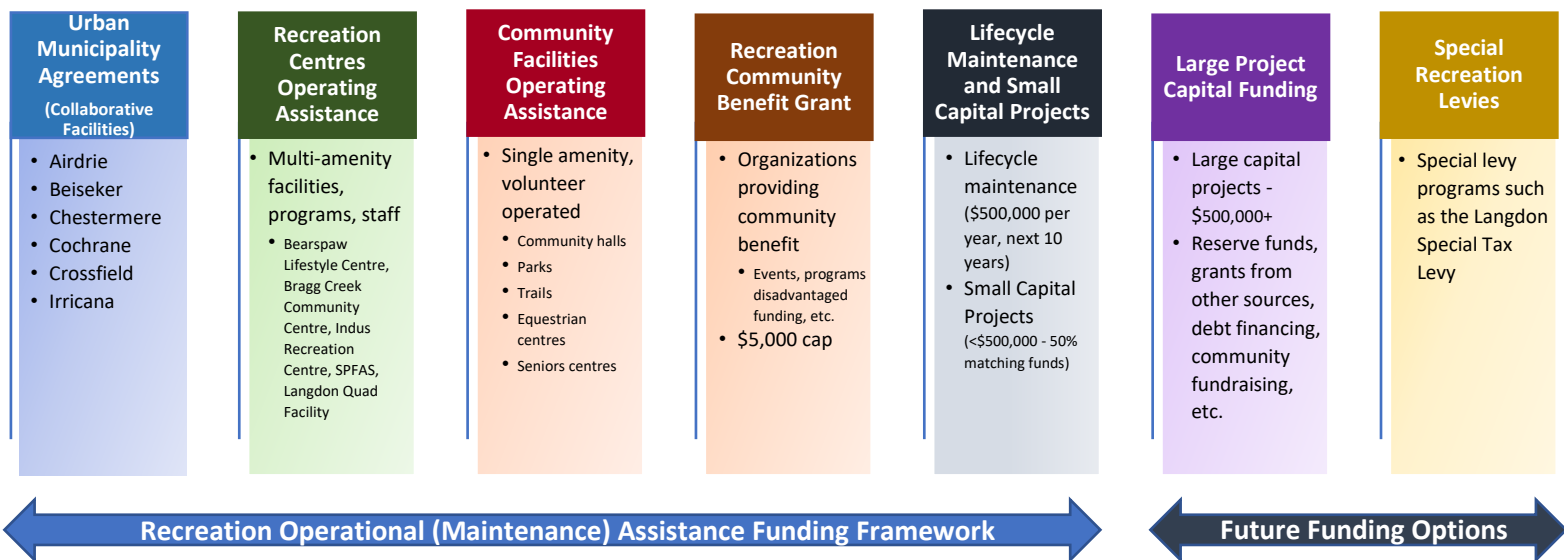
Since 2014, the County has invested annually \$2.14 million into operating and capital grants for recreation facilities and services in the community and agreements with Urban Municipal Partners.

An extensive review was conducted of the County's existing recreation grants, agreements, and funding programs. Spending has commonly been higher than the \$2.14 million budget. While there has been a gradual increase in spending for operational assistance grants to community organizations, capital grants have fluctuated due to emerging new facility projects and ongoing maintenance and lifecycle requirements.

The annual spending gaps has been addressed by drawing upon capital reserves of the County.

Analysis of Recreation Funding 2007 - 2019



New Recreation Funding Framework**3-Year Grant Application Cycles**

Recreation Centres and Community Facilities Operating Assistance Grants should be based on operational agreements with the county and comprised of 3-year application cycles to allow organizations to better plan their operations.

The result of the review is a new framework developed for recreation funding comprised of Recreational Operating (Maintenance) Assistance Funding and Future Funding Options.

The intent of the new structure is to provide enhanced distinction for how funding is applied, create funding parameters, and enhance tracking and accountability for funds invested in the recreation system.

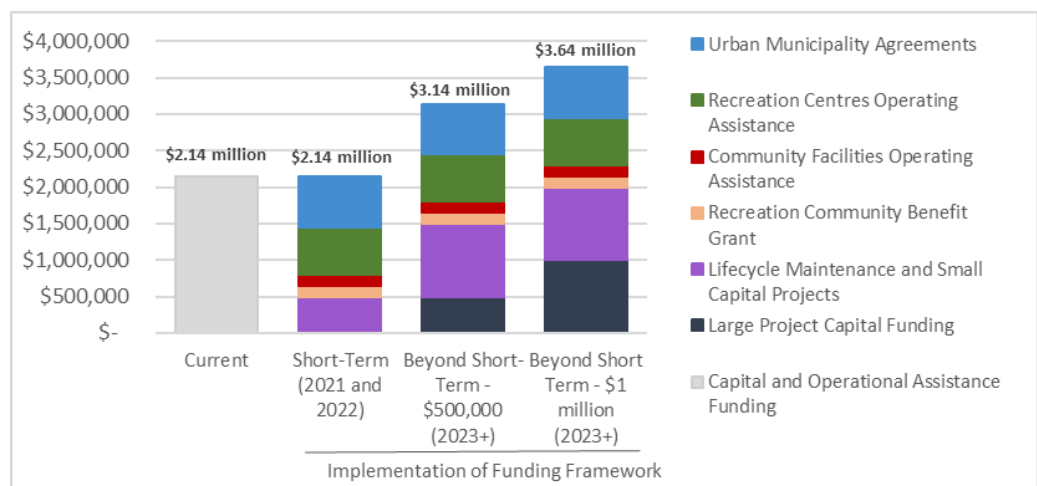
The framework also acknowledges and designates funds for ongoing lifecycle maintenance and small capital projects that may develop on an annual basis.

With current situation of the pandemic, it is expected that funding levels will need to remain at existing levels for a couple of years (2021 and 2022).

During this timeframe, the Lifecycle Maintenance and Small Capital Projects Funding program would be approximately \$500,000 annually and principally be used to address ongoing maintenance and lifecycle requirements of existing facilities. After 2022, it is

recommended that this Program increase to \$1,000,000 annually to support the development small capital projects in the County such as playgrounds, sport pads, outdoor courts and fields, outdoor rinks, etc.

As well, it is recommended that annual contributions of approximately \$500,000 to \$1,000,000 be invested annually from tax levy into the Large Project Capital Funding program to support future capital requirements for recreation

Budgetary Options for New Recreation Funding Framework

facilities in the community. This is an approach that has been adopted by a few rural municipalities within Alberta that are experiencing similar deficits of recreation facilities in their communities.

Accounting for all of these proposals, by 2023, Recreation Funding from tax levy would be \$3.14 to \$3.64 million (2020 dollars), depending on the amounts invested in the Large Project Capital Funding program.*

Existing and Estimated Recreation Funding
(per household tax levy - 2020 dollars)

Year	Households in County	Funding	Per Household
2012	14,497	\$2,095,900	\$144.57
2013	15,213	\$2,096,000	\$137.78
2014	15,762	\$2,141,800	\$135.88
2015	15,896	\$2,141,800	\$134.74
2016	16,075	\$2,141,800	\$133.24
2017	16,316	\$2,141,800	\$131.27
2018	16,905	\$2,141,800	\$126.70
2019	17,627	\$2,141,800	\$121.51
2020	17,682	\$2,141,800	\$121.13
2021	17,832**	\$2,141,800	\$120.11
2022	18,032**	\$2,141,800	\$118.78
2023	18,297**	\$2,744,550	\$150.00
2024	18,562**	\$2,784,300	\$150.00
2025	18,827**	\$2,824,050	\$150.00

If Large Project Capital Funding Included				
Year	\$500,000		\$1 million	
	Funding	Per Household	Funding	Per Household
2023	\$3,244,550	\$177.33	\$3,744,550	\$204.65
2024	\$3,284,300	\$176.94	\$3,784,300	\$203.87
2025	\$3,324,050	\$176.56	\$3,824,050	\$203.12

When the \$2.14 million was first established for Recreation Funding (between 2012 to 2014), the contribution from tax levy was just under \$150 per household. Since there has been no annual increases to this amount, the per household amount has decreased due to residential growth occurring in the community. To support the initiatives proposed in this Master Plan, it is recommended that the County adopt a \$150 per household allocation from tax levy for future Recreation Funding.

If \$150 per household was implemented in 2023, it is expected that the recommendation of increasing the Lifecycle Maintenance and Small Capital Projects program by \$500,000 could be achieved (see table on the left).

Estimates have also been developed for implementation of the Large Project Capital Funding program of \$500,000 and \$1 million. For example, per household tax levy of approximately \$177 per household would generate \$3.2 million and \$205 would generate \$3.7 million (see 2023 in second table on the left).

It is also recommended that the County index future annual Recreation Funding for inflation as costs typically increase annually, as demonstrated earlier in this section.

It is also worth noting that any operating assistance funding needed for new facilities (both Recreation Centres and Community Facilities) developed in the County would require additional increases from tax levy to Recreational Funding. ***

* Budget estimates for Cost Sharing Agreements with Municipal Partners are presented at current levels, which may change based on future negotiations.

** Estimated increases are based on analysis of dwelling unit development permits including 2020, which has been affected by the pandemic situation (lower than previous years).

*** Based on 18,297 households in 2023, additional tax levy of \$5.46 per household would be needed per \$100,000 increase of operating assistance funding.

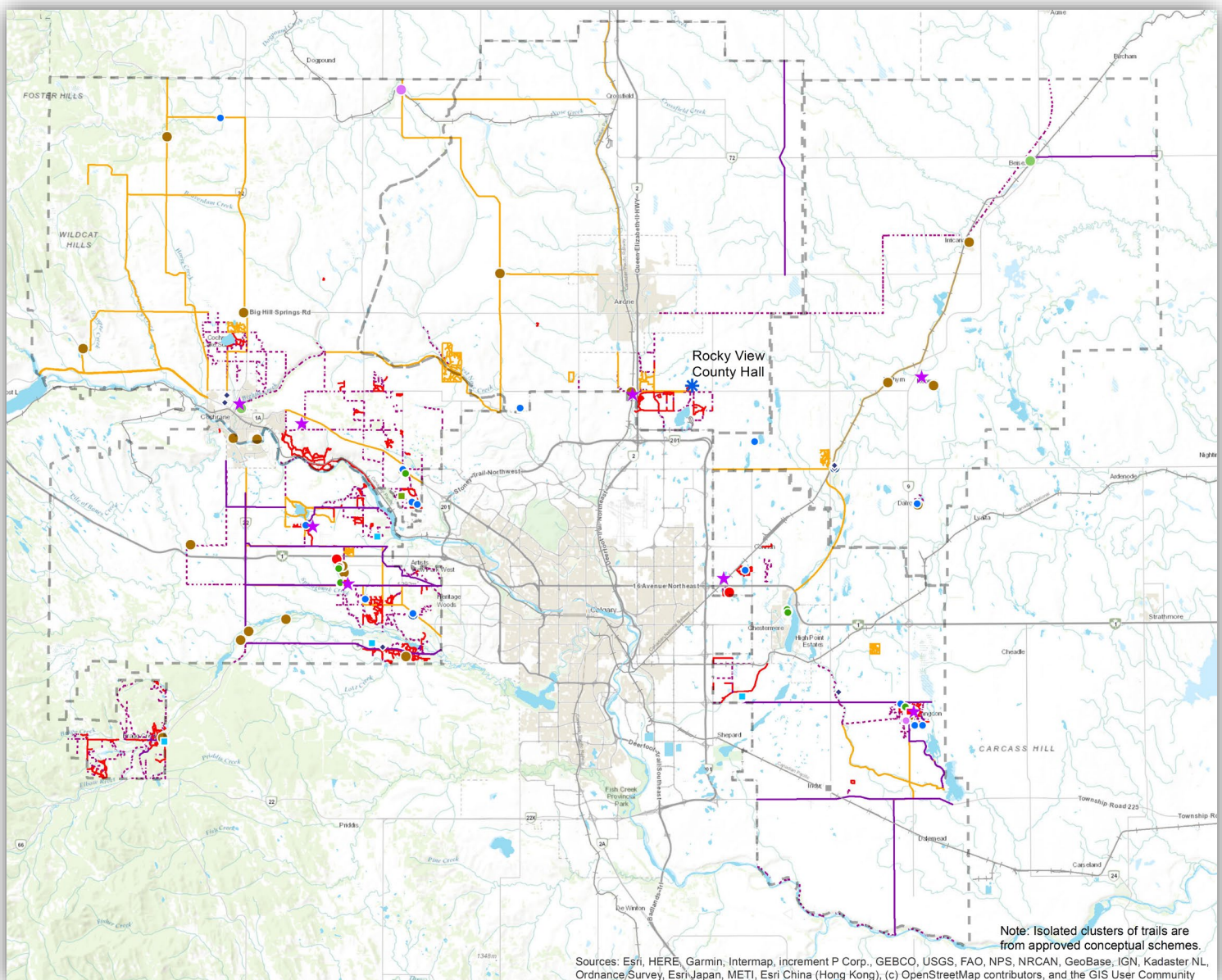
Developing Future Recreation Facilities

Throughout the County, various recreation facilities, parks, and active transportation networks are available to residents to access and participate or engage in active and passive recreation. The findings of the Recreation Needs Assessment Study showed that these recreation assets are immensely popular among County residents. Some facilities, such as community halls, are typically the highest used facilities among County residents within the areas they serve.

The results also revealed that there are service gaps within the available recreation facility inventory in some areas of the County. Further, it was noted that many residents were keen on the further development of the active transportation network.

Priorities have been developed for future recreation infrastructure over the next two decades.

Existing and Proposed Recreation Facilities, Parks, and Active Transportation Network in County



Presented for illustrative purposes. Additional mapping presented in Supplemental Reporting.

Recreation Facilities

(Large Scale Projects)

Priorities have been established for recreation facilities in the community including a Langdon Recreation Centre, South Springbank Community Facility, the Indus Recreation Centre rink expansion, and planning of facilities in Conrich, North Springbank, Glenbow Ranch, Elbow Valley, and Balzac West hamlets. Longer term planning is proposed for Cochrane North and Greater Bragg Creek.

These priorities have been established primarily based on the findings of the Recreation Needs Assessment Study, population outlook and growth areas in the community, and screening using the Facility Service Level Framework in conjunction with the Facility Development Criteria.

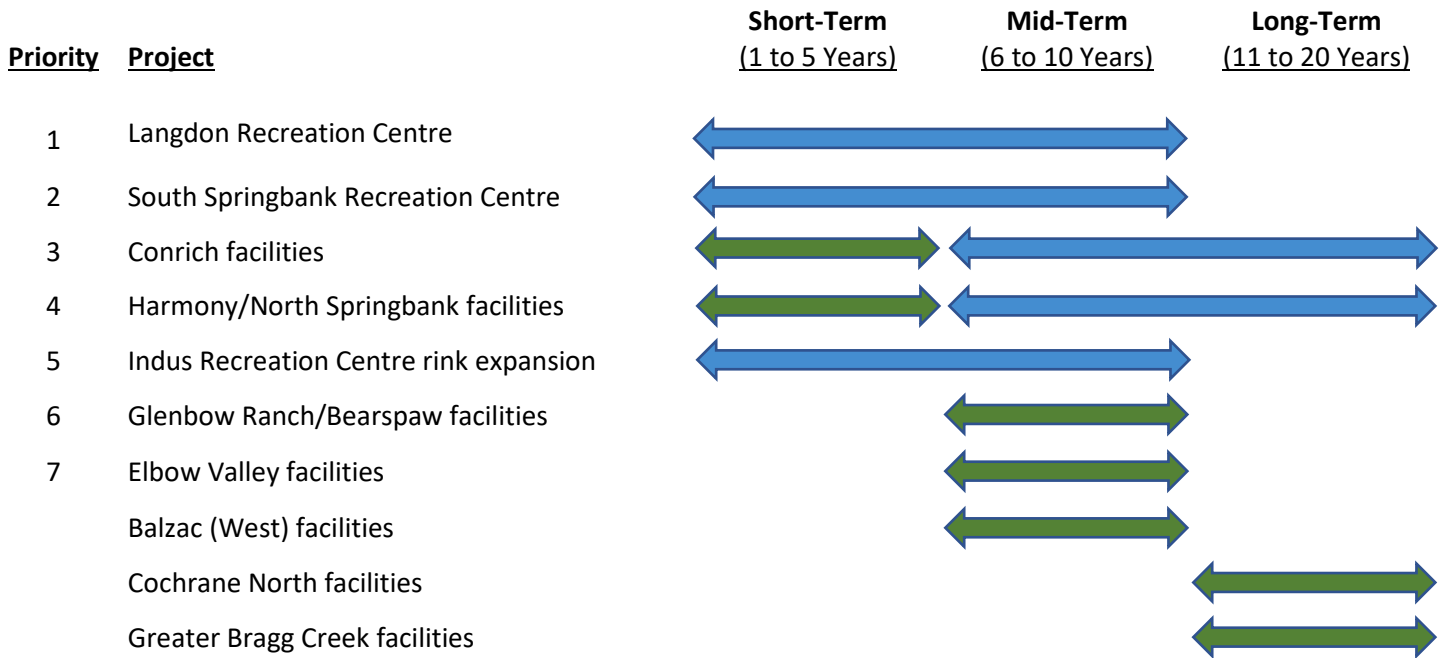


Recreation Facilities (Large Scale Projects) Priorities



Priority Timeframe	Project Name - Leisure Orientation	Preliminary Capital Estimates - Specifications	Rationale
1 Short to mid-term (1 to 10 years)	Langdon Recreation Centre Urban (supports rural/ agricultural area)	Facility: \$23 - \$25 million <ul style="list-style-type: none"> Multi-Purpose - gymnasium/indoor partial field Multi-space - activity space (event, general, seniors/youth areas, temporary/permanent playground) Meeting rooms Fitness centre Child minding Satellite library space Support spaces - lease spaces/concession/administration space 	<ul style="list-style-type: none"> Identified as high priority in Recreation Needs Assessment Study Population >5,000 Growth area - population 10,000 Lack of space in community for programs/rentals/etc. Land has been identified (joint use site) Communities of this size typically have these types of facilities available for residents Preliminary business case/concept plan conducted
2 Short to mid-term (1 to 10 years)	South Springbank Community Facility Rurban	Facility: \$12 to \$15 million Land: \$3 million <ul style="list-style-type: none"> Multi-Purpose - Event/banquet space Multi-Purpose - gymnasium/ indoor (partial) field component would be dependent on local sports organization involvement/ requirements Satellite library space Support spaces - administration space 	<ul style="list-style-type: none"> Identified as high priority in Recreation Needs Assessment Study Population >5,000 - longer-term >10,000 To primarily serve South Springbank area in long-term Community facility recently decommissioned in area Lack of space in area for programs/rentals/etc. Initial business case started
3 Short to long-term (1 to 20 years)	Conrich facilities Urban/ Rurban	Planning: \$100,000 Land: \$3 million estimate <ul style="list-style-type: none"> Conduct planning for facilities in conceptual scheme areas, which may include: <ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	<ul style="list-style-type: none"> Several neighbourhoods/communities are already developing Long-term expected to be an urban hamlet with >20,000 population with country residential development Several conceptual schemes already developed with limited consideration given to recreation Community residents interested in beginning to plan and develop Community Facilities
4 Short to long-term (1 to 20 years)	Harmony/North Springbank facilities Urban/ Rurban	Planning: \$100,000 Land/Facility \$18 million <ul style="list-style-type: none"> Conduct planning for facilities in conceptual scheme areas, which may include: <ul style="list-style-type: none"> Multi-Purpose space - gymnasium/indoor (partial field) Multi-Purpose space - activity space Multi-Purpose space - non-sport Multi-Purpose space - studio/dance space 	<ul style="list-style-type: none"> Need to coordinate recreation facility needs for Harmony and North Springbank Long-term expected population >10,000 - Harmony > North Springbank - 10,000 (e.g. >20,000) Conceptual scheme developed for Harmony with potential need for additional Multi-Purpose spaces for North Springbank area

Recreation Facilities (Large Scale Projects) Priorities, continued...

Priority Timeframe	Project Name - Leisure Orientation	Preliminary Capital Estimates - Specifications	• Rationale
5 Short to mid-term (1 to 10 years)	Indus Recreation Centre Rink Expansion Agricultural (situated close to Urban - Langdon)	Facility: \$8.5 million (County portion \$1.775 million) • Expand additional ice sheet	<ul style="list-style-type: none"> Identified as a mid-term priority in Recreation Needs Assessment Study Expansion is primarily to serve needs of local sport groups Already operating facility - expansion would support further sustainability as a tournament facility The County has committed funds to the project
6 Mid to long-term (5 to 10 years)	Glenbow Ranch/ Bears paw facilities Urban/ Rurban	Planning: \$100,000 • Conduct preliminary planning for facilities/locations, which may include: <ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	<ul style="list-style-type: none"> Preliminary planning needed to contribute to Area Structure Planning/Conceptual Schemes Long-term expected to be an urban hamlet with >10,000 population - Coordinate facilities in urban hamlet/rurban area (including Bears paw Lifestyle Centre) Development of recreation facilities would occur when communities reach population thresholds, as identified in the Facility Service Level Framework
7 Mid to long-term (5 to 10 years)	Elbow Valley facilities Urban	Planning: \$100,000 • Conduct preliminary planning for facilities/locations, which may include: <ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	<ul style="list-style-type: none"> Preliminary planning needed to contribute to Area Structure Planning/Conceptual Schemes being developed for the community Long-term expected to be an urban hamlet with >10,000 population - may also offer facilities to serve surrounding Rurban Leisure Orientation areas Development of recreation facilities would occur when communities reach population thresholds, as identified in the Facility Service Level Framework
Mid to long-term (5 to 10 years)	Balzac (West) facilities Urban	Planning: \$100,000 • Conduct preliminary planning for facilities/locations, which may include: <ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	<ul style="list-style-type: none"> Preliminary planning needed to contribute to Area Structure Planning/Conceptual Schemes Long-term expected to be an urban hamlet with >30,000 population - may also offer facilities to serve surrounding Agricultural and Rurban Leisure Orientation areas May become a higher priority depending on utility servicing to area Development of recreation facilities would occur when communities reach population thresholds, as identified in the Facility Service Level Framework
Long-term (10 to 20 years)	Cochrane North facilities Urban	Planning: \$100,000 • Conduct preliminary planning for facilities/locations, which may include: <ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	<ul style="list-style-type: none"> Preliminary planning needed to contribute to Area Structure Planning/Conceptual Schemes Long-term expected to be an urban hamlet with >25,000 population - may also offer facilities to serve surrounding Agricultural and Rurban Leisure Orientation areas Development of recreation facilities would occur when communities reach population thresholds, as identified in the Facility Service Level Framework
Long-term (10 to 20 years)	Greater Bragg Creek facilities Urban	Planning: \$100,000 • Conduct preliminary planning for facilities/locations, which may include: <ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	<ul style="list-style-type: none"> Preliminary planning needed to contribute to Area Structure Planning/Conceptual Schemes Long-term expected to be an urban hamlet with >5,000 population May become a higher priority depending on planning of area Development of recreation facilities would occur when communities reach population thresholds, as identified in the Facility Service Level Framework

Estimated Timelines for Recreation Facilities (Large Scale Projects) Priorities

Legend:

- Initiation Phase 
- Concept to Construction/
Development Phases 



Parks

(outdoor recreation infrastructure)

Priorities have been developed for outdoor recreation infrastructure such as sport fields, courts, playgrounds, day use, and dog parks.

Many of the priorities are associated with the development of facilities in the community and urban hamlets or growth areas.

Extended Long-Term Priorities - 20+ Years

- Cochrane Lake - Rectangular fields, ball diamonds, sports pads, courts
- Balzac (West) - Rectangular fields, ball diamonds, sports pads, courts
- North Springbank/Harmony - Park development along Bow River














Parks (Other Recreation Infrastructure) Priorities

Priority Timeframe	Project Name - Leisure Orientation	Preliminary Capital Estimates - Specifications	Rationale
1 Short to long-term (1 to 20 years)	Langdon - As part of Recreation Centre Urban	Planning: \$75,000 Amenities: \$1.715 million • Rectangular fields • Outdoor sports courts • Playground	<ul style="list-style-type: none"> • Developed in relation to high priority in for facility Recreation Needs Assessment Study • Population >5,000 • Growth area - population 10,000
2 Short to mid-term (1 to 10 years)	Conrich open spaces Urban/ Rurban	Planning: \$25,000 Amenities: \$420,000 • Outdoor sports court (tennis/pickleball)	<ul style="list-style-type: none"> • Currently, no recreation facilities in the community • Population >5,000 - longer-term >10,000 • Has reached population threshold of 1,500 for Urban Leisure Orientation areas • Consistent with Facility Service Level Framework and Facility Development Criteria • Establish community gathering place • Community residents interested in beginning to plan for recreation facilities
3 Short to mid-term (1 to 10 years)	Langdon - destination off-leash areas Urban	Planning: \$30,000 Amenities: \$280,000 • Off leash dog park with small and large dogs	<ul style="list-style-type: none"> • Complete guidelines and design criteria for off leash areas within hamlets with population threshold that support amenity
4 Short to long-term (1 to 20 years)	South Springbank - Sport field locations Rurban	Planning: \$10,000 Amenities: \$420,000 • Potential Sport Field Layout within existing MR Parcel • Installation of permanent or semi-permanent soccer goals	<ul style="list-style-type: none"> • Support needs of youth soccer program • Investigation of potential sport field within existing Municipal Reserve (South Springbank Area)
Long-term (10 to 20 years)	Harmony/North Springbank - Planning Rurban	Planning: \$75,000 • Rectangular Multi-Purpose fields, ball diamonds, community park • Playground • Sport court • Day-use • Dog park	<ul style="list-style-type: none"> • As part of Community Facilities • A growth area within the community • Harmony - population >10,000 • Long-term population of North Springbank area >20,000 • Consideration given to relationship of amenities between Harmony and North Springbank
Long-term (10 to 20 years)	South Springbank - As part of Community Facility Rurban	Planning: \$75,000 • Playground • Rectangular fields • Outdoor sports courts	<ul style="list-style-type: none"> • Developed in relation to high priority in for facility Recreation Needs Assessment Study • Population >5,000 - longer-term >10,000



Parks (Other Recreation Infrastructure) Priorities, continued ...

Priority Timeframe	Project Name - Leisure Orientation	Preliminary Capital Estimates - Specifications	Rationale
Long-term (10 to 20 years)	Glenbow Ranch/ Bears paw- Planning Urban	Planning: \$75,000 • Conduct planning for facilities in conceptual scheme areas • Rectangular Multi-Purpose fields, ball diamonds, community park • Playground • Sport court • Day-use • Dog park	<ul style="list-style-type: none"> As part of planning for the development of community facilities Consideration given to relationship of amenities between Glenbow Ranch and Bears paw
Long-term (10 to 20 years)	Langdon Region - Bow River Plains Urban	Planning: \$75,000 • Conduct planning for amenities	<ul style="list-style-type: none"> Encourage winter activities such as ice skating and ice fishing at Weed Lake and canoeing on the Shepard wetland complex

Estimated Timelines for Parks (Large Scale Projects) Priorities

Priority	Project	Short-Term (1 to 5 Years)	Mid-Term (6 to 10 Years)	Long-Term (11 to 20 Years)
1	Langdon - As part of Recreation Centre - rectangular fields, outdoor sports court, playground			
2	Conrich - Planning (possible sports pad, courts, fields)			
3	Langdon - Identify and develop destination off-leash area			
4	South Springbank Area - Investigation of Potential Sports Field location within South Springbank Area			
	Harmony/North Springbank Areas - Rectangular fields, ball diamonds, sports pads, courts			
	South Springbank - Site development as part of Community Facility - playground, sport pad			
	Glenbow Ranch/Bears paw Areas - Rectangular fields, ball diamonds, sports pads, courts			
	Langdon Region - Bow River Plains - Amenities for water and winter activities			

Legend:

- Initiation Phase 
- Concept to Construction/
Development Phases 

Active Transportation Network

(Pathways and Trails)

Rocky View County currently has 196 kilometres of pathways and trails in its Active Transportation Network with an estimated asset value of between \$39 and \$59 million.

Priorities for the Active Transportation Network have been developed from an extensive review of the Active Transportation Plan - South Region (2018), Capital Projects initiatives (Policy 460), and projects that have or are currently being completed.

It is also recommended that active transportation network planning be conducted in the north region of the County.

Extended Long-Term Priorities - 20+ Years

- Highway 8/Highway 22 Pathway
- Highway 22 - Harmony/Cochrane Pathway
- Highway 791 Shoulder Widening and Signage
- Highway 560, Highway 22X Share the Road Signage
- Springbank Road to Highway 22 Shoulder Widening

Active Transportation Network Priorities

Priority Timeframe	Project Name - Leisure Orientation	Preliminary Capital Estimates - Specifications	Rationale
1 Short-term (1 to 5 years)	Regional Pathway - Upgrade existing Balsam Ave pathway on south side and new north side pathway West Bragg Creek Trail NE Urban	Capital estimate: \$430,000 • Trail Length (metres) - 1,250 • Upgrade existing trail	<ul style="list-style-type: none"> • Active Transportation Plan South Region (2018) - Item 3a • Policy 460 - Item 13 • Improvement to existing trail network and complete a missing trail network connection
2 Short-term (1 to 5 years)	Regional Pathway - New Burnside Dr pathway to connect Balsam Ave and White Ave - Bragg Creek Urban	Capital estimate: \$38,000 • Trail Length (metres) - 110 • New Burnside Dr pathway to connect Balsam Ave and White Ave	<ul style="list-style-type: none"> • Active Transportation Plan South Region (2018) - Item 3b • Provide missing connection
3 Short-term (1 to 5 years)	Regional Pathway - Pathway along Range Road 33 - Schools to SPFAS Rurban	Capital estimate: \$465,000 • Trail Length (metres) - 1,350 • Construction of a separated regional pathways within the road right of way	<ul style="list-style-type: none"> • Policy 460 - Item 10 • Connectivity to Allstars Park from School and additional safety for local residents along roadway
4 Short-term (1 to 5 years)	Regional Pathway - Janet – Conrich Shared-Use Pathway - WID Headworks Canal Connector (Range Road 285) Agricultural, Rurban and Urban	Capital Estimate: \$41,900 • Trail Length (metres) - 123 • Establishment of a paved pathway on the west side of Range Road 285	<ul style="list-style-type: none"> • Policy 460 - Item 6 • Providing a connection to park space and trail along WID

Active Transportation Network Priorities, continued ...


















Priority Timeframe	Project Name - Leisure Orientation	Preliminary Capital Estimates - Specifications	Rationale
5 Short to long-term (1 to 20 years)	Active Transportation Plan - North Region Agricultural, Rurban and Urban	Capital estimate: \$1 million Planning: \$100,000 • Short-term - Conduct study for active transportation network in north region Mid to Long-term - Implementation of study findings	<ul style="list-style-type: none"> • Conduct similar planning initiative to Active Transportation Plan - South Region • Provide direction on priorities for establishing connected network in the north region of the County
6 Mid-term (6 to 10 years)	Local Pathway - Langdon Meadows NE - Formalization of route for safe passage Urban	Capital estimate: \$95,000 • Trail Length (metres) - 300 • Formalization of the route for safe passage	<ul style="list-style-type: none"> • Active Transportation Plan South Region (2018) - Item 3a • Policy 460 - Item 5 • Regional Pathway connection in Langdon
7 Mid-term (6 to 10 years)	Local Pathway - Clearwater Park/Elbow River Pathway NE - Defined trail network Rurban	Capital estimate: \$322,500 • Trail Length (metres) - 1,025 • Defined trail network	<ul style="list-style-type: none"> • Active Transportation Plan South Region (2018) - Item 3b • Policy 460 - Item 7 • Connection from Urban region to regional park area
8 Mid-term (6 to 10 years)	Regional Pathway - Existing gravel trail on Centre Ave. in Bragg Creek to be upgraded to pavement - Replacement of existing pathway asset Urban	Capital estimate: \$505,000 • Trail Length (metres) - 1,600 • Upgrade existing trail	<ul style="list-style-type: none"> • Replacement of existing pathway asset
9 Mid-term (6 to 10 years)	Regional Pathway - Add trail alongside Highway 758 - Trail Connection - connect urban area to Bragg Creek Provincial Park (connect Branded Peak Trail within the park) Rurban	Capital Estimate: \$306,000 • Trail Length (metres) - 970 • Regional Pathway connection	<ul style="list-style-type: none"> • Connection from Urban region to Bragg Creek Provincial Park
Long-term (10 to 20 years)	Regional Pathway - WID Canal / Weed Lake - Connect urban region to regional park area Urban	Capital Estimate: \$2.765 million • Trail Length (metres) - 8,800 • Regional Pathway connection	<ul style="list-style-type: none"> • Connection from Urban region to regional park area
Long-term (10 to 20 years)	Regional Pathway - Harmony – Bow River Connection (via TWP Road 252 Shared-Use Pathway) Rurban	Capital Estimate: \$2,146 million • Trail Length (metres) - 6,820 • Regional Pathway connection	<ul style="list-style-type: none"> • Connection from Rurban Area to regional park space

Active Transportation Network Priorities, continued ...



Priority Timeframe	Project Name - Leisure Orientation	Preliminary Capital Estimates - Specifications	Rationale
Long-term (10 to 20 years)	Regional Pathway - Old Banff Coach Road / TWP Road 250 Shoulder Widening and Signage Rurban	Capital Estimate: \$5.92 million • Trail Length (metres) - 18,900 • Regional Network connection	• Connection from Rurban Area to regional park space
Long-term (10 to 20 years)	Regional Pathway - Springbank – Upgrade Share the Road Routes to Shared-Use Pathways Rurban	Capital Estimate: \$5.14 million • Trail Length (metres) - 16,300 • Regional Network connection	• Connection from Rurban Area to regional park space
Long-term (10 to 20 years)	Regional Pathway - McKinnon Flats Shared-Use Pathway Connection Agricultural and Rurban	Capital Estimate: \$3.571 million • Trail Length (metres) - 11,320 • Regional Pathway connection	• Connection from Urban region to regional park area
Long-term (10 to 20 years)	Regional Pathway - Highway 9 Shoulder Widening / Signage Rurban	Capital Estimate: \$3.421 million • Trail Length (metres) - 10,820 • Regional Network connection	• Connection from Rurban Area to regional park space
Long-term (10 to 20 years)	Regional Pathway - Highway 8 Bridge – Elbow River Rurban	Capital Estimate: \$285,000 • Trail Length (metres) - 900 • Regional Network connection	• Connection from Rurban Area to regional park space



Estimated Timelines for Active Transportation Network Priorities

<u>Priority</u>	<u>Project</u>	<u>Short-Term</u> <u>(1 to 5 Years)</u>	<u>Mid-Term</u> <u>(6 to 10 Years)</u>	<u>Long-Term</u> <u>(11 to 20 Years)</u>
1	Regional Pathway - Upgrade existing Balsam Ave pathway on south side and new north side pathway West Bragg Creek Trail NE			
2	Regional Pathway - New Burnside Dr pathway to connect Balsam Ave and White Ave - Bragg Creek			
3	Regional Pathway - Pathway along Range Road 33 - Schools to SPFAS			
4	Regional Pathway - Janet – Conrich Shared-Use Pathway - WID Headworks Canal Connector (Range Road 285)			
5	Active Transportation Plan - North Region and implementation			
6	Local Pathway - Langdon Meadows NE - Formalization of route for safe passage			
7	Local Pathway - Clearwater Park/Elbow River Pathway NE - Defined trail network			
8	Regional Pathway - Existing gravel trail on Centre Ave. in Bragg Creek to be upgraded to pavement - Replacement of existing pathway asset			
9	Regional Pathway - Add trail alongside Highway 758 - Trail Connection - connect urban area to Bragg Creek Provincial Park (connect Branded Peak Trail within the park)			
	Regional Pathway - WID Canal / Weed Lake - Connect urban region to regional park area			
	Regional Pathway - Harmony – Bow River Connection (via TWP Road 252 Shared-Use Pathway)			
	Regional Pathway - Old Banff Coach Road / TWP Road 250 Shoulder Widening and Signage			
	Regional Pathway - Springbank – Upgrade Share the Road Routes to Shared-Use Pathways			
	Regional Pathway - McKinnon Flats Shared-Use Pathway Connection			
	Regional Pathway - Highway 9 Shoulder Widening / Signage			
	Regional Pathway - Highway 8 Bridge – Elbow River			

Legend:

- Initiation Phase 
- Concept to Construction/ Development Phases 

Capital Budget Estimates

Capital budget estimates for recreation infrastructure identified in this Master Plan for the first five years is approximately \$7 million with an additional \$42 million in six to ten years. A further \$48 million is proposed for 10 to 20 years.

Some of the short-term priorities involve advancing projects beyond the initiation phase to further define and develop the initiatives so they are ready for construction when capital funding becomes available.

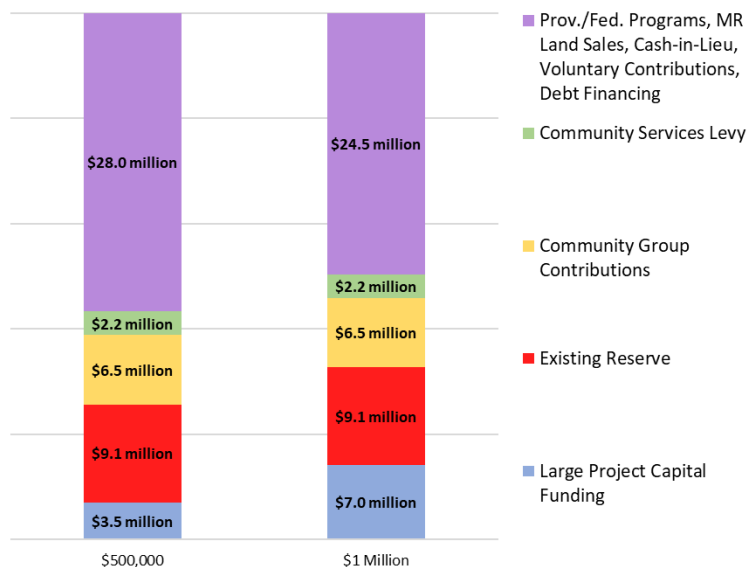
Estimated Capital Budget for Recreation Infrastructure Development

Type	Short-Term (1 to 5 Years)	Mid Term (6 to 10 Years)	Long-Term (10 to 20 Years)	Totals
Indoor Facilities	\$ 6,000,000	\$ 39,175,000	\$ 21,300,000	\$ 66,475,000
Parks	\$140,000	\$ 700,000	\$ 2,435,000	\$ 3,275,000
Active Transportation Network	\$ 975,000	\$ 2,229,000	\$ 23,248,000	\$ 26,452,000
Total	\$ 7,115,000	\$ 42,104,000	\$ 46,983,000	\$ 96,202,000

Note: Estimated amounts have been rounded up to nearest \$1,000's and presented in 2020 dollars.

Potential Sources of Capital Funding

10 Year Funding Requirements - Potential Sources
(~\$49 million - 2020 dollars)



**Annual Contribution to Large Project Capital Funding from Tax Levy

Various sources of capital funding have been identified such as provincial and federal funding programs, sales of municipal reserve lands, cash-in-lieu, voluntary contributions from developers, and debt financing.

These sources may be complemented from a proposed community services levy for new developments in the County, and community group fund raising.

These proposals would contribute to the existing reserve and future investments proposed by the large Project Capital Funding initiative.

Potential Sources of Capital Funding

- Large Project Capital Funding - An annual allocation from tax levy proposed in this Master Plan.
- Community Group Contributions - Fund raising by community stakeholders for new facilities (estimated at 15% of total).
- Community Services Levy - It is recommended that a new off-site levy be considered by the County for Community Services for land that is subdivided or developed.
- Other:
 - Provincial/Federal Government Programs - Funding programs from government agencies (e.g. Alberta Community Facility Enhancement Program Large Funding Stream).
 - Sale of Surplus Land - Sale of Municipal Reserve and Fee Simple lands.
 - Volunteer Recreation Levies - New developments are currently subject to a voluntary recreation levy.
 - Cash-in-Lieu - Money that has been provided in place of Municipal Reserve land requirements.
 - Debt financing - Funds borrowed by the Municipality, possibly supported by annual recreation levies in community areas.

Building Capacity among Providers in the County

Currently, most recreation service provision in the County is delivered by community organizations that operate facilities and provide recreation programs. While all of these organizations involve volunteers to govern and operate, some are more reliant on volunteers than others.

The Recreation Needs Assessment Study revealed that many of the facility operators in the County are increasingly challenged to attract volunteers, particularly to ensure that programs and services are available to residents. As such, recreation facilities such as community halls and multi-use amenities are not fully utilized and have capacity for accommodate programming and services.

Support from the County to these organizations has traditionally been through recreation funding to support capital development and operations. Involvement in or facilitation of programming and service delivery has not occurred by the County.

A few other rural municipalities in recent years have recognized limited access to programming opportunities in rural areas and the lack of capacity for local facility operators to provide programming. As such, they have developed supports to assist operators introduce programming that is of interest to residents.

It is recommended that Rocky View County consider developing initiatives that would assist facility operators and service providers organize programs and services in the community such as attracting instructors and independent contractors to programming in community facilities.

It is further recommended that the County explore opportunities to assist facility operators and service providers with attracting facility rental opportunities through promotion and communications.

For many of the strategies and initiatives developed in this Master Plan, enhanced engagement, liaison, and consultation with County facility operators and service providers will be required compared to past practices. Liaison coordinator(s), digital communications, print materials, etc. may be needed to enhance this function of Recreation and Parks.

Examples of programming that has been facilitated by rural municipalities:

- Adult group and family fitness classes
- Movement and stretching classes
- Arts and crafts programs
- Group music lessons
- Cooking courses
- Youth programming

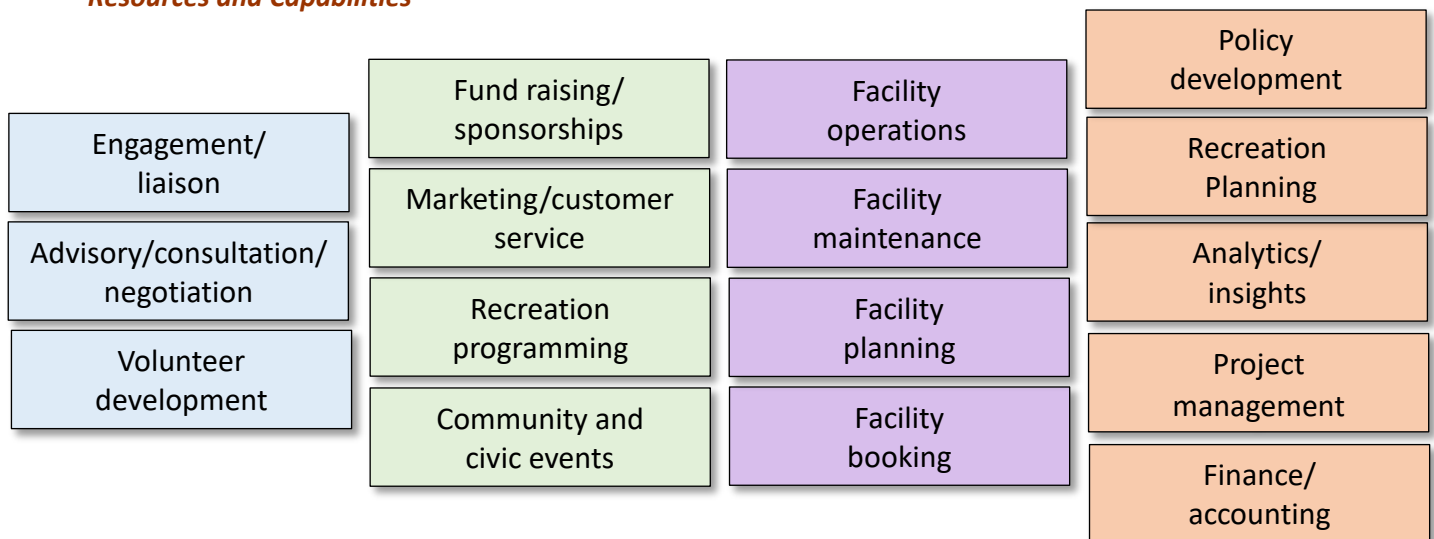


Implementing the Master Plan

The Recreation and Parks Master Plan addresses strategic priorities for Rocky View County over the next twenty-years (2021 to 2040).

Resources and Capabilities for Master Plan Implementation

Resources and Capabilities



With the role of the Municipality shifting toward enhanced leadership, support and guidance in the development and delivery of recreation services, Recreation and Parks will need access to various resources and capabilities.

The above illustration summarizes the various competencies that will be needed to accomplish the strategies and initiatives presented in the Master Plan.

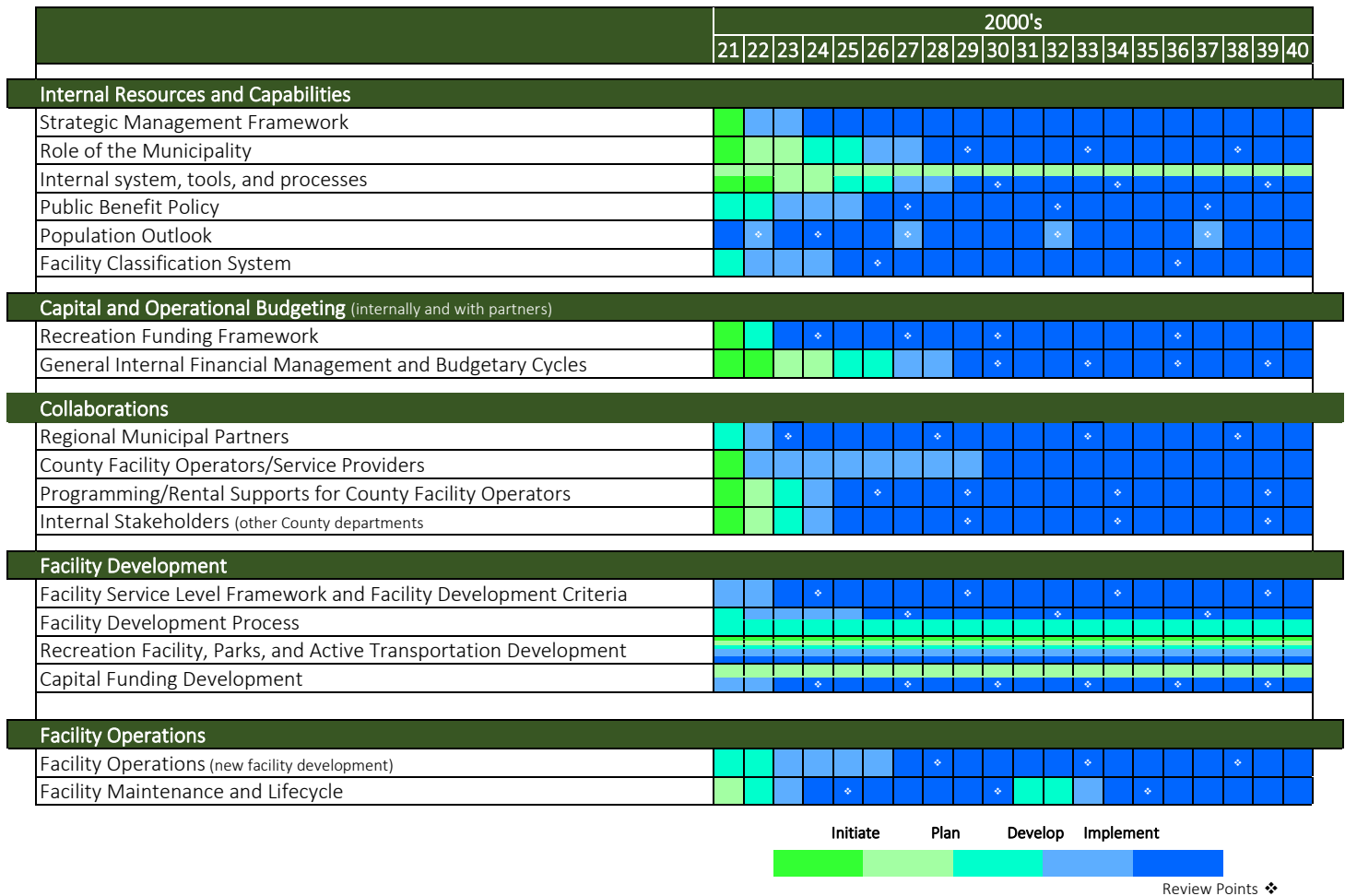
While there may need to be additional internal resources and capacities in the County's Recreation and Parks department over the long-term, some of the competencies may be temporarily or periodically required and accessed through other County departments or external resources.

Potential sources (internal and external) of resources and capabilities to implement the Master Plan:

- Employees (full, part-time, temporary)
- Internal stakeholders (other County departments)
- Independent contractors
- Consultants

Implementation Schedule

Master Plan Implementation Schedule



The above chart shows a high-level implementation schedule for the Master Plan.

Some of the strategies and initiatives presented in the Plan are pressing and require immediate attention. Others are expected to develop and evolve over the timeframe of the Plan.

The next two to five years are expected to be a period of change for Recreation and Parks, and the community stakeholders that it serves. Some components of the Master Plan will need further development and refinement. Other elements will progress as the Master Plan is executed.

Managing Change

Engagement and consultation with community and internal stakeholders in the short-term will be critical to establish and build trust and confidence in the direction that has been developed for the County.



Focus on the Vision

Be a champion of the vision and mandate

- Active living, creative enrichment, and community vitality
- Leadership, support, and guidance to establish livable communities



Emphasize the Benefits

Purposeful design, coordination, stewardship

- Better use of limited resources
- Increased responsiveness
- Greater cooperation



Enhance Engagement

Be visible, available, and approachable

- Regular communication
- Seek input
- Be in the community



Assess and Adapt

Review, measure, and revise

- Periodic review and reflection
- Address inconsistencies
- Adjust accordingly



Celebrate Successes

Reinforce the change

- Recognize partners
- Communicate to stakeholders

Evaluating Progress

Throughout the implementation of the Master Plan time-period, it will be important to periodically review and evaluate the effectiveness and efficiencies of Master Plan strategies and initiatives.

In the Master Plan implementation schedule presented earlier, periodic review points have been identified (typically a year after implementation and then every two to five years later).

These reviews are to prompt continuous improvement adjustments to ensure that strategies and initiatives are being enhanced to meet community need.

In addition, key performance indicators have been developed to assess progress with Master Plan strategies and initiatives (see list to right). Data for these measures are either accessible through existing reporting, could enhance further collaboration with County partners, or be generated through online surveys conducted with County resources.

Key Performance Indicators of the Master Plan

Community measures

- Satisfaction measures among residents
 - Periodic (online) surveys to measure
 - Facilities and spaces in local areas/communities
 - Household's quality of life in local area/community

Recreation funding measures

- Funding framework measures
 - Variances of annual budgets to expenditures within each funding basket
 - Annual funding gathered for facility reserves

Collaboration (County facility operator partnerships) measures

- Facility utilization
 - Cumulative annual visitation to recreation facilities
- Lifecycle maintenance management
 - Cumulative annual expenditures to lifecycle plan budgets
 - Annual tracking of cumulative Facility Condition Indices
- Operating performance of County facility operator partners
 - Cumulative overall revenues
 - Cumulative unearned revenues
 - Cumulative operating expenses

Summary of Strategic Recommendations



- Adopt Strategic Management Framework (Vision, Mandate, and Principles) to guide all policies, strategies, programs, and services for recreation and parks within Rocky View County.
- Adopt Leisure Orientation Framework for planning and development of recreation services in the County.
- Adopt new role for the County in the development and provision of recreation services.
- Ensure partnerships, funding initiatives, and contractual arrangements are only developed with organizations that provide broadly accessible programs, services, or facilities to the public that are not restrictive of prohibitive costs or fees, necessary levels of skill or abilities, or membership requirements.
- Adopt Facility Service Level Framework for new recreation facility, parks, and active transportation network development.
- Adopt Facility Development Criteria to review options for new recreation facility, parks, and active transportation network development.
- Adopt the Facility Classification System for indoor and outdoor facilities.
- Consider various operational model options for new facilities.
- Collaborate with facility operators on lifecycle plans and facility maintenance requirements.
- Employ collaborative approaches with Urban Municipal Partners to optimize available resources, espouse access and involvement of County's stakeholders, and acknowledge equitable shared responsibility.
- Adopt Recreation Funding Framework for future funding of recreation facilities, programs, and services in the County and among partners.
- Initiate priorities for recreation facilities, parks, and the active transportation network.
- Facilitate recreation programming in community facilities throughout the County.
- Develop supports to assist community facilities throughout the County to attract opportunities for additional rentals, use of facilities and services, etc.
- Enhance internal capabilities and requirements within the County.
- Develop and implement change management initiatives.
- Develop and implement continuous improvement program.



ROCKY VIEW COUNTY



Recreation and Parks Master Plan

Supplemental Reporting





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Summary of Objectives and Strategies for Master Plan Recommendations

The following sections present details about planning objectives, strategies, and tools developed for this Master Plan.

Vision, Mission, and Principles

Objective:

- Adopt Strategic Management Framework to guide all policies, strategies, programs, and services for recreation and parks within Rocky View County.

Strategies and Initiatives:

- Champion the tenets contained within the Strategic Management Framework with citizens, partners, and stakeholders.
 - Use the Strategic Management Framework to communicate the purpose, values, and direction of Recreation and Parks to employees, County departments, residents, and stakeholders.
 - Review existing documents, policies, agreements, communications, etc. and modify content, where appropriate, to be consistent with Strategic Management Framework.
 - Develop key message, slogan, or tagline that portrays the content of the vision and mandate to use in communications of Recreation and Parks.
 - Present content of Strategic Management Framework (or a summary of) on Recreation and Parks website.

Leisure Orientations and Growth Areas

Objective:

- Adopt Leisure Orientation Framework for planning and development of recreation services in the County.

Strategies and Initiatives:

- Apply leisure orientations in collaborations and engagement with service providers, stakeholders, developers, and Urban Municipal Partners.
 - Advocate leisure orientations in Recreation and Parks activities and initiatives conducted with stakeholders.
 - Apply leisure orientations in development and implementation of new facilities, programs, and services for the County.
- Review Area Structure Plans that are developed for new County communities/areas to identify leisure orientations (e.g. Agriculture, Rural, Urban, or combination).
 - Consult with developers about recreation facility and service needs of new communities/areas to contribute to Area Structure Plans (as well as Concept Schemes and subdivisions) based on requirements of Leisure Orientations (Facility Service Level Framework).

Leisure Orientations and Growth Areas, continued...*Strategies and Initiatives, continued...*

- Periodically (every couple of years, generally, and following release of Federal Census and Municipal Census data) update Population Outlook to be responsive to changes that might occur in identified growth areas.
 - Consult with Planning to assess ongoing representativeness of the Population Outlook (every couple of years).
 - Gather data from Municipal Clerk's Office for Census, Statistics Canada Census, etc. (every five years at a minimum, but also dependent on when Municipal Census is conducted) to review and update Population Outlook.

Role of the Municipality**Objective:**

- Adopt new role for the County in the development and provision of recreation services.

Strategies and Initiatives:

- Develop an organizational system and execute functional roles for working on policies, strategies, initiatives, and projects with community stakeholders.
 - Engagement, liaison, and consultation - Provide support and advice to stakeholders (particularly service providers) to enhance recreation opportunities and sustainability throughout the County.
 - Oversight - Manage and support the stewardship of planning and development of County-wide public recreation services to achieve benefits for all residents and stakeholders.
 - Policy direction - Develop protocols, programs, and processes to enhance equitable distribution and sustainability of service development and delivery and stewardship of operations and lifecycle of facilities.
 - Collaboration - Work in cooperation with stakeholders, Urban Municipal Partners, other County departments, facility operators, and service providers on issues for the development of resources, assets, and services for residents and the community.
 - Rationalization - Organize and manage resources and systems and funding opportunities for overall County benefit.
 - Funding - Manage, supervise, and administer budgets, grants, and agreements.
- Engage and consult with internal and external stakeholders to develop awareness and collaboration on new role of Recreation and Parks.
 - Emphasize benefits of new role:
 - Coordinated planning and development of recreation services throughout the region.
 - Better use of limited resources and distribution of service provision throughout the County.
 - Increased cooperation among community stakeholders and service providers for the benefit of residents.

Role of the Municipality, continued...*Strategies and Initiatives, continued...*

- Improved community capacity building and support for better use of resources (e.g. volunteers, funding, etc.).
- Enhanced efficiencies to address limited availability of funding and other resources.
- Review new role of County to determine effectiveness and efficiency of resources.
 - An assessment (involving both qualitative and quantitative program evaluation) conducted after first year and subsequently after three, five and ten years.
 - Identify service gaps and recommend revisions, adjustments, or enhancements to address challenges or inconsistencies.

Public Benefit**Objective:**

- Ensure partnerships, funding initiatives, and contractual arrangements are only developed with organizations that provide broadly accessible programs, services, or facilities to the public that are not wholly restrictive of prohibitive costs or fees, necessary levels of skill or abilities, or membership requirements.

Strategies and Initiatives:

- Develop a partnership and collaboration policy specifically related to Recreation and Parks (distinctive of Public Participation Policy 191) to clarify public benefit requirements and expectations for agreements, contractual arrangements, and funding initiatives that emphasizes fair and equitable access to services and appropriate working relationships with organizations:
 - Serve large numbers of residents.
 - Enable access to all members of the public for facilities and services.
 - Support inclusiveness among residents.
 - Build sense of community and community pride.
 - Address a range of skills and interests.
 - Not restrictive of prohibitive rates and fees.
 - Not restrictive by membership requirements.
- Review funding programs to ensure that public benefit requirements and expectations are explicitly identified to inform potential applicants and emphasize fair and equitable access to services.
- Review agreements with existing facility operators to ensure consistency of policies for fair and equitable access to services.
 - Engage with facility operators and all stakeholders about broadly accessible access to services.

Facility Development Frameworks, Tools, and Processes

Objectives:

- Adopt Facility Service Level Framework for new recreation facility, parks, and active transportation network development.
- Adopt Facility Development Criteria to review options for new recreation facility, parks, and active transportation network development.
- Adopt the Facility Classification System for indoor and outdoor facilities.
 - Collaborative Facilities (with Urban Municipal Partners) - Facilities involved in coordinated planning, cost sharing, or shared service provision with other Urban Municipal Partners.
 - Recreation Centres - Facilities with multiple amenities that are involved in the development and delivery of programs to the community and require staff with specialized/technical knowledge.
 - Community Facilities - Amenities operated by volunteer-based organization that typically involve stand-alone amenities.

Strategies and Initiatives:

- Communicate Facility Service Level Framework with internal and external stakeholders in the collaboration of new recreation facility, park, and active transportation networks.
- Develop or enhance relationships with internal stakeholders to foster support and coordination of new recreation facility, parks, and active transportation projects.
 - Planning.
 - Financial Services.
 - Capital Project Management.
 - Transportation Services.
 - Marketing & Communications.
 - Public Engagement.
 - Intergovernmental Affairs.
- Develop a user-friendly version of Facility Development Criteria for communicating factors to external stakeholders that will be considered when new recreation facilities, parks, and active transportation network are developed.
- Using the Facility Service Level Framework, review existing Area Structure Plans (and subsequent and corresponding Approved and Proposed Concept Schemes) that have been prepared for the County to identify and plan for preliminary opportunities for facility development based on the following priorities:

<u>1st Priority</u>	<u>2nd Priority</u>	<u>3rd Priority</u>
<ul style="list-style-type: none"> • Langdon • Harmony • Conrich • South Springbank • North Springbank • Bearspaw (under development) • Elbow Valley (under development) 	<ul style="list-style-type: none"> • Balzac West • Balzac East • Glenbow Ranch • Cochrane North • Greater Bragg Creek 	<ul style="list-style-type: none"> • Dalroy • Delacour • Indus • Janet • Moddle • North Central Industrial • Omni • Shepard

Facility Development Frameworks, Tools Processes, continued...*Strategies and Initiatives, continued...*

- Conceptual definition for preliminary planning of new facilities using the Facility Service Level Framework should occur at the following population thresholds* (which is also dependent on levels of growth and development of the areas):
 - Urban Leisure Orientation areas:
 - Outdoor/small scale amenities at 1,000 to 1,500 population.
 - Indoor recreation facilities at 3,500 population with future growth anticipated (e.g. 5,000 to 10,000+).
 - Rurban Leisure Orientations areas:
 - Outdoor/small scale amenities at 3,500 to 4,000 population.
 - Indoor recreation facilities at 5,000 to 10,000+ population.
- Future Recreation Centres and Community Facilities should be developed on County-owned lands to receive support typically provided to these categories of facilities.
 - Facilities currently located on non-County-owned land should continue to receive the levels of support that have previously existed.
- When developing new facilities, determine appropriate categories based on the Facility Classification System (e.g. Urban Municipal Partners - Collaborative Facilities, Recreation Centres, and Community Facilities).
 - Where possible, cluster facilities and amenities (rather than developing stand-alone) to take advantage of economies of scale, operating efficiencies, reduction of environmental footprint, etc.
 - Begin planning and considering operating models in the Concept Phase (see Facility Development Process below) of facility development to identify necessary operational characteristics, technical expertise required, resources needed, etc. to assist with eventual decision-making about how facilities will be operated (e.g. Municipal, contractor, non-profit, volunteer-based, etc.).
- Consider opportunities for phasing new development of recreation facilities to address short-term (existing) demand and consider long-term latent demand (given current population growth rates for communities/areas).

* Urban and Rurban Leisure Orientation areas have been identified as future growth areas within the County. Agriculture Leisure Orientation Areas are expected to experience limited growth.

Facility Development Frameworks, Tools Processes, continued...*Strategies and Initiatives, continued...*

- Implement a Facility Development Process that distinguishes the following:
 - Phases:
 - Initiation Phase - Ideas are generated and screened using the Facility Service Level Framework and Development Criteria. Projects can be considered for initiation based on the findings of this Master Plan, planning conducted by Recreation and Parks, community-based organizations, facility operators, community champions, etc.
 - Concept Phase - Preliminary concepts are examined to assess viability of projects through business case analysis and consideration of appropriate spaces, contextual surroundings, basic architectural principles, etc.
 - Project Definition Phase - Capital funding opportunities are identified, and internal County resources organized to manage the remaining phases of the project.
 - Design Phase - Facility programs are defined, and detailed architectural designs developed. Operational plans are clarified and initiated.
 - Construction and Operational Development Phase - Bidding processes are implemented, and construction occurs. Facility operators organize for opening and agreements are prepared and signed.
 - Roles of stakeholders in Facility Development Process:
 - Decisions made by Council.
 - Process led by County representatives.
 - Process assisted by :
 - Community Advisory Groups.
 - Internal County Consultation.
 - Independent planning consultants.
 - Partners/contractors.
- Develop an Active Transportation Plan for the North Region.
- Conduct a Parks and Open Spaces Plan in the next ten to twenty years to revisit and update findings from the *Parks and Open Spaces Plan* (2011). In addition to the issues that were originally examined in this document, other areas to consider in the update include:
 - Parks and open spaces in urban leisure orientation areas generally.
 - Natural waterway and river access points:
 - Accommodate for future public access including docking or launch points to existing natural water bodies.
 - Encourage development of future greenway development with pathway and trail along natural water bodies.
 - Encourage development of parks adjacent to natural rivers and river valleys, creeks and creek valleys, and other water bodies and escarpments.

Facility Operations

Objectives:

- Consider various operational model options (Municipality-operated and other) for new facilities.
- Collaborate with facility operators on lifecycle plans and recreation facility maintenance requirements.

Strategies and Initiatives:

- Implement evaluation process for new recreation facilities and, possibly, renewal of facility operations.
 - Assess criteria for operating model opportunities.
 - Implement bidding processes to allow transparent and independent opportunities and evaluations for operation of new recreation facilities (including the County itself).
- County representatives should take an active part in reviewing lifecycle plans and collaborating with facility operators about recreation facilities maintenance requirements.
 - Develop schedules, cumulative and individual, of lifecycle maintenance requirements and review with facility operators about the need for repairs/upgrades, scheduling of maintenance, and funding required from County.
 - Engage and collaborate with facility operators to identify core maintenance and lifecycle items and non-core amenity improvements (and barrier-free improvements) that are proposed for development within existing facility lifecycle plans.
 - Track changes to cumulative lifecycle plan schedule from maintenance, repairs, upgrades, etc.
- Building condition assessment studies and lifecycle plans for recreation facilities in the County should be updated every 10 years. The County should encourage recreation facility operators to budget for these studies, as well as applying for 50% funding through the Lifecycle Maintenance and Small Capital Projects grant program.
- Plan for approximately \$500,000 to be needed annually over the next decade for maintenance and lifecycle needs for existing facilities in the community.
 - Additional funds may be needed for new facilities that are added to the facility inventory within the County.
 - This amount does not include expenses for non-core amenity and barrier-free improvements that have been proposed in some of the existing building assessment studies and lifecycle plans.
- Provide support to facility operators that may need to fund raise to cover 50% of maintenance and lifecycle costs.
 - Inform stakeholders of government programs such as the Community Facility Enhancement Program available through the Alberta Government (alberta.ca/community-facility-enhancement-program.aspx as of 2021).
 - Facilitate communication among facility operators about successful initiatives to raise funds.

Urban Municipal Partner Collaborations

Objective:

- Employ collaborative approaches with Urban Municipal Partners to optimize available resources, espouse access and involvement of County's stakeholders, and acknowledge equitable shared responsibility.

Strategies and Initiatives:

- Collaborative approaches recommended for Urban Municipal Partners.
 - Crossfield/Beiseker/Irricana – Supportive Collaboration - Adopt supportive approaches to collaboration including cost sharing due to population served, availability of services, and minor sport systems participation.
 - Airdrie/Chestermere/Cochrane – Integrative Collaboration - Adopt more integrative collaboration including cost sharing due to recognized service centres for Agriculture and Rurban Leisure Orientations, higher service levels, and minor sport systems participation.
 - Calgary – Coordinated Collaboration – Adopt coordinated collaboration approaches due to Rurban Leisure Orientation use of services, future facility development expected in the County, reciprocal access of services among residents of both communities.
- Periodically engage with Urban Municipal Partners about new policies, strategies, and initiatives.
 - Development of new facilities and services.
 - Utilization rates of facilities, programs, and services (reciprocal residents' use).
 - Opportunities for promotions and communications.
 - Future recreation planning and development.
- When establishing agreements with Urban Municipal Partners, consider, emphasize, and address:
 - Disparity of services offered by various Urban Municipal Partners.
 - Actual utilization of services.
 - Consistency of cost sharing application across Urban Municipal Partners.
 - Differences in facility and service operations among partners.
 - Investments the County has made in the facilities such as Spray Lakes Sawmills Family Sports Centre in Cochrane and the Chestermere Regional Community Centre in Chestermere areas.
 - The overlap that exists in catchment areas, particularly between Calgary and other Urban Municipal Partners.
 - Population growth of other Urban Municipal Partners and if new facilities are needed to serve the needs of County residents.
 - Demographics of the County compared to other Urban Municipal Partners.
 - The prevalence of private service providers (operators not associated with Municipalities in any way) and contractors of other Urban Municipal Partners (facilities operated by external contractors/non-profit organizations).
 - Accessibility to structured and unstructured activities.
 - Assumption of risk and involvement in decisions about capital development projects and facility operations.

Recreation Funding Framework

Objective:

- Adopt Recreation Funding Framework for future funding of recreation facilities, programs, and services in the County and among partners.

Strategies and Initiatives:

- Establish distinct funding programs for the following areas*:
 - Urban Municipality Agreements - Funding for collaborations with Urban Municipal Partners for initiatives and cooperation such as cost sharing and shared service provision, and, possibly, promotions and communications, analytics and insights, and coordinated planning. Capital funding for recreation facilities would be accessed through the Large Project Capital Funding program.
 - Recreation Centres Operating Assistance - A funding program designed specifically for operational assistance of Recreation Centres as defined by the Facility Classification System.
 - Community Facilities Operating Assistance - A funding program designed specially for operational assistance of Community Facilities as defined by the Facility Classification System.
 - Recreation Community Benefit Grants - Funding program for operational and program assistance of service providers that provide public benefit to the community.
 - Lifecycle Maintenance and Small Capital Projects - Funding provided for lifecycle maintenance of existing facilities (50% raised by community groups) and small capital projects (less than \$500,000 with 50% raised by community groups) for amenities such as playgrounds, sport pads, outdoor courts and fields, etc.
 - Large Project Capital Funding - Funding for capital projects of \$500,000+ for recreation facilities, parks, and the active transportation network.
 - Special Recreation Levies - Levies applied to households situated in specific areas to assist in the funding of capital and operational initiatives.
- Keep Recreation Funding at current levels for two years (2021 and 2022) of \$2.14 million (see estimates presented above in descriptions of programs, pages A-53 to A-56). Consider increases after the first two years (2023) to provide additional funding for recreation operational (maintenance) assistance funding and future funding options.
 - Increase Recreation Tax Levy to \$150 per household.
 - Increase \$500,000 for Lifecycle Maintenance and Small Capital Projects.
 - Increase \$500,000 to \$1 million for Large Project Capital Funding.
- After 2023, consider annual adjustments to recreation tax levy and Recreation Funding programs to reflect inflation costs.
- Ensure consistency is applied to all applicants within each program of the Recreation Funding Framework, which will be principally based on funding need within any given year or project.
- Ideally, funding recreation operational (maintenance) assistance programs would have resources to address planned and unplanned (e.g. emergency) expenditures. As such, any unused funds from annual Recreation Tax Levy should be held in reserve to be used in case of future funding needs (e.g. emergencies) for the Recreation Centres Operating Assistance, Community Facilities Operating Assistance, and Lifecycle Maintenance and Small Capital Projects programs.

Recreation Funding Framework, continued...*Strategies and Initiatives, continued...*

- Implement 3-year funding cycles for Recreation Centre and Community Facility Operating Assistance Program applicants to provide assured sustainability of funding for facility operators.
 - Additional funding would be required for the Recreation Centre and Community Facilities Operating Assistance programs when new facilities are developed.
- Any increases resulting from Urban Municipality Agreements negotiations should result in increase funding to the Recreation Funding Framework.
- All applications must include financial statements (audited preferred) and should include:
 - Balance sheet or current cash position of the organization.
 - Annual income statement for past two years (three years for the Recreation Centres and Community Facilities Operating Assistance programs) with information designating:
 - Earned income - Rates and fees from admissions, services, programs, rentals, etc.
 - Unearned income - government grants, fund raising, etc.
 - Operational expenses.
- Annual expenditures for each recreation operational (maintenance) assistance program should be budgeted, tracked, and reported to enable proper management of the programs (e.g. ability to maintain budgets, identify future needs, understand increases or decreases, etc.).

Priorities for Recreation Facilities, Parks, and Active Transportation Network**Objective:**

- Initiate priorities for recreation facilities, parks, and the active transportation network.

Strategies and Initiatives:

- 20-year recreation facilities (large projects) presented in order of priority (2020):
 - Langdon Recreation Centre.
 - South Springbank Recreation Centre.
 - Conrich facilities (planning).
 - Harmony/North Springbank facilities (planning).
 - Indus Recreation Centre rink expansion.
 - Glenbow Ranch/Bearspaw facilities (planning).
 - Elbow Valley facilities (planning).
 - Balzac (West) facilities (planning).
 - Cochrane North facilities (planning).
 - Greater Bragg Creek facilities (planning).

Priorities for Recreation Facilities, Parks, and Active Transportation Network, continued...*Strategies and Initiatives, continued...*

- 20-year parks priorities presented in order of priority (2020):
 - Langdon - As part of Recreation Centre - rectangular fields, outdoor sports court, playground.
 - Conrich - Planning (possible sports pad, courts, fields).
 - Langdon - Identify and develop destination off-leash area.
 - South Springbank Area - Investigation of potential sports field location within South Springbank Area.
 - North Springbank Areas - Rectangular fields, ball diamonds, sports pads, courts.
 - South Springbank - Site development as part of Community Facility - playground, sport pad.
 - Glenbow Ranch - Rectangular fields, ball diamonds, sports pads, courts.
 - Langdon Region - Bow River Plains - Amenities for water and winter activities.
- 20-year active transportation network priorities presented in order of priority (2020):
 - Regional Pathway - Upgrade existing Balsam Ave pathway on south side and new north side pathway West Bragg Creek Trail NE.
 - Regional Pathway - New Burnside Dr pathway to connect Balsam Ave and White Ave - Bragg Creek.
 - Regional Pathway - Pathway along Range Road 33 - Schools to SPFAS.
 - Regional Pathway - Janet – Conrich Shared-Use Pathway - WID Headworks Canal Connector (Range Road 285).
 - Active Transportation Plan - North Region - Conduct similar planning initiative to the Active Transportation Plan - South.
 - Local Pathway - Langdon Meadows NE - Formalization of route for safe passage.
 - Local Pathway - Clearwater Park/Elbow River Pathway NE - Defined trail network.
 - Regional Pathway - Existing gravel trail on Centre Ave. in Bragg Creek to be upgraded to pavement - Replacement of existing pathway asset.
 - Regional Pathway - Add trail alongside Highway 758 - Trail Connection - connect urban area to Bragg Creek Provincial Park (connect Branded Peak Trail within the park).
 - Regional Pathway - WID Canal / Weed Lake - Connect urban region to regional park area.
 - Regional Pathway - Harmony – Bow River Connection (via TWP Road 252 Shared-Use Pathway).
 - Regional Pathway - Old Banff Coach Road / TWP Road 250 Shoulder Widening and Signage.
 - Regional Pathway - Springbank – Upgrade Share the Road Routes to Shared-Use Pathways.
 - Regional Pathway - McKinnon Flats Shared-Use Pathway Connection.
 - Regional Pathway - Highway 9 Shoulder Widening / Signage.
 - Regional Pathway - Highway 8 Bridge – Elbow River.
- Priorities may shift as further planning is undertaken, new projects emerge, and community fund raising initiatives are implemented.

Support for Facility Operators/Service Providers

Objectives:

- Facilitate recreation programming in community facilities throughout the County.
- Develop supports to assist community facilities throughout the County attract opportunities for additional rentals, use of facilities and services, etc.

Strategies and Initiatives:

- Review and organize resources (staffing, digital communications, print materials, etc.) and structures to enhance engagement, liaison, and consultation initiatives with facility operators and service providers.
- Enhance and develop a comprehensive contact database of facility operators, service providers, and activity programming groups (including those not in the existing database) to support further engagement, communication, and collaboration with partners within the County.
- Develop resources, systems, and processes to foster recreation programming for active living among residents within the County and with community facilities, particularly in areas that have limited programming opportunities within the community (Agricultural leisure orientation areas).
 - Develop plan to foster supports for programming in community facilities.
 - Engage, collaborate, and coordinate with community facility operators.
 - Canvas potential programming suppliers.
 - Develop communication methods and tools to promote programming to residents.
- Consider development of an online program guide that promotes facilities, programs, and services available within the County and Urban Municipal Partner (service providers).
- Develop a program to encourage and enhance rentals, use of facilities and services, and bookings opportunities in community facilities throughout the County.
 - Develop plan to increase promotion of availability of community facilities in the County.
 - Identify methods and tools for promotion of community facilities.
 - Engage, collaborate, and coordinate with community facility operators.

Internal Capabilities and Requirements

Objectives:

- Enhance internal capabilities and requirements within the County.
- Develop and implement change management initiatives.
- Develop and implement continuous improvement program.

Strategies and Initiatives:

- Review existing organizational structures to identify and adjust resources to accommodate functional requirements of the new role for Recreation and Parks.
 - Short-term areas of functionality primarily needed include:
 - Engagement/liaison.
 - Advisory/consultation/negotiation.
 - Fund raising/sponsorship.
 - Facility operations.
 - Facility maintenance.
 - Facility planning.
 - Policy development.
 - Recreation planning.
 - Analytics/insights.
 - Project management.
 - Longer-term areas of functionality needed include:
 - Volunteer development.
 - Marketing/customer service.
 - Recreation programming.
 - Community and civic events.
 - Facility booking.
 - Finance/accounting.
- Review implementation of resource development after first year, three years, five years, and ten years.
- Develop systems and processes for change management:
 - Communicate elements of strategic management framework in all policies, communications, and interactions with Recreation and Parks and stakeholders.
 - Communicate benefits of role shift such as purposeful design, coordination and stewardship in all policies, communications, and interactions with Recreation and Parks and stakeholders.
 - Develop structure, systems, and processes to enhance engagement with all Recreation and Parks stakeholders.
 - Coordinate engagement processes with the County's Public Engagement.
 - Conduct periodic reviews and evaluations (after year 1, 3, and 5) to assess implementation of change management results and adaptability of Master Plan initiatives.

Internal Capabilities and Requirements, continued...*Strategies and Initiatives, continued...*

- Whenever possible, inform, recognize, celebrate, and communicate successes of Master Plan strategies with and to stakeholders. Communicate successes of stakeholders to other recreation service providers.
- Develop a formal performance measurement system to measure key performance indicators of the Master Plan:
 - Community measures (external sources of data):
 - Every two to three years, conduct an online survey hosted on the County's website to gauge residents satisfaction with (note: both these measures have benchmark data from the Recreation Needs Assessment Study):
 - "The facilities and spaces in your local area/community (consider condition, cleanliness, accessibility, cost etc.)" - 52% very or somewhat satisfied
 - "Your household's quality of life in the local area/community" - 83% very or somewhat satisfied
 - Consider the development of other measures such as satisfaction with availability of recreation opportunities, County responsiveness to residents' recreation needs, positive effect of recreation services on the community and overall satisfaction.
 - Areas of the Master Plan that the above measures will assess:
 - Role of the Municipality.
 - Capital and Operational Budgeting.
 - Collaborations.
 - Facility Development.
 - Facility Operations.
 - Recreation funding measures (internal sources of data):
 - With the development of the new Recreation Funding Framework, establish pre-annual budgets and gauge variances to actual spending for each program.
 - Track funding sources and amounts for funding obtained for large scale capital funding projects.
 - Areas of the Master Plan that the above measures will assess:
 - Capital and Operational Budgeting.
 - Collaborations.
 - Facility Development.
 - Facility Operations.
 - Collaboration measures (external and internal sources of data):
 - Collaborate with a sample of facility operators to identify methods of tracking facility utilization. The sample should involve both Recreation Centres and Community Facilities. Reporting should be cumulative (not individual facilities). Intent is to determine changes that may be occurring over time in terms of facility utilization in the County. First year would provide benchmark data. These measures should be conducted on an annual basis.
 - Consideration should be given to facilities that attract internal and external customers (to enable understanding of reciprocal use of facilities with Urban Municipal Partners).

Internal Capabilities and Requirements, continued...*Strategies and Initiatives, continued...*

- Facilities should be identified throughout the County to ensure representativeness of all areas and to assist with gauging facility use from residents living in urban municipalities such as Airdrie, Calgary, Chestermere, and Cochrane.
- Facilities should include facilities, parks, and active transportation network.
- Track budgets of annual expenditures for lifecycle maintenance repairs spent on facilities and compare to lifecycle plan budgets. This measure should be cumulative (not individual facilities) for reporting. The intent is to provide continuous improvement opportunities for developing systems, monitoring study estimates, and annual and long-term budgeting.
- In conjunction with tracking budgets, a general cumulative Facility Condition Index should be monitored based on the approach presented in this Master Plan (page 16).
- Based on financial statement information provided by facility operator partners for Recreation Centres and Community Facilities Operating Assistance grants, aggregate overall revenues, unearned revenues and cumulative operating revenues to gauge shifts in operating performance to respond to changes that may occur and understand the affects of strategies implemented (see Financial Performance among County Recreation Facilities Section of this report).
- Areas of the Master Plan that the above measures will assess:
 - Role of the Municipality.
 - Capital and Operational Budgeting.
 - Collaborations.
 - Facility Development.
 - Facility Operations.

Recreation and Parks Master Plan Scope, Objectives, and Guiding Principles

(Source: Project Charter)

A Terms of Reference was established for the Recreation and Parks Master Plan in the Request for Proposals, which was further clarified through discussions between County administration and the consultants in initial project meetings. The following scope, objectives, and guiding principles were formed and presented in a Project Charter document to guide issues that would be examined and developed in the Master Plan.

- Recreation and Parks Master Plan is intended to be feasible and sustainable in providing a path forward for the delivery of recreation opportunities for Rocky View County residents.
- The scope of the Master Plan, based on the Terms of Reference and discussions with project sponsors, included:
 - The prioritization of community needs for:
 - Recreation services
 - Indoor recreation (community and regional) facilities
 - Outdoor recreation amenities, including:
 - Pathways and trails
 - Playfields
 - Dog parks
 - Sports courts (including outdoor ice surfaces).
 - A methodology for the allocation of funds.
 - Recommendations to inform annual budgeting.
 - Identification of partnership opportunities.
 - A framework to best address current and future recreational needs in the County.
- The objectives for the Recreation and Parks Master Plan include:
 - Consider the County's role in the delivery of recreational services and define the path forward for recreation and parks in Rocky View County.
 - Prioritize recreational needs, including capital initiatives.
 - Define a service delivery model and a grant allocation framework that informs annual capital and operational budgets.
 - Determine an appropriate level of infrastructure (recreation facilities, pathways and trails, etc.) relative to population (current and projected growth), demographics and geographic location.
 - Identify interface opportunities with adjacent municipalities and recreation services providers, recommending partnerships agreements where feasible.
 - Prioritize new capital initiatives, facility lifecycle costs, capital asset management, and provide action plans or tactics for County owned recreational facilities and related infrastructure.

- The following principles influenced how the Master Plan developed and conclusions and recommendations established for the public recreation delivery system in the County. The values or perspectives presented in these principles provide metrics for gauging the conclusions established in the planning and development processes of the Master Plan. Some of these principles also addressed risks that might evolve as the planning process was implemented.
 - Efficient - priorities and processes will guide the management of available resources for the delivery of recreation services in the community.
 - Sustainable - application of recreation services and resources should provide a balance between effectively serving individual community needs while contributing to the larger community-wide recreation delivery model.
 - Reliable - the recreation delivery system is developed upon evidence-based practices and can be consistently applied within and throughout the community over time.
 - Equitable - recreation services and resources are allocated throughout the community using impartial criteria and processes .
 - Adjustable - application of policies and processes developed for the recreation delivery system may need to be adapted to address future uncertainties.



Upon completion of the Master Plan, a strategic framework was developed for the Parks and Recreation department (see page 5 of the Master Plan), which included a set of principles for how the department's services will contribute to public recreation within the community. The principles presented above guided the development of the Master Plan. While there is some overlap between the above guiding principles and those established for the department, the two sets had different purposes and should be considered independent of each other.

Fundamental Influences of the Master Plan

"The basic role of the municipality is to ensure the availability of the broadest range of recreation opportunities for every individual and group consistent with available community resources."

- Local government is a primary supplier, enabler, or facilitator of recreation services in the community
- Provinces develops public policies for recreation, supports local governments and others to deliver recreation services, influences the education system, and plans, coordinates, and shares best practices
- Federal government plays a role in matters of national and international concern, and in collaboratively developing and supporting policies and funding mechanisms that enable all Canadians to participate in recreation

National Recreation Summit, Canada, 1987.

Definition of Recreation - Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enable individual and community wellbeing.

A Framework for Recreation in Canada,
Canadian Parks and Recreation Association, 2015

Vision for Recreation in Canada - We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- Individual Wellbeing
- Community Wellbeing
- The wellbeing of our natural and built environments.

A Framework for Recreation in Canada,
Canadian Parks and Recreation Association, 2015

Goals and Priorities for Action in Recreation

Active Living



Foster active living through physical recreation.

Inclusion and Access



Increased inclusion and access to recreation for populations that face constraints to participation.

Connecting People and Nature



Help people to connect to nature through recreation.

Supportive Environments



Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities

Recreation Capacity



Ensure the growth and sustainability of the recreation field.

A Framework for Recreation in Canada, Canadian Parks and Recreation Association, 2015.

Benefits of Recreation

- *Enhance mental and physical wellbeing.* Recreation services have an important role in enhancing physical activity benefitting physical and mental health among all ages.
- *Enhance social wellbeing.* Participation in recreational experiences is shown to enhance social wellbeing including developmental opportunities for children and youth, and social relationships and civic responsibility among individuals.
- *Help build strong families and communities.* Recreation can promote family cohesion, adaptability, and resilience. Recreation participation can promote social connectedness and social cohesion to help build communities.
- *Help people connect with nature.* Recreation enhances opportunities to connect people with nature, which can result in environmental and human benefits.
- *Provide economic benefits.* Recreation can be a contributor to community development and help reduce costs in health care, social services, and justice.

A Framework for Recreation in Canada,
Canadian Parks and Recreation Association, 2015

Values

- *Public Good.* Accessibility for all, outreach to disadvantaged groups and a belief in the universal benefits to the whole community, not just to users has been a hallmark of public recreation being regarded as a "public good." Quality recreation needs to be available to all, paid for by a combination of taxes and flexible user fees, regardless of economic circumstances.
- *Inclusion and Equity.* Inclusion is an organizational practice and goal in which all groups and individuals are welcomed and valued. Equity speaks to fairness in access to resources, opportunities, and experiences.
- *Sustainability.* Recreation values and stewards indoor and outdoor places and spaces in the built and natural environments. Delivering quality recreational experiences requires sustainable systems including human resources, economics, and the environment.
- *Lifelong Participation.* Individuals and communities benefit from lifelong participation in recreational experiences, from early childhood to old age.

A Framework for Recreation in Canada,
Canadian Parks and Recreation Association, 2015

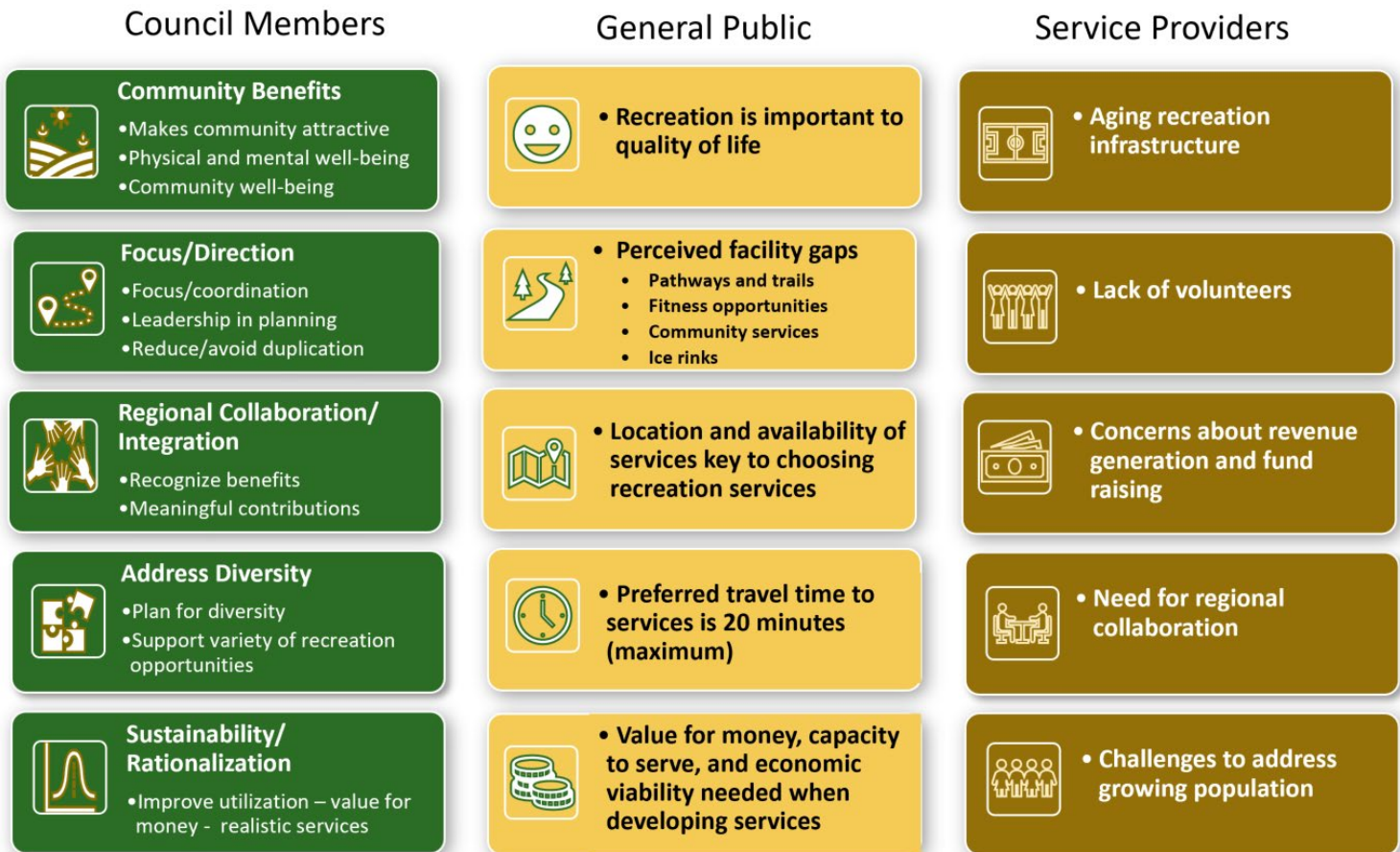
Principles of Operation

- *Outcome Driven.* Recreation strives to help individuals and communities attain the outcomes they are seeking, such as improved health and wellbeing. It also focuses on indirect benefits to all, such as enhanced community cohesion and green environments that will serve generations to come.
- *Quality and Relevance.* Recreation is committed to offering safe recreation experiences of the highest quality, while addressing the unique needs and capacities of each community, and the economic situation of individuals, families, and communities.
- *Evidence-based.* Recreation integrates the best available research evidence with practitioner expertise and the characteristics, needs, capacities, values, and preferences of those who are affected. This requires support for the systematic collection and analysis of data, the sharing of information, and the use of both quantitative and qualitative research methods, evaluation, and social and economic modeling.
- *Partnerships and collaboration.* Recreation relies on and nurtures partnerships and collaboration among public, not-for-profit, and private providers of recreation and parks experiences.
- *Innovation.* Recreation practitioners value innovation and recognize the benefits of ingenuity, the co-creation of new policies or services with people, and the creation and implementation of new ideas in design, program concepts, research, and learning.

A Framework for Recreation in Canada,
Canadian Parks and Recreation Association, 2015

Key Issues Identified among Stakeholders

Data were gathered from key stakeholder groups in the Recreation Needs Assessment Study and interviews conducted with Council members for this Master Plan. The following figure highlights key issues of interest or influence for stakeholders in the engagement processes.



Sources: Interviews with Council Members and Rocky View County Recreation Needs Assessment Study 2020.

Leisure Orientations

The following profiles present descriptive characteristics of Leisure Orientations.



Agricultural leisure orientation:

The **Agricultural (rural/small hamlet*) leisure orientation** recognizes that residents' recreation activities lean toward the home, land (properties) and, perhaps, a local community hall. They are comfortable accessing services in Airdrie/Cochrane/Chestermere/Beiseker/Irricana because these are resource centres for them, where they commonly go for errands. These residents are less likely to use purpose-built recreation facilities such as gyms and pools. They are more likely to be employed at home, in the County, or nearby communities. Making a trip to Calgary for recreation is less likely or desirable. There is a tendency for residents within the leisure orientation areas to be older adults or seniors.

Much of the land area in the County is comprised of the Agricultural Leisure Orientation.



Rurban leisure orientation:

Within Rurban leisure orientation areas, residents rely on recreation at home (such as walks in the community or in home gyms) and the community where halls, studios, arenas, equestrian centres, etc. and walking trails are important, along with access to a limited range of nearby recreation programs. Residents are connected to urban centres such as Airdrie, Chestermere, Cochrane, or Calgary due to employment or education, which makes these locations viable options for more specialized recreation such as elite sport, private gyms or clubs, etc. Essentially, they do not rely solely on their community for their recreation pursuits.

Examples include Bearspaw/Glendale, Springbank, some areas of Conrich and Balzac East.

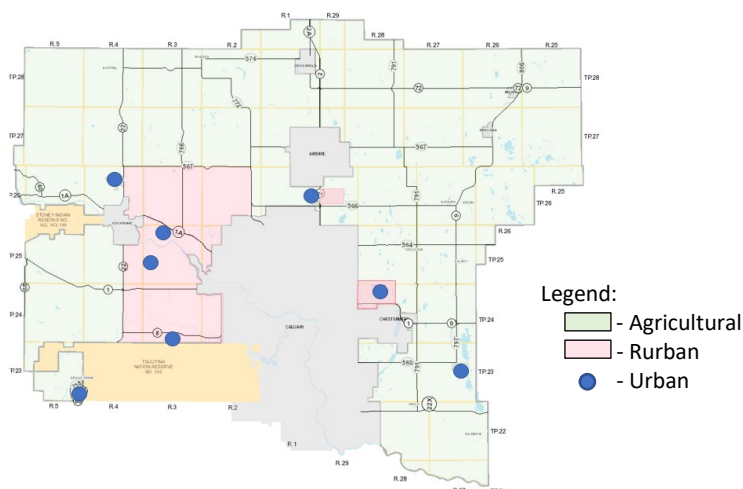


Urban leisure orientation:

In the urban leisure orientation areas, residents rely heavily on the provision of recreation services from pathways to a full range of recreation programs. They value a broader range of recreation programs and their community includes an ever-increasing number of commercial recreation opportunities due to its critical mass of population that would not be found in Agricultural or Rurban settings. Their leisure orientation is similar to what we would find in most urban centers in Alberta.

Currently, Langdon is identified as an urban area and Harmony, Glenbow Ranch, Conrich, and Balzac West are future areas. Distance may be a factor that distinguishes communities like Bragg Creek as urban leisure orientation.

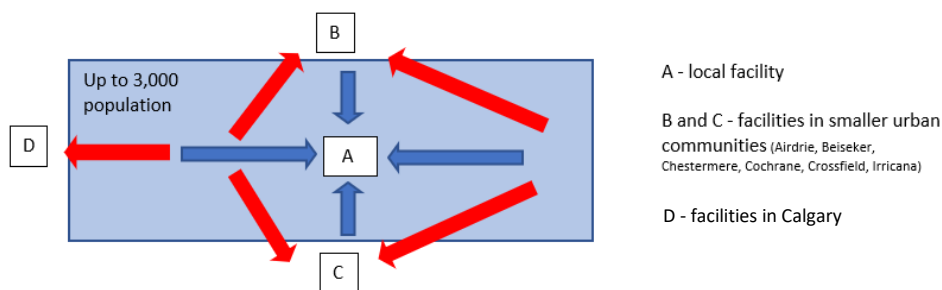
Leisure Orientations Locations



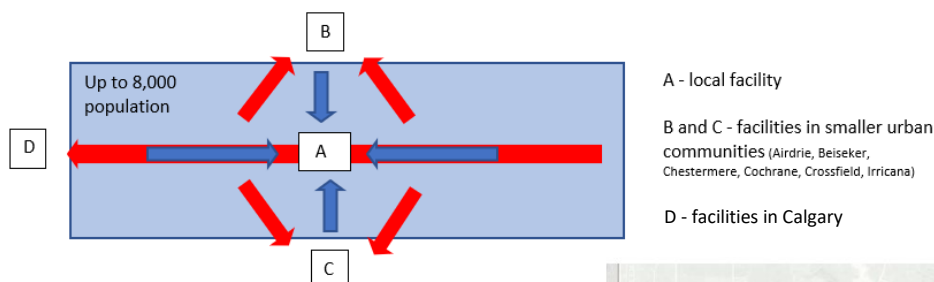
*Note: From the Draft Municipal Development Plan (2020) "Hamlets across Rocky View County range from those with a wide variety of services and relatively steady growth, like Hamlet Growth Areas, to those with fewer services and lower levels of growth. These Small Hamlets include Bottrel, Cochrane Lake, Dalemead, Dalroy, Delacour, Indus, Kathryn, Keoma, Indus, and Madden."

The following summaries and illustrations present spatial patterns and influences of recreation participation that assisted in the development of Leisure Orientations. Data used to understand these issues were gathered in the Recreation Needs Assessment Study (2020) including survey results, focus group findings, and discussions with service providers.

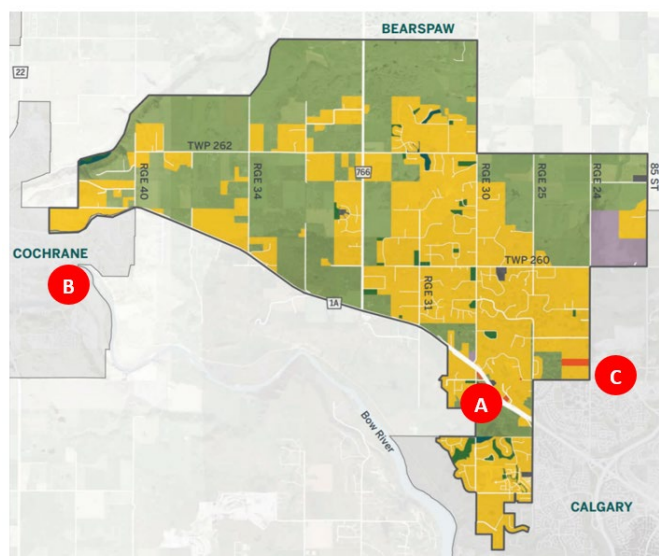
- **Agricultural Orientation Areas** - Typically, residents of rural areas and small hamlets have various options available for accessing recreation opportunities. Preferences or requirements to access services in smaller urban centres such as Airdrie, Beiseker, Chestermere, Cochrane, Crossfield, and Irricana due to employment, school attendance, and sport boundaries are major influences of use. Facilities such as community halls in the Agricultural Orientation areas are preferred when services and events are available.



- **Rurban Orientation Areas** - Rurban Orientation residents have similarities participation patterns to those in Agricultural Orientation areas in terms of preferences or requirements for access in smaller urban centres due to school locations and sport boundaries. Accessing opportunities in Calgary occurs due to travel for employment, errands, etc. There is more overlap of facility catchment areas for Rurban Orientation areas between Airdrie/Chestermere/ Cochrane and Calgary.

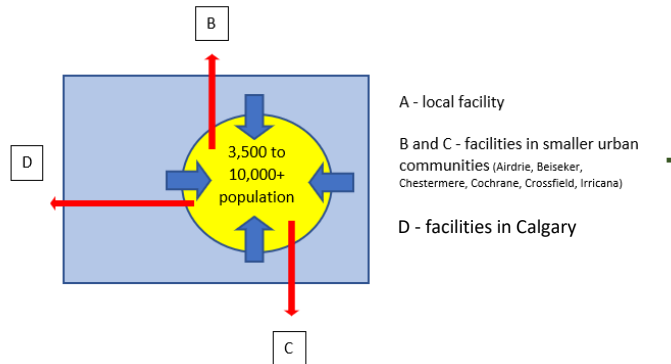


Note: The figure to the right shows overlap of catchment areas for the Bears paw area. All the identified recreation facilities are within a 20-minute drive of Bears paw residents. Some residents living closer to the Shane Homes YMCA at Rocky Ridge facility will prefer use of the Spray Lakes Sawmills Family Sport Centre due to children/youth attending schools in Cochrane and sport boundaries requiring registrants to use Cochrane facilities. Survey respondents in the Recreation Needs Assessment Study from the Bears paw area were more likely to identify use of the Bears paw Lifestyle Centre and Spray Lakes Sawmills Family Sport Centre than Calgary facilities.



A - Bears paw Lifestyle Centre
B - Spray Lakes Sawmills Family Sport Centre
C - Shane Homes YMCA at Rocky Ridge

- **Urban Orientation Areas** - Analysis of survey data and focus group discussions from Langdon and area respondents reveal that residents of urban hamlets expect to have facilities that are similar to those that are in towns or small cities throughout Alberta. They chose to live in urban hamlets rather than Agricultural or Rural areas partly due to these expectations. They recognize that some services are better situated in Airdrie, Chestermere, Cochrane, or Calgary, but want a broad range of services available in their community.



Population Outlook

Over the past two decades, Rocky View County has experienced population growth and changes in residential development. In the foreseeable future, further growth and transformation is anticipated. The intent of this population outlook is to highlight some of the change that may occur in Rocky View County to help inform the Recreation and Parks Master Plan.

- In 2016 (Statistics Canada, Federal Census), the population of Rocky View county was 39,407. Annual population increase between 2011 and 2016 was approximately 2%.
- The County's population growth rate has been generally lower than its urban neighbours (see Urban Municipal Partner section of this Supplemental Reporting).
- The community is comprised of both rural and urban settlements. Residential development includes farmsteads, country residential communities, and hamlets. Within the County, there are 21 hamlet and country residential communities, most of which have development boundaries and forms set by Area Structure Plans. Some of the hamlets are planned to be the size of towns (e.g. >1,000) or small cities (e.g. >10,000 residents).
- Population forecasts to 2036 have been approximately 55,000 or less than 1,000 people per year over 20 years (2036 population - Scenario 1 - 55,610; Scenario 2 - 71,310; Scenario 3 - 81,310 based on County Growth Report - 2016 and 57,856 - CMRB 2018). Since these projections were developed, the Calgary regional has experienced a decline in economic conditions and a pandemic, which may affect these projections.
- An overview of areas within the County and population outlook is presented in the following table:

Rocky View County Population Outlook							
Community	Current Population (2018 Census)	Possible Long-Term Residential Build-Out (population)	Short to Medium - Term Growth Outlook (5 to 10 Years)**	Leisure Orientation			Industrial/Commercial
				Urban	Rurban	Agricultural	
Langdon	5,364	13,400					
Harmony	249	10,000					
Conrich	21 (1,358)*	27,000		Combination			
South Springbank	5,847	14,600					
North Springbank		17,890					
Bearspaw	5,576	22,250					
Glenbow Ranch	n/a	13,500					
Elbow Valley	3,589	To be determined					
Cochrane North (Lake)	769	13,000		Future		Current	
Greater Bragg Creek	459	7,002		Future		Current	
Balzac East	n/a	2,250					
Balzac West	n/a	35,000					
Keoma	89	n/a					
Dalroy	46	n/a					
Indus	32	n/a					
Dalemead	29	n/a					
Madden	26	n/a					
Kathryn	13	n/a					
Delacour	10	n/a					
Northwest Rocky View County	4,108	n/a					
East Rocky View County	3,647	n/a					
North Rocky View County	3,436	n/a					
Northeast Rocky View County	2,666	n/a					
Southwest Rocky View County	2,076	n/a					
Southeast Rocky View County	1,614	n/a					
Janet	n/a	n/a	n/a				
Omni	n/a	n/a	n/a				
Shepard/Glenmore Trail East	n/a	n/a	n/a				

* Municipal census population for Conrich in 2018 was 21. However, Conrich includes various types of residential development including the country residential and the community of Prince of Peace. In 2013, there was a population of 1,358 (based on information from Planning. Full build-out is approximately 27,000 (13,175 hamlet, 9,350 Phase 2 Residential, 3,500 Prince of Peace and 1,025 Pleasant Place).

** Speculated population growth:

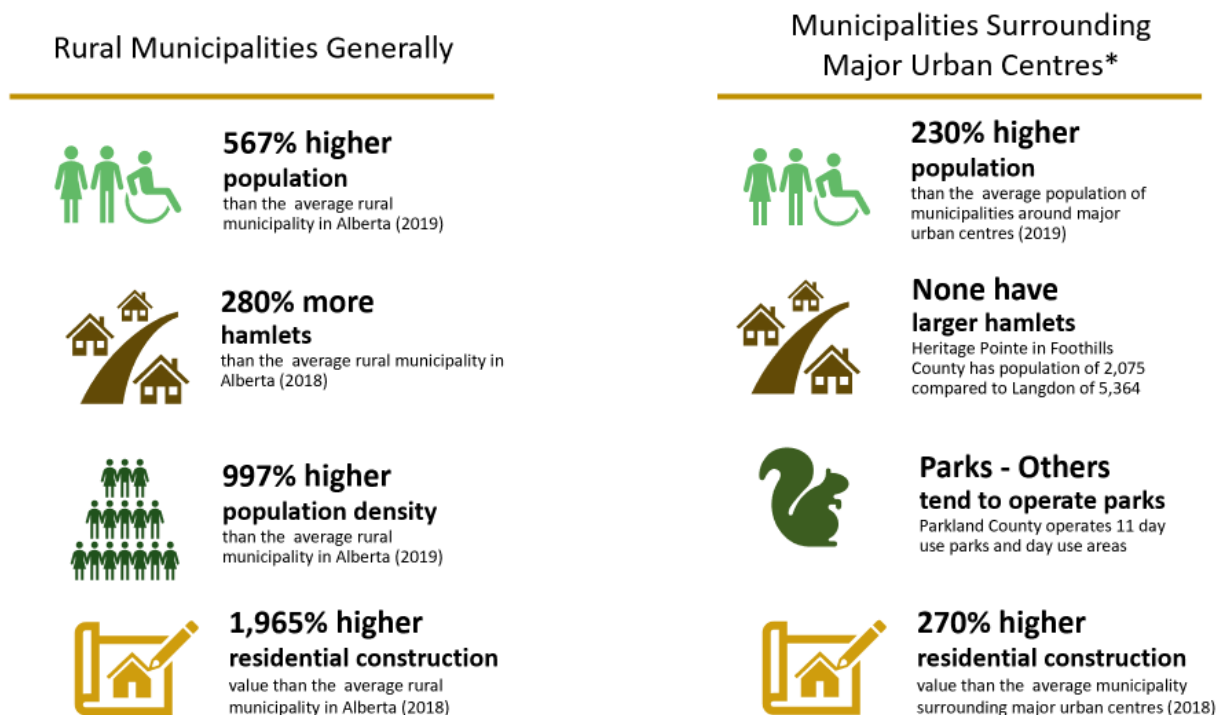
High expanding	High levels of residential development and population migration into the community (annual growth rates for some communities around Calgary were 3% < > 8% between 2011 and 2016)
Moderate expanding	Moderate residential development and population migration into the community (annual growth rates of 1.5% to 3%)
Moderate fluctuating	Population fluctuation may occur from birth and death rates and/or some residential development and population migration into the community (annual growth rates 0.5% < > 1.5%).
Low fluctuating	Population fluctuation may occur from variances in birth and death rates and/or limited residential development and population migration into the community (annual growth rates < 0.5%).
Stationary	Population is generally unfluctuating except for limited variances in birth and death rates.

Distinctiveness of Rocky View County

In Alberta, there are over 60 rural municipalities that are designated as Municipal District Status. Although Rocky View County is one of these, it is distinct in its composition. For example, the average population of Alberta rural municipalities was 7,433 in 2016 (Statistics Canada), while the population of Rocky View County was 39,407 (or 567% higher than the average).

The following illustration presents statistics that demonstrate the distinctiveness of Rocky View County to other rural municipalities.

Comparisons between Rocky View County and Other Rural Municipalities:



* Calgary/Edmonton excluding Strathmore County

*Rural municipalities with Municipal District Status located adjacent to Calgary and Edmonton are more consistent with Rocky View County than others in the province; however, even among these municipalities, Rocky View County is distinct. For instance, the Rocky View County population is 230% higher than the average of these other municipalities. As well, future population growth in Rocky View County will mainly occur in urban hamlets, which is not approach being taken by other rural municipalities around Calgary and Edmonton.

The following information presents several characteristics that are unique among each of the rural municipalities around Calgary and Edmonton (Note: Strathcona County is a Specialized Municipality and is not included).

Rocky View County

- Population - 39,407
- Hamlets - 14, Langdon population is >5,000
- Just under 1 million acres of land
- Various recreation facilities are located throughout the County such as community halls, arenas, curling rinks, equestrian facilities, etc.
- Shared service provision of recreation facilities with Urban Municipal Partners in Chestermere (Chestermere Regional Recreation Centre) and Cochrane (Spray Lakes Sawmills Family Sport Centre)
- Future growth in the County is likely to occur in urban hamlets with populations of over 10,000

Parkland County

- Population - 32,097
- Hamlets - 7 (small hamlets)
- Operates 11 parks that include camping, recreation areas, day use areas with lakes
- Shared service provision with Spruce Grove and Stony Plain of the Tri Leisure Centre located in Spruce Grove

Foothills County

- Population - 22,766
- Hamlets - 8, largest population of a hamlet is 2,075
- Operates two recreation areas (one with camping)
- Shared service provision with Town of Okotoks for Crescent Pointe Fieldhouse, which is operated by a private contractor on behalf of the communities
- The Municipality operates Scott Seaman Sports Rink

Sturgeon County

- Population - 20,495
- Hamlets - 10 (small hamlets)
- Provides recreation programs at community halls in the County
- Partners with Canadian Forces Base Edmonton

Leduc County

- Population - 13,780
- Hamlets - 8 (small hamlets)
- Operates four parks, two with campsites and the other two with group camping
- Provides recreation programs in hamlets

Public Benefit

Recreation and Parks cooperates and collaborates with many organizations through joint initiatives, funding arrangements, and partnerships to ensure that recreation opportunities are developed and delivered to County residents.

A partnership and collaboration policy should be developed to establish criteria and guidelines to define when Recreation and Parks should engage with other organizations to provide facilities, programs, and services, for County residents.

The following summary identifies general factors that might comprise the partnership and collaboration policy:

- **Public Benefit to the Community** – Initiatives, arrangements, and opportunities should contribute to the benefit of the County and all its residents:
 - Improve the personal health and development and social well-being of the individuals, families, and communities
 - Contribute to the beautification and protection of the environment and economic development of the County
 - Provide long-term opportunities that are sustainable for the County and its residents
 - Foster inclusiveness among residents and contributes to community well-being
- **Accessibility for Residents** – Organizations that offer programs, services, or facilities that are broadly accessible to the public should be considered over those that are wholly or mainly restrictive by prohibitive costs or fees, necessary levels of skill or abilities, or membership requirements.
 - Enable access to all members of the public for all services provided
 - Provide opportunities that address the needs of children, youth, seniors, disadvantaged, and new Canadians
 - Offer reasonable, low, or no cost access for County residents
 - Not restrictive by membership requirements (e.g. high membership fees, exclusivity due to residency requirements or other factors, skill prerequisites, etc.)
 - Provide opportunities for a broad range of skills and interests
- **Types of Organization** – Initiatives, arrangements, and opportunities are more likely to be considered with governmental organizations, non-profit organizations, or those that Recreation and Parks enters into contractual arrangements that specify broad accessibility for all County residents for all services provided.
 - Collaborations and cooperation with governmental agencies
 - Partnerships and contractual arrangements with non-profit organizations such as societies, non-profit companies, charities, Part 9 companies, etc.
 - Partnerships and contractual arrangements with community and resident homeowner/residents/estate owners associations that provide access to all County residents for all services
 - Contractual arrangements with for profit companies and commercial organizations to operate facilities or provide services with specifications for broad access for all County residents

Facility Service Level Framework

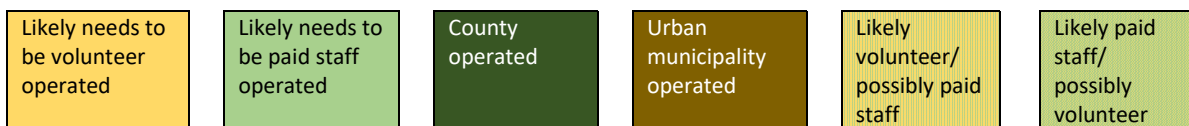
The Facility Service Level Framework has been developed to use for planning and development of amenities associated with recreation facilities, parks, and the active transportation networks throughout the County.

The following factors were considered in its development:

- **Population/recreation behaviours** - Recognizes that population size and density differ throughout the County and notable patterns of recreation behaviours exist for Agricultural, Rurban, and Urban Leisure Orientation areas.
- **Users/use** - Identifies the types of user most likely to use services at amenities, whether it is individuals for spontaneous use, organizations that rent facilities to deliver programs, or events for groups of people.
- **Operational models** - Distinguishes the type of operating model most likely to be applied based on complexity of functions (programming, technology, systems), critical mass of population, and financial sustainability.
- **Location attributes** - Characterizes location issues such as potential combinations of amenities situated at recreational settings, joint use sites with schools, etc. and acknowledges that other issues might be involved such as boundaries established for groups that provide recreation programming.

The following components are represented in the Facility Service Level Framework for consideration when identifying amenities for development.

- **Range of Operation Models** - There is a range of operating models represented in the Framework that can be considered when planning and identifying amenities for development:



- **Commonly Observed Amenities in Leisure Orientations** - Amenities that are typically observed within each 'leisure orientation area' are identified with the following symbol: +
- **Location Considerations** - The following symbols represent locational considerations for certain amenities in the framework.



Amenity should be developed at sites involving other amenities.



Amenity likely needs to be developed at a site that has other amenities.




Amenity preferably located on a joint use site with a school.

























- **Agricultural Leisure Orientation** - It is recognized that some characteristics may differentiate amenities that might be considered in rural areas and small hamlets.

- **Population Thresholds** - Planning of new facilities using the Facility Service Level Framework should occur at the following thresholds* (which is also dependent on expected levels or rates of population growth and development of the areas):
 - Urban Leisure Orientation areas (see survey results at end of this section):
 - Outdoor/small scale amenities at 1,000 to 1,500 population.
 - Indoor recreation facilities at 3,500 population with future growth anticipated (e.g. 5,000 to more than 10,000).
 - Rurban Leisure Orientations areas:
 - Outdoor/small scale amenities at 3,500 to 4,000 population.
 - Indoor recreation facilities at 5,000 to 10,000+ population.

(Note: Urban hamlets that develop beyond 15,000 population within the County are likely to need recreation facilities that are more consistent with Urban Municipalities)

Facility Service Level Framework								
Type	Description	Population Population Density	Leisure Orientation				Partners	
			<50/km²	<5,000	50/km² to <250/km²	5,000 to <15,000 >1,000/km²	15,000+ >1,000/km²	
				Agricultural		Rurban	Urban	Urban Municipalities <small>(Airdrie, Calgary, Cochrane, Chestermere)</small>
				Rural Areas	Small Hamlets			
Pathway	Regional connector	Individuals						
Pathway	Local asphalt	Individuals				+		
Trail	Gravel, etc.	Individuals		+	+	+		
Dog park	Open space (possibly fenced)	Individuals				+		
Park	Playground	Individuals		+	+	+		
Park	Plaza area, seating	Individuals		+	+	+		
Park	Water access points (river, open water)*	Individuals						
Outdoor pad	Skatepark	Individuals						

Facility Service Level Framework									
Type	Description	Principal Users	Leisure Orientation				Partners		
			<50/km²	<5,000	50/km² to <250/km²	5,000 to <15,000 >1,000/km²	15,000+ >1,000/km²		
				Agricultural		Rurban	Urban	Urban Municipalities (Airdrie, Calgary, Cochrane, Chestermere)	
				Rural Areas					Small Hamlets
Outdoor pad	Splash pad	Individuals							
Outdoor pad	Outdoor sports court	Individuals							
Outdoor court	Tennis/ pickleball	Individuals							
Outdoor ice	Leisure ice - non-boarded	Individuals							
Outdoor ice	Boarded rink	Individuals							
Sports field (outdoor)	Diamonds	Organizations*							
Sports field (outdoor)	Rectangular fields - natural	Organizations*							
Sports field (outdoor)	Rectangular fields - synthetic turf	Organizations*							
Sports field (outdoor)	Outdoor equestrian riding arena	1. Individuals 2. Organizations*							
Climbing (indoor)	Walls bouldering	Individuals							
Racquet court (indoor)	Racquet ball Squash	Individuals							
Multi-Purpose space	Event/ banquet space	1. Events 2. Organizations							
Multi-Purpose space	Multi-Purpose gymnasium	1. Organizations 2. Individuals							

Facility Service Level Framework									
Type	Description	Principal Users	Leisure Orientation				Partners		
			Population Density <50/km²	<5,000	50/km² to <250/km²	5,000 to <15,000 >1,000/km²	15,000+ >1,000/km²		
				Agricultural		Rurban	Urban	Urban Municipalities (Airdrie, Calgary, Cochrane, Chestermere)	
				Rural Areas					Small Hamlets
Multi-Purpose space	Sport gymnasium	1. Organizations* 2. Individuals							
Multi-Purpose space	Activity space (non-sport)	1. Organizations 2. Individuals							
Multi-Purpose space	Meeting rooms	Organizations							
Multi-Purpose space	Studio/dance space	Organizations							
Multi-Purpose space	General Seniors Centre	Organizations							
Multi-Purpose space	Indoor play area/ structure	Individuals	(temporary)	(temporary)	(temporary)	 (temporary/permanent)			
Fitness Centre	Weights Cardio equip. Indoor track	Individuals							
Indoor arena	Natural ice	1. Individuals 2. Organizations							
Indoor arena	Artificial ice	1. Organizations* 2. Individuals							
Indoor fields	Multi-Purpose rectangular (partial field)	1. Organizations* 2. Individuals							
Indoor fields	Rectangular sports field (full field)	Organizations*							
Library Services	Areas for collections and resources	Individuals							
Library Services	Satellite resources drop off locations	Individuals							

Facility Service Level Framework									
Type	Description	Principal Users	Leisure Orientation				Partners		
			<50/km²	<5,000	50/km² to <250/km²	5,000 to <15,000 >1,000/km²	15,000+ >1,000/km²		
				Agricultural		Rurban	Urban	Urban Municipalities (Airdrie, Calgary, Cochrane, Chestermere)	
				Rural Areas					Small Hamlets
Athletic Parks	High level performance facilities	Organizations*							
Aquatic facilities	Flatwater, leisure water, etc.	1. Individual 2. Organizations							
Performing arts facility	Theatre, stage, audience seating	Events							

- Agricultural Leisure Orientation** - Within Agricultural leisure orientation areas, there are various outdoor amenities and indoor facilities that should be considered. Such amenities and facilities could contribute to a sense of place for residents and enable them to participate in locally organized physical, social, and cultural activities and events. Outdoor amenities such as non-boarded outdoor ice, ball diamonds, and rectangular fields should typically be considered at locations where indoor facilities are situated such as community halls. Sports fields should be developed in conjunction with locally organized sporting associations, clubs, or groups or primary and secondary schools.
- Rurban Leisure Orientation** - Slightly higher population density of Rurban areas (compared Agricultural areas) typically allows for further development of indoor facilities to serve the physical, social, and cultural needs of individual residents and local organizations such as multi-purpose event or gymnasium spaces and studio/dance spaces. Indoor facilities should represent community-hubs within the Rurban areas for residents to engage in various activities that address the needs of all age groups. Some facilities such as sport fields, sport gymnasiums, indoor (partial) fields, and studio/dance spaces should be developed in cooperation with locally organized sport and culture organizations, clubs, and groups. Considerations should be given to facilities and amenities such as sports fields being developed in proximity to primary and secondary schools developed in the Rurban areas.
- Urban Leisure Orientation** - Urban communities within the County will typically have a broad range of indoor and outdoor facilities and amenities developed that support structured and unstructured activities. Indoor amenities such as arenas, gymnasiums, and multi-purpose spaces should be developed in conjunction with locally organized sport associations, clubs and groups; although these types of amenities can also support programming delivered by the facility operator. Outdoor amenities that accommodate unstructured activities such as trails, outdoor sports pads, tennis/pickleball courts, and boarded rinks should be developed in conjunction with active transportation planning and school development within the community. Outdoor sport facilities such as ball diamonds and rectangular fields may also be developed in conjunction with local sport associations, clubs, and groups. Pathways should be developed that provide linkages to the regional pathway systems.

- **Industrial/Commercial Areas** - The mandate of Recreation and Parks is to enhance the quality of life of residents and establish livable communities. As such, it is a priority to have recreation facilities available in areas where people live. Having recreation facilities in industrial/commercial areas can be advantageous, especially when extensive land is needed for large-scale recreation facilities or to avoid off-site impacts on residential neighbourhoods (e.g. noise, lighting, event parking, etc.), provided that the activities do not negatively impact day-to-day functioning of industrial/commercial uses. The County encourages the private sector to develop and operate recreation facilities to address the needs of employees and workers in industrial/commercial areas, however typically does not partner with or provide funding for these types of initiatives.
-

Population Thresholds

Results of a general survey conducted about recreation facilities in various Alberta communities with populations between 1,000 and 15,000 is presented on the following page.

Reviewing these data reveals that recreation facilities tend to increase in communities of approximately 5,000 population and then around 10,000.

- Around the 5,000 population, outdoor sport fields tend to increase, as do tennis courts, arenas, and curling rink sheets.
- Similarly, increases tend to occur around the 8,000 to 10,000 population range with more outdoor sport fields and multi-purpose spaces. Public fitness facilities are more common in these communities, as is leisure water at aquatic facilities.

These data were considered in the development of population thresholds for the Facility Service Level Framework.

It is also worth noting that pathways and trails are typically present in communities of all population levels.

General Survey of Recreation Facilities among Select Alberta Communities

Community	Population (2016 to 2019)	Pathways/ Trails	Outdoor sport fields* (# of surfaces)	Tennis Courts (# of courts)	Multi-purpose rooms/studios* (community hall)	Fitness facilities (public)	Ice rinks (# of surfaces)	Gymnasias (separate from schools)	Indoor fields	Aquatics [^]	Curling rink (sheets)	Kms from Urban Centre [◇]
Trochu	1,058	✓	B(4)		E/B	✓	1			O		90
Duchess	1,085	✓	✓		E/B		1	✓ (multi-purpose) ■			✓(2)	160
Legal	1,345	✓	B(6), S(3)		E/B		1	(E/B has gymnasium surface with lines)			✓(4)	25
Bon Accord	1,529		B(4), S(2)		E/B		1					28
Tofield	2,081	✓	B(4), S(2)		E/B		1				✓(4)	50
Hanna	2,559	✓	B(4), S(2)	2	E/B, S(2), Y	✓	1	✓		O	✓(6)	180
High Prairie	2,564	✓	B(4), S(3)	2	T		1 ⁺	✓		F, L	✓(4)	200
Fort Macleod	2,967	✓	B(7), S(4)	2	E/B		1			O	✓(4)	50
Pincher Creek	3,642	✓	B(5), S(6)	2	E/B	✓	1			F	✓(4)	100
Claresholm	3,780	✓	B(7), S(4)	3	E/B		1			F	✓(4)	90
Cardston	3,909	✓	B(7), S(6)	2			1	✓		O		80
Didsbury	5,268	✓	B(5), S(4)	2	E/B		2 ⁺			MF	✓(4)	50
Redcliff	5,600	✓	B(5), S(2)	2	E/B		1			O	✓(3)	10
Stettler	5,952	✓	B(7), S(4)	4	E/B	✓	2 ⁺			MF	✓(6)	80
Ponoka	7,229	✓	B(6), S(4)	4	E/B		2 ⁺			F	✓(6)	40
Innisfail	7,847	✓	B(7), S(6)	3	E/B		2			MF	✓(4)	25
Drumheller	7,982	✓	B(8), S(5)	2	E/B (2), S	✓	1 ⁺	✓ (multi-purpose) ■		MF	✓(6)	95
Coaldale	8,215		B(7), S(9)	1 (& 4 pickleball)	E/B		1 ⁺			O	✓(6)	20
Taber	8,428	✓	B(10), S(6)	3	E/B		2	(E/B has gymnasium surface with lines)		F, L	✓(4)	40
Blackfalds	10,125	✓	B(6), S(3)	2	E/B, S(2)	✓	1 ⁺	✓		O		20
Wetaskiwin	12,655	✓	B(8), S(4)	4	E/B(2), S(mp)	✓	2 ⁺		✓ (Millet)	F, L	✓(4)	45
Lacombe	13,985	✓	B(16), S(5)	4	E/B	(planned long-term)	2 ⁺			MF (L planned short-term)	✓(6)	25

*B - ball diamonds, R - rectangular fields

•E/B - event/banquet area; S - studio for dance, fitness/movement classes, etc. (mp - multi-purpose room used for fitness classes), Y - youth room, T - performing arts theatre)

+Supports a junior A or B hockey team.

■ Multi-purpose surface to accommodate soccer and typical gymnasium sports (e.g. basketball, volleyball, etc.) rather than artificial turf.

▲O - Outdoor pool, F - Flat water (e.g. lane pool), MF - A lane pool and other water that is primarily flat water that may have a small water slide, sitting areas, or spray mechanism; L - Leisure water - Has one or more water slides, wave pool or structure, lazy river, spray mechanisms, etc.

◇ Distance in kilometres from an urban centre of at least 20,000 population.

Facility Development Criteria

The following sets of development criteria have been established to examine important issues when planning, identifying, and investigating opportunities for new facilities, as well as the renewal of existing facilities.

Service Planning

- Facilities should be adaptable in design to accommodate a wide range of recreation, sport, culture, arts, and social activities, uses, and opportunities.
 - Services within the facilities should emphasize introductory levels of recreation, sport, culture, arts, and social activities with opportunities to support other levels of performance.
 - Facilities should be developed with consideration to specifications of the Long-Term Athlete Development Framework (Sport for Life) recognizing that some facilities may be developed to support more introductory levels of development such as Active Start, FUNdamentals, Learn to Train phases (e.g. facilities suited for younger age groups), while others address all levels of development (from Active Start to Train to Win to Active for Life).
- There should be evidence of existing or available demand for potential facility spaces within the local service area.
- Facilities should accommodate or complement new and emerging recreation, sport, culture, arts, and social activities and opportunities.
- Facilities should be flexible in development to enable conversion for future recreation, sport, culture, arts, and social uses.
- There should be a lack of suitable facility alternatives provided through other public agencies or organizations in the area or in adjacent partner municipalities.
- Facilities should be centrally or strategically situated to serve County residents of an area and located on major community transportation routes (vehicle and active transportation).
- Facility development should complement structures and systems of organizations that govern the activities that will use the facilities to address County residents' needs (e.g. association boundaries).
- Facility development should principally address the needs of County residents and not be dependent upon (primarily serve) other markets to sustain operations.

Public Benefit and Community Accessibility

- Facilities should represent and act as community gathering places that benefit the health, well-being, and social development of the areas being served.
- Services, activities, and uses accessible at facilities must be available to all County residents as a public service.
- County contributions and resources should typically emphasize basic services that respond to the specifications of leisure orientations.
- Facility development should consider broader needs and interests of the community and not simply focus on those of specific recreation, sport, culture, arts, or social activities or uses or higher performance levels.
- Prices and fees for facility/amenity access and services should be consistent (within $\pm 10\%$) with those charged by publicly provided services in the County region.
- Facilities developed within an area should have support from the majority of residents, stakeholders, and user groups.
- Facility development should consider economic and social benefits such as drawing non-resident spending and promotion of the community.

Asset Management

- Facility development should consider future land and community development opportunities within the County and among urban partner municipalities to mitigate duplication and over supply of services.
- Facilities should be effectively distributed throughout the County and areas to ensure residents have community gathering places for recreation, sport, culture, arts, and social opportunities.
- Residents of urban communities are likely to prefer facilities located within the boundaries of their community that are accessible through various transportation methods (including active transportation such as walking, biking, etc.).
- Facility development should have no or limited impact to the market, operation, and financial functions of existing public recreation facilities within the County.
- Prior to new facility development or expansion, the condition of existing amenities such as life cycle maintenance plans within areas of the County should be examined to assess and identify facility refurbishment, upgrading, or replacement requirements.

Partnership Development

- Facility development partnerships should be developed upon mutually agreed strategic and operational objectives that are based on broad accessibility, public stewardship, mutual accountability, and integrated risk management practices.
- Facility development partners of the County should agree to measures of transparency, accessibility, collaboration, and cooperation in the development, management, and operation of publicly accessible amenities, programs, and services.
- Facility development partners should agree to providing periodic or ongoing information that assists the County to identify and assess risks and opportunities with the development, management, and operation of the publicly accessible amenities, programs, and services (e.g. financial information, lifecycle management plans, customer surveys, etc.).
- Facility development partners should have customer service standards that reflect the County's Customer Service Standards Policy (C-108) in regards to providing equitable access to services, openness and transparency, engagement and consultation, redress, courtesy, service standards providing accurate information and value for money.
- Facility development partners should have sufficient memberships or market segments available and knowledge and expertise to deliver effective programs and services to sustain the development and operations of amenities before being considered by the County.
- Recognition should be given to facility development partners that may have access to significant capital or operating resources, as long as attributes of broad accessibility, public stewardship, mutual accountability, and integrated risk management practices are agreed upon.

Capital and Operational Planning

- Facility development partners should agree to providing annual reporting information including current financial statements (preferably audited balance sheets, income statements, statement of cash position, etc.), budget for the upcoming year, and anticipated challenges and issues to assist the County in identifying and assessing risks and opportunities with the development, management, and operation of the publicly accessible amenities, programs, and services.
- Facility development that exceeds basic design standards and levels of provision may need to be developed and operated through alternative funding arrangements and partnerships with limited or no support from the County.
- Facility development projects and initiatives may be proposed by the County and partner organizations based on community need, vision and strategies to develop, acknowledgement of broad accessibility, public stewardship and accessibility, capacity for development, and viability and sustainability of the initiative.

Facility Operational Considerations

Municipal-Operated

Municipal governments operate and manage facilities as part of their community services mandate, either through internal resources or contracting to private sector companies. Some of the benefits typically associated with municipal-operated facilities include:

- Have resources available to operate and maintain facilities in the long-term
- Have defined quality standards for services, programs, and facility maintenance
- Can mandate that facilities, services, and programs rates and fees are affordable
- Can ensure that facilities, services, and programs are fully accessible to the public without limitations on ability or age
- The public often view the provision of recreation services as a municipal responsibility (e.g. contributes to the well-being and enrichment of communities and individuals' lives)
- Has access to internal expertise in developing, operating, and maintaining facilities

Through a Contracted Private Company

- Can draw upon operational knowledge and expertise from other facilities the organization operates
- Can sometimes operate recreation facilities with efficiency and cost effectiveness (note: contract expense needs to be considered in the cost of operations)
- Contract specifications can be developed to emphasize preferred targets, intent, and mandate of the Municipality
- Can have lower staff costs by avoiding government scale wages and significant benefits packages; although there are contractual costs associated with contracting a private sector provider
- Can offer programs and services that may not be considered appropriate for either municipal or not-for-profit operations (profit driven services)
- Can typically adapt quickly to changing market conditions
- Can have operational systems from within its organization that can be developed and applied to facilities, services, and programs

Non-Profit Organization-Operated

Municipalities assign facilities to non-profit societies (e.g. community associations, agricultural societies, etc.) or Part 9 Companies under a lease or license of occupation agreement. Typical benefits associated with non-profit organizations operating facilities include:

- With community representation on governance or committees, non-profit organizations can be responsive to community needs and provide a sense of community ownership of operations
- Can access sources of funding and partnerships typically not available to municipalities and the private sector (e.g. government grants, casino revenues, corporate donations, and other fund raising)
- Can be operationally efficient (e.g. less bureaucratic and cumbersome than municipal governments) and, therefore, adapt quickly to changing market conditions
- Can have lower staff costs by avoiding government scale wages and large benefit packages typical of municipalities
- Can offer programs and services that may not be considered appropriate for municipal operations, but can provide revenue opportunities (e.g. membership options with higher prices)

Facility Classification System

During the Master Plan process, terms were used to identify recreation facilities in discussions with Council members, stakeholders, and staff, as well as for Recreation Funding (Regional and Community Facilities). The Community Recreation Funding Grant Program (C-317) presents broad definitions about Regional Facility Design Principles and that ... "The Recreation Governance Committee determines if a recreation facility or program is regional or community." Throughout the planning process, the term Regional Facility tended to be used liberally and some facility operators suggested that assured levels of funding have been provided for these facilities, although no documentation was identified to officially acknowledged such arrangements.

- Regional Facilities - community hub; integrated facility; group of facilities; range of opportunities; and flexible design (Policy C-317) - facilities located in the County and in urban municipalities.
- Community Facilities - facilities located in the County.

To provide clarity for future planning, the following Facility Classification System was developed. This classification system addresses both indoor and outdoor facilities.

Classification	Description	Examples	
		Indoor Facilities	Outdoor Facilities
Collaborative Facilities (with Urban Municipal Partners)	<ul style="list-style-type: none"> Facilities involved in coordinated planning, cost sharing or shared service provision with other Urban Municipal Partners 	<ul style="list-style-type: none"> Spray Lakes Sawmills Family Sports Centre Chestermere Regional Recreation Centre Facilities in Airdrie 	<ul style="list-style-type: none"> Athletic sport fields/synthetic fields in urban municipalities Pathway system that coordinates with Urban Municipal Partners
Recreation Centres	<ul style="list-style-type: none"> Facilities with multiple amenities, develop and deliver programs to the community, require staff with specialized/ technical knowledge 	<ul style="list-style-type: none"> Springbank Park for All Seasons Bearspaw Lifestyle Centre Indus Recreation Centre Bragg Creek Community Centre 	<ul style="list-style-type: none"> Langdon Quad Facility (expected to be part of other recreation facilities in the future) Regional active transportation network Future athletic field clusters
Community Facilities	<ul style="list-style-type: none"> Amenities operated by volunteer-based organization that typically involve stand-alone amenities 	<ul style="list-style-type: none"> Multipurpose - event/banquet space Multipurpose - gymnasiums Multipurpose - activity spaces Meeting rooms Indoor arena - natural ice 	<ul style="list-style-type: none"> Parks Playgrounds Outdoor rinks Tennis/pickleball courts Outdoor sports courts Dog parks Trails

Facilities located in urban municipalities (Airdrie, Chestermere, Cochrane, etc.) or on County land and supported jointly by the County and Urban Municipal Partners are termed **Collaborative Facilities**. These types of facilities require cost sharing or shared service agreements and involve partnerships with Urban Municipal Partners. Further, these facilities (or agreements for multiple facilities) tend to function with multi-million dollar operating budgets, which to some extent sets them apart from recreation facilities that operate in the County.

Some recreation facilities operating in the County have multiple or grouping of amenities, are flexible in design, develop and deliver programs and services (provide a range of opportunities) to the community, and require staff that have specialized or technical knowledge necessary to operate. Operating budgets for these facilities are in the hundreds of thousands to up to two million dollar range. These types of facilities will be termed **Recreation Centres**.

Community Facilities are comprised of facilities operating in the County that primarily have volunteers performing day-to-day tasks and have budgets of less than \$100,000. Amenities at these facilities typically are stand-alone buildings (e.g. community hall or a hall associated with an equestrian venue or curling club). There may also be outdoor amenities associated with these facilities. In the future, this type of facility may also involve stand-alone outdoor amenities such as outdoor rinks, sport courts, trails, etc.

Development of this Facility Classification System considered analysis of financial performance of facilities over the past five years (see analysis below). The analysis reveals that financial implications from operations of Recreation Centres are significantly higher than Community Facilities (including Parks). Salaries and wages comprise almost half of the expenses to operate Recreation Centres.

Recreation Facilities Financial Performance
Averages 2014 to 2019 (rounded to nearest \$100)

	Parks (n=3)		Community Facilities (n=10)		Recreation Centres (n=4)	
	\$	%	\$	%	\$	%
Revenues						
Operating Revenues	1,100	8	23,700	43	953,200	76
Government Grants*	10,700	78	11,900	22	203,300	16
Other Unearned Revenues	2,000	14	19,300	35	89,900	7
Totals	13,800	100	54,900	100	1,246,400	100
Expenses						
Salaries/Wages/Benefits	-	0	600	1	527,900	46
Repairs and Maintenance	9,300	79	14,400	33	204,000	18
Utilities	300	3	5,600	13	158,700	14
Other Expenses	2,100	18	22,800	53	248,600	22
Total	11,700	100	43,400	100	1,139,200	100
Surplus/Deficit Before Amortization	2,100		11,500		107,200	
Amortization	1,200		4,300		208,800	
Surplus/Deficit	900		7,200		-101,600	
Average Operating Assistance Grant Received from Rocky View County	9,000		10,200		155,000	

Based on categories developed in the new Facility Classification System. Parks have been separated due to differences in services and operations.

*All government grants - Rocky View County and others.

The above analysis shows that:

- Operating Assistance Grants from Rocky View County are an important source of revenue for all recreation facilities to operate.
- Recreation facilities rely upon various government grants and other unearned revenue sources (e.g. fund raising, funding from casino/bingo, etc.) to achieve financial sustainability.

These data can also be used as base measures for evaluating Collaborative aspects of the Performance Measurement System that has been proposed in this Master Plan.

Facility Maintenance and Lifecycle

Over the past couple of years, Rocky View County has conducted Building Condition Assessments and Lifecycle Plans for recreation facilities located in the community. These studies were reviewed and aggregated to determine if any should be considered as being end of life and, possibly, decommissioned. As well, the analysis summarized the estimated lifecycle costs to maintain facilities over the next ten years.

The findings of the analysis suggest that facilities are generally in good to marginal condition and no facilities were in critical condition. As well, the findings indicate that approximately \$6 million is needed for maintenance of facilities over the next five years, followed by an additional \$4 to 5 million in 5 to 10 years.

ROCKY VIEW COUNTY RECREATION FACILITIES LIFECYCLE ASSESSMENT REVIEW SEPTEMBER 8, 2020

COSTPLAN MANAGEMENT LTD.

Background

Costplan Management Ltd. was retained by HarGroup Management Consultants Inc. (HarGroup) to review and analyse the Facility Lifecycle Assessment Reports for 22 recreation facilities located in Rocky View County. This study was undertaken as part of the work program associated with the development of a Recreation, Parks and Community Facilities Master Plan for the County.

Methodology

The Facility Lifecycle Assessments (FLA) provided by Rocky View County and included in this study were completed by several consulting firms including: Stantec Consulting Ltd., Stephenson Engineering Ltd., and WSP Canada Inc. At a high level, each firm's body of work was compared for significant variances and except where noted below, we found no significant variance that required adjustment. Furthermore, the work of the individuals who authored each FLA was reviewed and compared to the body of work provided, and no notable variance was found. Itemized lifecycle costs included in each FLA were reviewed by unit rate and area for reasonableness for the described facility and while individual items may seem high or low, overall costs were found to be representative and no adjustment was made.

To provide a common basis for comparison, current 5-and 10-year periods beginning in 2019 were selected from each FLA for analysis. Ten-year FLA's authored in 2018 do not extend to a ten-year period beginning in 2019. After discussion with HarGroup, it is our understanding that 2018 expenditures identified in the 2018 FLAs were generally not expended and the 2018-2028 period was representative and acceptable. For our analysis, all costs were converted to 2019 dollars. Where only inflated costs were included by the author, inflation was backed out and costs were converted to 2019 dollars. Inflation rates used in our calculations are as identified by the City of Calgary for non-residential construction. Costs provided in each FLA were adjusted where necessary to exclude GST.

Several FLA's included costs for major outdoor non-core amenity improvements to baseball diamonds, equestrian fields, playgrounds, paving upgrades and other items that did not directly relate to the main function of the facility. These non-core costs were removed from our calculations at the request of HarGroup after discussion with Rocky View County. FLA's completed by Stephenson's Engineering generally included costs for barrier free upgrades. Barrier free upgrades considered to be capital improvements were excluded from our calculations. Any other Capital improvement costs that fell outside of lifecycle costs were removed.

ROCKY VIEW COUNTY
RECREATION FACILITIES LIFECYCLE ASSESSMENT REVIEW
SEPTEMBER 8, 2020

COSTPLAN MANAGEMENT LTD.

Report continued...

Where possible, the gross floor areas provided in each FLA were used in our calculations. Where discrepancies or omissions were found, floor areas were corrected.

The current replacement values of each facility were evaluated on a high level based on the information provided in each FLA. A representative cost per square meter from our historical database of comparable facilities was multiplied by the gross floor area to determine current replacement cost. Current replacement costs are used in the Facility Condition Index (FCI) and indicate **order of magnitude pricing only**.

A Ten year Facility Condition Index (FCI) was calculated beginning in 2019, or adjusted to 2019 as described above, by the following formula: $((\text{Renewal Requirement}) / (\text{Replacement Cost})) \times 100$. For client planning purposes, the lifecycle costs of the 10-year period are broken down into two 5-year periods beginning in 2019 and 2024.

Notes

The FLA for the Indus Recreation Facility was completed in 2015 and a partial FLA was completed in 2020. The updated FLA scope was limited to the refrigeration plant equipment only. Refrigeration items reviewed by the updated 2020 FLA were removed from the 2015 FLA, adjusted for inflation, and the updated 2020 items were incorporated into the existing FLA costs.

Limitations

Our review was limited by the accuracy and completeness of the descriptions, areas, costing, conclusions, and observations of each FLA's authors. No site review was conducted by Costplan. Where information was incomplete or had discrepancies, we included for our understanding of the author's intent.

Project Notes

RVC Rec and Parks. Master Plan Date: Sept. 8, 2020
Building Condition Assessments/Lifecycle Plans

COSTPLAN MANAGEMENT LTD.

Name	Date BCA Completed	Dates Lifecycle	Originally Built (Additions)	Area (m2)	CRV 2019 \$	10 yr Lifecycle cost in 2019 dollars (2019 to 2028)	10 yr Facility Cond'tn Index FCI	5 yr Lifecycle cost in 2019 dollars (2019 to 2023)	5 yr Lifecycle cost in 2019 dollars (2024 to 2028)	Barrier Free Costs	Major Outdoor non-core Amenity Improvements
Facilities on County Land:											
Bearspaw Historical Society	2018	2019-2028	1920 (other	207	\$ 620,000	\$ 49,765	8%	\$ 33,740	\$ 16,025	\$ 13,000	\$ -
Bearspaw Lifestyle Center	2020	2020-2030	1979/80 ('04)	1,735	\$ 5,210,000	\$ 775,263	15%	\$ 59,430	\$ 715,833	\$ 16,000	\$ -
Bow Valley Community Club Indus	2015	2015 - 2040	1973/74	1,465	\$ 4,390,000	\$ 203,009	5%	\$ 131,424	\$ 71,585	\$ -	\$ -
Bragg Creek Snowbird Chalet	2020	2020-2030	2001	372	\$ 1,120,000	\$ 57,804	5%	\$ 25,835	\$ 31,969	\$ 37,000	\$ -
Chestermere Regional Recreation Centre	2018	2018-2027	1982 ('85, '99)	12,900	\$ 38,700,000	\$ 1,663,157	4%	\$ 1,290,117	\$ 373,040	\$ -	\$ -
Delacour Community Hall	2018	2019-2028	1981	1,021	\$ 3,060,000	\$ 536,435	18%	\$ 511,322	\$ 25,113	\$ 23,000	\$ -
Indus Recreation Centre	2020	2020-2030	1973/74	5,900	\$ 17,700,000	\$ 1,356,019	8%	\$ 748,809	\$ 607,210	\$ -	\$ -
Jumping Pound Community	2018	2019-2028	1927	249	\$ 750,000	\$ 211,862	28%	\$ 198,573	\$ 13,289	\$ 16,500	\$ -
Kathryn Community Hall	2018	2019-2028	1916	180	\$ 540,000	\$ 29,324	5%	\$ 8,022	\$ 21,302	\$ 103,000	\$ -
Langdon Field House/Langdon Park	2018	2019-2028	1994 ('17)	441	\$ 880,000	\$ 166,502	19%	\$ 135,527	\$ 30,975	\$ 27,500	\$ -
Springbank Equestrian Centre	2018	2019-2028	1975 ('17)	125	\$ 380,000	\$ 117,908	31%	\$ 99,733	\$ 18,175	\$ 46,000	\$ -
Springbank Heritage Club	2020	2020-2030	1986	660	\$ 1,980,000	\$ 605,033	31%	\$ 101,573	\$ 503,460	\$ 11,000	\$ -
Springbank Park for All/Main Site/Lions Soccer Park	2019***	2020-2044	1971	10,824	\$ 32,470,000	\$ 3,194,391	10%	\$ 1,444,991	\$ 1,749,400	\$ -	\$ 412,000
Facilities on County Land - Subtotal					\$ 107,800,000	\$ 8,966,472	8%	\$ 4,789,096	\$ 4,177,376	\$ 293,000	\$ 412,000
Facilities located in County, but not on County Land											
Balzac Community Hall	2018	2019-2028	1928 ('97, '10)	372	\$ 1,120,000	\$ 161,340	14%	\$ 106,131	\$ 55,209	\$ 40,000	\$ -
Beaupre Community Hall	2018	2019-2028	2003	372	\$ 1,120,000	\$ 64,400	6%	\$ 50,916	\$ 13,485	\$ 20,000	\$ -
Bragg Creek Community Centre	2020	2020-2030	2000	1,550	\$ 3,000	\$ 4,650,000	25%	\$ 298,571	\$ 868,762	\$ 21,000	\$ -
Dalroy Community Hall	2018	2019-2028	1970	334	\$ 1,000,000	\$ 156,908	16%	\$ 88,049	\$ 68,859	\$ 27,100	\$ -
Dartique Community Hall	2018	2019-2028	1934 ('70)	214	\$ 640,000	\$ 58,391	9%	\$ 48,229	\$ 10,162	\$ 57,500	\$ -
Goldenrod Community Hall	2018	2019-2028	1927	242	\$ 730,000	\$ 64,762	9%	\$ 30,758	\$ 34,005	\$ 42,500	\$ -
Keoma Community Hall	2018	2019-2028	1925	500	\$ 1,500,000	\$ 147,826	10%	\$ 26,074	\$ 121,752	\$ 43,000	\$ 70,800
Madden Community Hall	2018	2019-2028	1984	1,559	\$ 4,680,000	\$ 1,106,437	24%	\$ 831,273	\$ 275,163	\$ 15,600	\$ 52,200
Weedon Pioneer Community	2018	2019-2028	1928 ('75)	175	\$ 530,000	\$ 137,635	26%	\$ 33,471	\$ 104,163	\$ 18,000	\$ 31,500
Facilities located in County, but not on County Land - Subtotal					\$ 11,320,000	\$ 1,897,699	17%	\$ 1,214,901	\$ 682,798	\$ 263,700	\$ 154,500

*Other building constructed in 2012

**Geotechnical Investigation

***BCA/LCP also available from 2012 (2012-2037)

FCI Rating:	
Good	<5%
Acceptable	5-10%
Marginal	10-30%
Poor	30%-40%
Critical	> 40%

Regional Municipal Partner Collaborations

Types of Collaboration:

There are various forms of collaborations that exist among Municipalities related to recreation services, including the following (source: *DRAFT Regional Recreation Study, Review of Potential Funding and Shared Service Models, Rocky View County and City of Calgary, August 2020*):

- Promotion/advertising/communications - Coordinated marketing related to regional recreation assets that are available to residents.
- Collaborative analytics/insights - Coordinated sharing of data and information, possibly including capacity building supports to recreation stakeholder groups.
- Coordinated planning - Cooperation on new facility development and consistent policy development related to user fees for and allocations of recreation facilities and spaces.
- Cost sharing - Fixed amounts or deficit sharing of operating costs based on utilization, per capita amounts, proportion of populations, agreed upon amounts, or assessment base.
- Shared Service Provision - Formal agreements between two or more municipalities that could include having staff and other supports dedicated to regional matters (either within each partner municipality or through jointly funded shared staff) and/or jointly funding recreation facilities, spaces and services.

Types of cost sharing agreements include (Source: *DRAFT Regional Recreation Study, Review of Potential Funding and Shared Service Models, Rocky View County and City of Calgary, August 2020*):

- Deficit based sharing indexed to a percentage of observed utilization by users
- Deficit based sharing indexed to a percentage proportionate to population in a defined market catchment area such as electoral or municipal boundaries
- Deficit based sharing indexed to an agreed upon amount or percentage
- Fixed amount based on a reference point such as community size or types of facilities
- Per capita amount based on an agreed to market population size
- Contributions indexed to assessment base

Background Information:

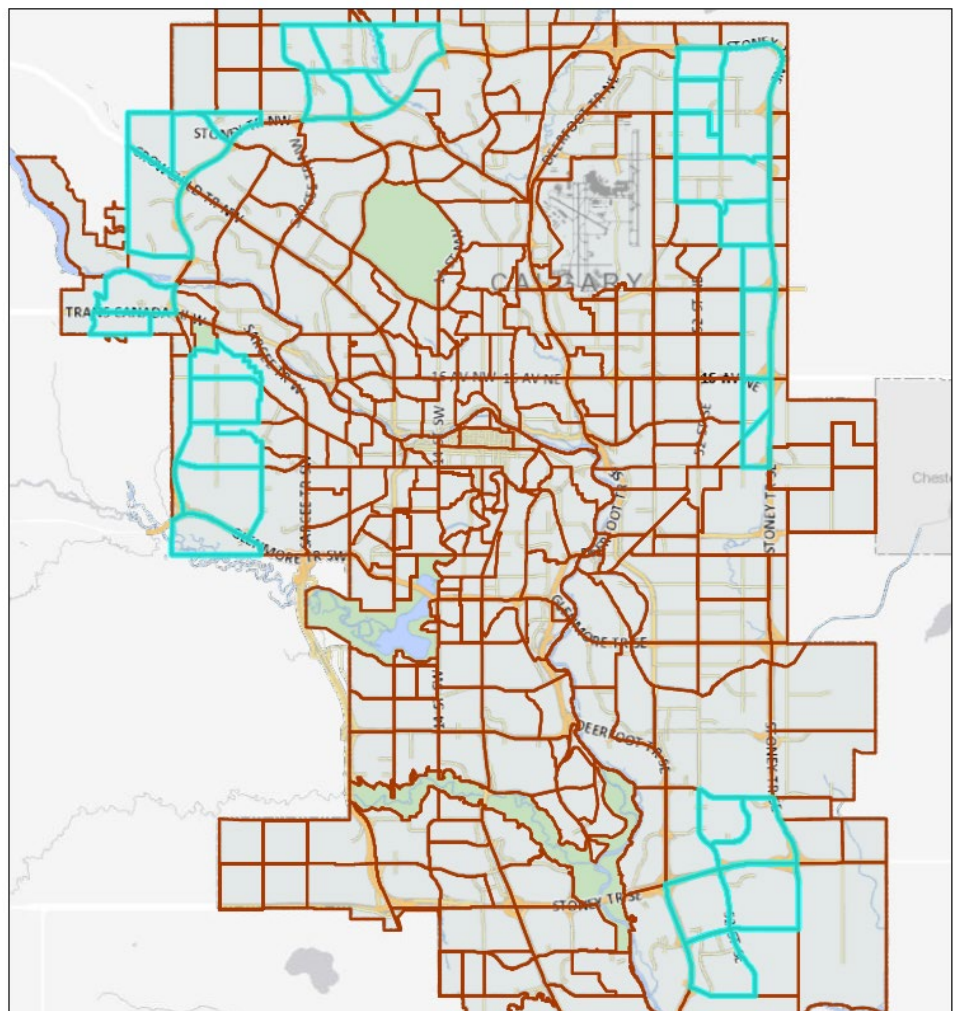
- Population and demographics - Municipalities in the region are comprised of distinct, but influential characteristics:
 - Some Municipalities are under pressure to develop services due to rapid population growth, in particular Airdrie, Calgary, Chestermere, and Cochrane (see table on subsequent page). Population growth in these communities was 3,724% higher* than Rocky View County between 2006 and 2016. The need for new recreation services to address population growth has been significantly higher in Airdrie, Calgary, Chestermere, and Cochrane than in Rocky View County.

* Note: The population of Airdrie, Calgary, Chestermere, and Cochrane between 2006 and 2016 increased by 200,204 residents (note: this figure only considers the population growth of areas of Calgary that are adjacent to Rocky View County rather than Calgary as a whole, otherwise the growth difference would be higher) compared to the increase in the County of 5,236 residents ((200,204 - 5,236)/5,236=3,724%).

Population Change between 2006 and 2016				
	2006	2016	Population Change	% change
Rocky View County	34,171	39,407	5,236	15%
Beiseker	804	819	15	2%
Crossfield	2,648	2,983	335	13%
Irricana	1,243	1,216	- 27	-2%
Airdrie	28,927	61,581	32,654	113%
Chestermere	9,564	19,887	10,323	108%
Cochrane	13,760	25,853	12,093	88%
Calgary (General)	988,193	1,239,220	251,027	25%
Calgary New Communities (adjacent to RVC)	105,374	250,185	144,811	137%

Sources: Statistics Canada and City of Calgary Community Profiles, 2006 and 2016.

Note: Calgary New Communities (adjacent to RVC) involved in the analysis are highlighted in light blue. Communities directly adjacent to RVC and highlighted in red are not population centres that experienced growth (e.g. commercial/ industrial areas, undeveloped land, etc.).



- Age characteristics are different among Municipalities with some having younger populations and others older populations. Rocky View County has an older population (e.g. 49% aged 46+) within the region. Generally, households with younger residents tend to use public recreation services more than older residents.

Age Groups	% of Population							
	Rocky View County	Airdrie	Beiseker	Calgary	Chestermere	Cochrane	Crossfield	Irricana
Under 20	26	31	25	24	31	27	27	26
20 to 45	26	41	29	39	36	36	31	32
46 to 64	35	22	32	26	26	26	28	33
65+	14	7	13	11	7	12	13	9
Total	100	100	100	100	100	100	100	100

Source: Statistics Canada, Census 2016

- The Rocky View County population is geographically widely dispersed, especially compared to its Municipal Partners. The land area of Rocky View County is 287% greater than all other Urban Municipal Partners combined.

Population and Land Area			
	2016 Population	Area in km ²	Density per km ²
Rocky View County	39,407	3,836.33	10.27
Beiseker	819	2.85	287.37
Crossfield	2,983	11.96	249.41
Irricana	1,216	3.23	376.47
Airdrie	61,581	84.57	728.17
Chestermere	19,887	32.84	605.57
Cochrane	25,853	29.83	866.68
Calgary	1,239,220	825.56	1,501.07

Source: Statistics Canada 2016.

- Over the next twenty years or so, the Rocky View County population is expected to increase (based on projections prepared for the Calgary Metropolitan Region Board in 2018). However, by 2043, the County's proportion of the population is expected to be the same as it is now (3%). These projections were conducted prior to the recent pandemic and downturns in the economy, so actual growth may not be as high as has been projected. Also, the County's population growth is expected to occur mainly in urban hamlets, which are likely to have more recreation services than has typically been developed by the County in its rural or urban areas.

Projected Changes in Population				
	2016		2043	
	Population	%	Population	%
Rocky View	39,407	3%	63,775	3%
Airdrie	61,581	4%	119,670	5%
Chestermere	19,887	1%	44,660	2%
Cochrane	25,853	2%	49,752	2%
Calgary	1,239,220	89%	1,924,545	87%
Total	1,385,948	100%	2,202,402	100%

Sources: Statistics Canada 2016 and Calgary Metropolitan Region Board 2018.

- The complexity of recreation service delivery is immense:
 - There are distinct types, scope, and scale of public recreation facilities and services offered in each Municipality within the regional recreation system. Differences that exist based on composition and characteristics could affect how the County negotiates with each Urban Municipal Partner.
 - Municipalities are not the only program providers that use public recreation facilities. As such, it can be challenging to gather accurate data about utilization of public recreation facilities (e.g. sports groups, children's' organizations, arts groups, etc. register participants and use public recreation facilities). Using data generated by Municipalities from internal sources may not fully represent actual use of facilities.
 - Some Municipalities have more private recreation providers (e.g. fitness centres, volleyball clubs, gymnasium facilities, indoor rectangular fields, ice surfaces, etc.) than other communities that compete with public recreation service providers. The existence of these providers may suggest that public recreation facilities are not fully addressing demand for facility access (e.g. standards for facility provision). Again, the impact of these differences on the composition and characteristics of the recreation system in a community could affect how the County negotiates with Urban Municipal Partners.
 - It is also challenging to gather data about utilization of facilities that support unstructured activities such as parks and active transportation systems. However, these data would provide information about residents' use from urban municipalities of County facilities. Service providers within the County that operate parks and trails suggested in the Recreation Needs Assessment Study that use among urban residents is high for their facilities.
- There is overlap in recreation facility catchment areas throughout the regional recreation system. Within the Rocky View County Recreation Needs Assessment Study (2020), there are numerous examples presented of overlapping catchment areas (e.g. 20 minute drive) for multi-use community space, school gymnasias, indoor ice arenas, seniors centres, and aquatic facilities. These overlaps are most notable in the western and northern areas of Rocky View County with facilities being offered in Airdrie, Calgary, Cochrane, Crossfield, and the County itself. All of these facilities are vying for use among the County population, which is relatively small compared to the populations of the other Municipalities (note: Rocky View County population is comprised of less than 3% of the overall regional population).
- Assumption of risk needs to be considered in Urban Municipal Partner collaborations as Rocky View County has not been involved in many of the decisions to develop and operate recreation facilities in the region:
 - Municipalities make decisions about facility development based on diverse factors and, in many cases, the County has not had input or only limited input into decisions to develop recreation facilities in the region.
 - The County has no or limited input into decisions about operations of recreation facilities in the region (principally, operational decisions are made by Urban Municipal Partners). There has been some shared provision of services with communities such as Cochrane and Chestermere, but not as much with other Municipalities.
- For the most part, sport organization boundaries involving Rocky View County residents are aligned with Airdrie, Beiseker, Chestermere, Cochrane, Crossfield, and Indus. Residents who play sports must register with organizations in these communities. Some sports organizations in Springbank

such as minor hockey, minor baseball, minor soccer, and minor basketball involve a combination of registrations involving Springbank, Calgary, Cochrane.

- School attendance can also influence choices for recreation. For example, the vast majority of Rocky View County school aged children attend schools located in the County, Airdrie, Beiseker, Chestermere, Cochrane, Crossfield, and Irricana. As such, choices for use of recreation services, such as swimming lessons, use of fitness centres, children's programs, youth organizations, etc. can be strongly influenced by where children and youth go to school.
- Findings about use of facilities presented in the Rocky View County Recreation Needs Assessment Study (2020) demonstrate the significance of facilities situated in Airdrie, Beiseker, Chestermere, Cochrane, Crossfield, and Irricana compared to those located in Calgary (note: the survey data also showed significant use of recreation facilities located in the County among Rocky View residents).

Use of Facilities, Parks, and Pathways/Trails								
	Ranch Lands (n=213)	Bearspaw- Glendale (n=385)	Madden (n=18)	Crossfield (n=47)	Rocky View Central (n=163)	Beiseker (n=30)	Rocky View East (n=139)	Chestermere- Conrich (n=151)
Facilities in Airdrie, Beiseker, Chestermere, Cochrane, Crossfield, and Irricana								
Average	20	13	15	21	19	15	14	14
Pathways/trails	53	42	24	39	38	21	18	29
Genesis Place (Airdrie)	11	11	24	57	65	40	36	18
Parks	42	32	35	38	38	21	16	26
Public libraries/services	37	19	35	43	27	28	24	22
Community halls	28	14	29	33	29	38	22	19
Spray Lakes Sawmills Family Sports Centre (Cochrane)	68	44	18	15	20	3	11	3
Fitness facilities	31	19	24	17	32	17	12	15
Indoor ice rinks	17	14	18	28	20	33	14	11
Playgrounds	24	13	12	30	21	21	14	17
Dog off Leash areas	27	21	29	17	14	7	10	11
Curling rinks	8	6	29	19	11	28	12	7
Chestermere Regional Community Association	2	3	0	13	6	0	24	51
Performing arts facilities	16	7	18	22	15	7	7	3
Baseball/softball/slo pitch facilities	8	5	12	15	12	10	11	9
Seniors centres/facilities	9	3	12	11	4	13	7	15
Outdoor field facilities	9	8	0	4	14	10	10	11
Indus Recreation Centre (Bow Valley Ag. Society)	3	2	0	13	2	10	12	21
Gymnasiums	10	9	0	4	12	0	9	5
Skateboard parks	9	4	0	4	7	3	7	3
Indoor field facilities	5	6	0	9	9	0	5	2
Tennis courts	4	4	6	4	5	0	4	4
Facilities in Calgary								
Average	11	20	6	9	13	8	13	16
Aquatic facilities	26	39	6	30	31	17	35	33
Pathways/trails	29	47	6	22	33	21	24	27
Parks	23	37	12	17	29	21	21	29
Performing arts facilities	25	24	12	17	18	14	18	19
Fitness facilities	12	41	12	2	18	14	19	21
Public libraries/services	15	28	12	13	14	13	17	21
Community halls	14	15	12	13	12	10	15	16
Playgrounds	10	22	6	11	14	10	10	22
Indoor ice rinks	10	20	6	11	11	10	12	15
Dog off leash areas	10	21	12	2	9	7	11	16
Outdoor field facilities	8	12	0	6	10	3	9	11
Gymnasiums	4	13	6	2	6	3	13	12
Baseball/softball/slo pitch facilities	4	8	0	11	7	0	10	8
Indoor field facilities	3	7	0	7	8	3	9	7
Seniors centres/facilities	3	2	0	0	2	3	5	15
Curling rinks	4	6	0	0	6	0	4	4
Skateboard parks	3	4	0	0	4	0	4	2
Tennis courts	1	5	0	0	2	0	2	3

At least a third of respondents indicated use:

- Rocky View County collaborated with The City of Calgary on a Regional Recreation Study involving the southwest area of the County and northwest Calgary in 2020 (*DRAFT Regional Recreation Study, Review of Potential Funding and Shared Service Models, Rocky View County and City of Calgary, August 2020*). Detailed analysis of survey data gathered for this study implies that Calgarians' use of County recreation facilities (indoor and outdoor) may be greater than County residents' use Calgary facilities. Basic extrapolation of the survey data inferred that northwest Calgarians used facilities located in the southwest area of the County approximately 1.7 million times in the year leading up to the survey, while southwest Rocky View County residents used Calgary facilities about 241,000 times. The survey data examined facility use among approximately a quarter of County residents and a third of Calgary residents. On the whole, the analysis demonstrates the significance of population size, in this case the overwhelming extent of Calgary's population to that of Rocky View County, when evaluating involvement in and contributions to the regional recreation system.*

Extrapolated Use/Visits based on Survey Data											
Facilities/Location	Calgary Residents (459,537)	RVC Residents (11,925)	Assigned Average Number of Uses/Visits			% of Respondents that Use/Visit Facilities					
			1-9	10-20	21 or more	Calgary Residents' Use/Visits of RVC Facilities			RVC Residents' Use/Visits of Calgary Facilities		
						1-9	10-20	21 or more	1-9	10-20	21 or more
Indoor facilities in Calgary	n/a	128,850	4.5	15.5	21	n/a	n/a	n/a	19%	10%	40%
Outdoor facilities in Calgary	n/a	112,572	4.5	15.5	21	n/a	n/a	n/a	24%	16%	28%
Indoor facilities in Springbank	278,020	n/a	4.5	15.5	21	10%	1%	0%	n/a	n/a	n/a
Outdoor facilities in Springbank	333,164	n/a	4.5	15.5	21	8%	1%	1%	n/a	n/a	n/a
Indoor facilities in Bragg Creek	271,127	n/a	4.5	15.5	21	5%	1%	1%	n/a	n/a	n/a
Outdoor facilities in Bragg Creek	882,311	n/a	4.5	15.5	21	23%	3%	2%	n/a	n/a	n/a
Indoor facilities in Cochrane	402,095	n/a	4.5	15.5	21	16%	1%	0%	n/a	n/a	n/a
Outdoor facilities in Cochrane	611,184	n/a	4.5	15.5	21	18%	2%	1%	n/a	n/a	n/a
Indoor facilities in Airdrie	415,881	n/a	4.5	15.5	21	12%	1%	1%	n/a	n/a	n/a
Outdoor facilities in Airdrie	415,881	n/a	4.5	15.5	21	12%	1%	1%	n/a	n/a	n/a
All Facilities	2,998,479	241,422									
Facilities located in County (Springbank and Bragg Creek)	1,764,622										

Sources: *Engagement and Gap Analysis, Final Draft, August 2020*, populations page 14, use/visits page 38 and 39.

Note: information for Redwood Meadows has not been included as these are not located in the County and the County does not provide funding to these facilities.

- It is worth noting that in the Recreation Needs Assessment Study (2020) recreation service providers situated in Rocky View County provided anecdotal estimates that about a quarter of their users were residents of Airdrie, Beiseker, Calgary, Chestermere, Cochrane, Crossfield, and Irricana. Some service providers indicated that up around half of their users were either Calgarians or residents of the other communities. Other sources provide additional anecdotal evidence that use among urban residents may be high for some facilities located in the County.**
- Some populations may have higher ability to pay for recreation services than others. For example, Statistics Canada periodically publishes average expenditures on recreation (which is broadly defined). These statistics typically reveal that Rocky View County residents spend more on recreation than those of other communities in the region. However, the amounts reported do not necessarily represent expenditures on local public recreation services and can involve purchases of electronic equipment, home entertainment systems, home fitness equipment, recreational vehicles, motorcycles, snowmobiles, and aircraft, as well as recreation involved in travel outside the region (e.g. mountains).

* Note: Survey data used in the analysis involved 177 respondents from southwest Rocky View County and 447 respondents from northwest Calgary.

** A survey conducted at the Springbank Park for All Seasons for the *Regional Recreation Study, Engagement and Gap Analysis, Final Draft*, August 2020 suggested that 74% of respondents were Calgary residents. The survey involved 28 respondents.

Summary of Observations:

- Some of the County's Urban Municipal Partners such as Airdrie, Calgary, Chestermere, and Cochrane have grown significantly in population over the past decade. These Municipalities likely need to develop additional recreation services to serve the growing populations of their communities. They may also be considering different ways of funding facilities such as pursuing funds from other Municipalities including Rocky View County. The County has not grown as significantly as these other communities and, as such, is less likely to require as many new recreation facilities to address its population growth.
- Future population growth is expected for all Municipalities in the region including Rocky View County. Even so, available projections suggest that the County's proportion of the overall population will be similar to what it is currently (around 3% by 2043). Much of the population growth in the County is expected to occur in urban hamlets, which, based on the recommended service provisions presented in this Master Plan, will be more self-sufficient for recreation services as they develop.
- There are various connections between Rocky View County and communities such as Airdrie, Beiseker, Chestermere, Cochrane, Crossfield, and Irricana such as sport association boundaries and school attendance that make these Municipalities plausible partners for new recreation facility development. Further, survey data gathered for the Recreation Needs Assessment Study (2020) shows that recreation facilities in these communities are more likely to be used by Rocky View County residents than Calgary facilities.
- There is evidence to suggest that County recreation facilities, both indoor and outdoor, serve residents from other communities. Further, due to the significance of population sizes of Urban Municipal Partners, particularly that of Calgary, it is expected that County indoor and outdoor recreation facilities contribute substantially to the overall regional recreation system.
- Based on the above observations, it is recommended that Rocky View County consider the following collaborative approaches with its Urban Municipal Partners:
 - Crossfield/Beiseker/Irricana – Supportive Collaboration such as cost sharing due to population served, availability of services, and minor sport systems participation.
 - Airdrie/Chestermere/Cochrane – Integrative Collaboration such as cost sharing due to recognized service centres for Agriculture and Rural Leisure Orientations, higher service levels, and minor sport systems participation.
 - Calgary – Coordinated Collaboration due to Rural Leisure Orientation use of services, future facility development expected in the County, reciprocal access of services among residents of both communities.

Recreation Funding Framework

Recreation funding has been a primary method by which Rocky View County has supported the recreation system in the community.

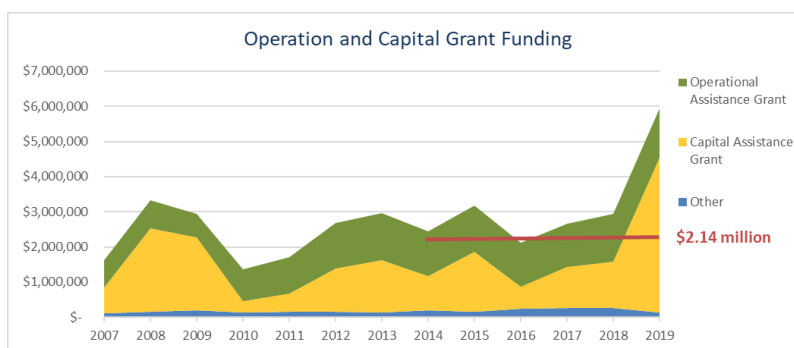
Detailed analysis was conducted of annual grant expenditures for recreation funding between 2007 and 2019 to identify patterns and trends.

- Rocky View County has various categorized grant funding expenditures (see list below). However, funds have primarily been distributed through either the Operational Assistance and Capital Assistance grant programs (see Operation and Capital Grant Funding chart below). In reviewing how funding has been accounted, there seems to be limited distinction among Operational Assistance grants and most other funding categories other than Capital Assistance grants, particularly for organizations that do not receive regular annual funding from the County.

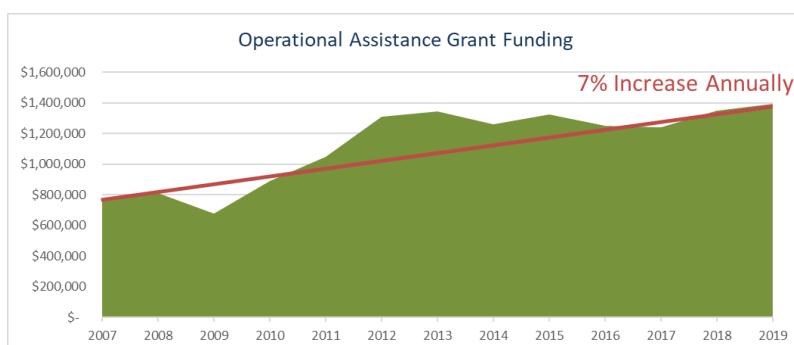
Funding Categories

- | | | |
|---------------------|----------------------------|-------------------------|
| ▪ Operational | ▪ Arts and Festivals | ▪ Heritage Awareness |
| ▪ Capital | ▪ Community Beautification | ▪ Volunteer Development |
| ▪ Debenture Payment | ▪ Cultivating Communities | ▪ Programs |
| ▪ Emergency | ▪ Culture and Events | |

- Overall expenditures for recreation funding have fluctuated over the years mainly due to variances in applications for Capital Assistance grants.
- Around 2014, funding levels from tax levy were established at approximately \$2.14 million. Since then, grant funding expenditures have exceeded the established levels for all but one year. Deficits have been compensated from County reserves.



- Analysis of Operational Assistance grant funding reveals that between 2007 and 2019 there has been an ongoing increase in expenditures of approximately 7% annually.



- More detailed analysis revealed further patterns and trends based on time periods, grant recipients (based on current facility classifications*), regularity of recipient applications, and funding amounts received by recipients. The analysis also considered atypical funding that may have occurred in any given year. Examples of atypical funding over the past two years include the Langdon Quad Diamonds and Rocky View School Division gymnasium projects. The table below presents the results of the detailed analysis.
 - Operational Assistance funding has increased over time, while Capital Assistance funding that is mainly used for small capital projects, general repairs, and lifecycle maintenance has decreased. Atypical funding has increased, although further analysis reveals that it has been decreasing when the funding for the Langdon Quad Diamonds and Rocky View School Division gymnasium projects (or larger capital projects) is excluded. In the future, it may be worthwhile distinguishing smaller from larger capital project funding to enable more effective tracking and measurement of how funding is being applied in the community.
 - Within Operational Assistance funding, increases have mainly occurred for Urban Municipal Partners, other service providers, and, to a lesser extent, Regional Facilities. Funding provided to Community Facilities (those that regularly receive funding from the County) has been relatively consistent over the past decade. Tracking and accounting for these kinds of changes may enable more effective management and budgeting of grant funding in the future.

Average Funding to Fundee Types

(Compensating for Atypical Funding)

Annual Averages Over Time Periods

	Past 2 Years 2018 - 2019		Past 5 Years 2015 - 2019		Past 12 Years 2007 - 2019	
	\$	%	\$	%	\$	%
Operational Assistance Grant Funding	1,370,768	72	1,321,635	70	1,225,797	65
Urban Municipal Partners	299,043	16	269,921	14	226,082	12
Regional Facilities	496,285	26	498,959	26	463,076	24
Community Facilities - Regular Recipients	403,285	21	403,656	21	406,376	21
Community Facilities - Irregular Recipients	13,248	1	21,219	1	23,363	1
Other Service Providers - Irregular Recipients	158,908	8	127,880	7	106,901	6
Capital Assistance Grant Funding	540,707	28	563,310	30	670,145	35
Urban Municipal Partners	-	-	10,442	1	22,035	1
Regional Facilities	284,314	15	222,824	12	329,407	17
Community Facilities - Regular Recipients♦	187,665	10	203,468	11	200,829	11
Community Facilities - Irregular Recipients	44,077	2	51,044	3	39,148	2
Other Service Providers - Irregular Recipients	24,651	1	75,531	4	78,726	4
Total	1,911,475	100	1,884,945	100	1,895,942	100
Average Annual Atypical Funding (Capital and Operational)	2,324,278		1,334,585		942,359	
Atypical Funding less Langdon Quad Facility and Rocky View County Schools Funding	379,890		556,830		618,294	

♦ Note: The current recipient classifications include Urban Municipal Partners, Regional Facilities, Community Facilities, and other service providers rather than the new Facility Classification System of Collaborative Facilities, Recreation Centres, and Community Facilities.

♦Note: Regular recipients represent those facility operators that receive annual Operational Assistance grant funding. Community Facility operators do not regularly receive Capital Assistance grant funding.

The above analysis identifies several trends and patterns associated with past Recreation Funding. However, it is apparent that tracking and measurement of how funds are being distributed may enable more effective management and budgeting of Recreation Funding. As such, a new Recreation Funding Framework has been developed for Rocky View County (see illustration below). Programs within the Framework represent use of recreation funding based on facility classifications (Collaborative Facilities, Recreation Centres, and Community Facilities), programming and service support, lifecycle maintenance, and capital projects

The intent of the new Framework is:

- To enhance clarity for how recreation funding is distributed within the community.
- To foster consistency in the application of recreation funding.
- To enable efficacy in management of funding to support recreation services in the community.

New Recreation Funding Framework

Urban Municipality Agreements (Collaborative Facilities)	Recreation Centres Operating Assistance	Community Facilities Operating Assistance	Recreation Community Benefit Grant	Lifecycle Maintenance and Small Capital Projects	Large Project Capital Funding	Special Recreation Levies
<ul style="list-style-type: none"> • Airdrie • Beiseker • Chestermere • Cochrane • Crossfield • Irricana 	<ul style="list-style-type: none"> • Multi-amenity facilities, programs, staff • Bearspaw Lifestyle Centre, Bragg Creek Community Centre, Indus Recreation Centre, SPFAS, Langdon Quad Facility 	<ul style="list-style-type: none"> • Single amenity, volunteer operated • Community halls • Parks • Trails • Equestrian centres • Seniors centres 	<ul style="list-style-type: none"> • Organizations providing community benefit • Events, programs disadvantaged funding, etc. • \$5,000 cap 	<ul style="list-style-type: none"> • Lifecycle maintenance (\$500,000 per year, next 10 years) • Small Capital Projects (<\$500,000 - 50% matching funds) 	<ul style="list-style-type: none"> • Large capital projects - \$500,000+ • Reserve funds, grants from other sources, debt financing, community fundraising, etc. 	<ul style="list-style-type: none"> • Special levy programs such as the Langdon Special Tax Levy

Framework specifications for each of the Recreation Funding programs include:

Urban Municipality Agreements
<ul style="list-style-type: none"> • Funding for collaborations with Urban Municipal Partners for initiatives and cooperation such as cost sharing and shared service provision, and, possibly, promotions and communications, analytics and insights, and coordinated planning.
Funding Aspects: <ul style="list-style-type: none"> • Source of funding is the County's recreation tax levy. • Funding is for Collaborative Facilities operating in the County or in conjunction with Urban Municipal Partners. • Funding supports agreements developed with Urban Municipal Partners for operation of facilities or provision of recreation services. • Capital funding for new recreation facilities or lifecycle maintenance would be accessed through the Large Project Capital Funding program. • Estimated 2021 budget - \$690,000.

Recreation Centres Operating Assistance

- A funding program designed specifically for operational assistance of Recreation Centres as defined by the Facility Classification System.
-
- Source of funding is the County's recreation tax levy.
 - Funding is for Recreation Facilities operating in the County such as Bearspaw Lifestyle Centre, Bragg Creek Community Centre, Indus Recreation Centre, and Springbank Park for All Seasons.
 - Facility operators must demonstrate need for operational funding assistance (e.g. operating at a financial deficit to up to 10% surplus without funding assistance provided).
 - Facility operators must demonstrate that initiatives are being undertaken to access (or attempts to access) funding from other unearned revenue sources such as fund raising, other grants, advertising, sponsorships, etc.
 - Funding must be used for facility operational needs and not capital projects, maintenance or lifecycle expenses, or programs.
 - Funding should not be used to cover human resource or amortization/depreciation expenses (e.g. applicable funding expenses include utilities, insurance, suppliers, administrative costs, etc.).
 - Funding available to Recreation Centres (note: intent is to provide support, while encouraging efficiencies in management of operations**):
 - Up to \$120,000 for facilities with operating expenses up to \$600,000.
 - Up to \$210,000 for facilities with operating expenses up to \$1.05 million
 - Up to \$300,000 for facilities with operating expenses over \$1.05 million.
 - Applications should represent 3-year funding cycles. On an annual basis, facility operators will need to provide accounting for expenditures of grant funding, as well as financial statements including balance sheet or current cash position of the organization and income statements that show earned and unearned income and operational expenses.
 - All facility amenities operated by the operator should be broadly accessible to all County residents.
 - Other policy criteria as specified in the existing Community Recreation Funding Grant Program (C-317) would apply.
 - The County may develop additional specifications about facility operations as part of operational assistance agreements (e.g. public benefit obligations, operational metrics and specifications, governance requisites, services conditions, earned vs. unearned revenue guidelines, etc.).
 - Estimated 2021 budget - \$650,000.

* Note: These recommendations are based on:

- An extensive review of recreation funding between 2007 and 2019.
- Analysis of facility operator financial statements for the past three years.
- A review of recreation funding programs in other rural municipalities

** Note: Typically, Recreation Centres would have operating expenses of at least \$300,000 to \$400,000.

Community Facilities Centres Operating Assistance

- A funding program designed specifically for operational assistance of Community Facilities as defined by the Facility Classification System.
-
- Source of funding is the County's recreation tax levy.
 - Funding is for Community Facilities operating in the County.
 - Must demonstrate need for operational funding assistance (e.g. operating at a financial deficit to up to 20% surplus without funding assistance provided).
 - Facility operators must demonstrate that initiatives are being undertaken to access (or attempts to access) funding from other non-earned revenue sources such as fund raising, other grants, advertising, sponsorships, etc.
 - Funding must be used for facility operational needs and not capital projects, maintenance or lifecycle expenses, or programs.
 - Funding should not be used to cover human resource or amortization/depreciation expenses (e.g. applicable funding expenses include utilities, insurance, suppliers, administrative costs, etc.).
 - Funding available to Community Facilities is up to \$15,000 per year (intent is to provide support, while encouraging efficiencies in management of operations).
 - Applications should represent 3-year funding cycles. On an annual basis, facility operators will need to provide accounting for expenditures of grant funding, as well as financial statements including balance sheet or current cash position of the organization and income statements that show earned and unearned income and operational expenses.
 - All facility amenities operated by the operator should be broadly accessible to all County residents.
 - Other policy criteria as specified in the existing Community Recreation Funding Grant Program (C-317) would apply.
 - The County may develop additional specifications about facility operations as part of operational assistance agreements (e.g. public benefit obligations, operational metrics and specifications, governance requisites, services conditions, earned vs. unearned revenue guidelines, etc.).
 - Estimated 2021 budget - \$150,000.

Recreation Community Benefit Grant

- Funding program for operational and program assistance of service providers that provide public benefit to the community.
- Source of funding is the County's recreation tax levy.
- One time or periodic applications from community organizations. Organizations that provide financial assistance for recreation participants from under-represented and/or marginalized populations can apply annually.
- Funds must be used for operations or programs, but not capital projects.
- Organizations applying for funding can be located in the County, Airdrie, Beiseker, Calgary, Chestermere, Cochrane, Crossfield, and Irricana, as long as services benefit County residents.
- Facilities or services operated by the operator should be broadly accessible to all County residents.
- A funding cap of \$5,000 will be applied.
- Other policy criteria as specified in the existing Community Recreation Funding Grant Program (C-317) would apply.
- Estimated 2021 budget - \$150,000.

Lifecycle Maintenance and Small Capital Projects

- Funding provided for lifecycle maintenance of existing facilities and small capital projects (less than \$500,000) for amenities such as playgrounds, sport pads, outdoor courts and fields, etc.
- Source of funding is the County's recreation tax levy for expenses of <\$500,000. Larger funding requirements may need to be sourced from public reserve, funding programs from other government agencies, sale of surplus lands, volunteer recreation levies, cash-in-lieu, debt-financing, and, possibly, future funding initiatives such as tax levy contributions.
- Facility operators will need to raise 50% of costs for lifecycle maintenance funding.
- Community groups sponsoring small capital projects will need to raise 50% of costs.
- Small capital projects can be initiated by the County's Recreation and Parks department.
- Facilities operated by the operator or small capital projects should be broadly accessible to all County residents.
- Other policy criteria as specified in the existing Community Recreation Funding Grant Program (C-317) would apply.
- Estimated 2021 budget - \$500,000.

Large Project Capital Funding

- Large Project Capital Funding - Funding for capital projects of \$500,000+ for recreation facilities, parks, and the active transportation network.
- Sources of funding is public reserve, funding programs from other government agencies (e.g. Large Scale Community Facility Enhancement Program, Municipal Sustainability Initiative), community group contributions, sale of surplus lands, volunteer recreation levies, cash-in-lieu, debt-financing, and, possibly, future funding initiatives such as tax levy contributions to the Large Project Capital Funding program, Community Services Levy, and Special Recreation Levies.
- Typically, large project funding will occur when planning concludes through the Facility Development Process.
- Facilities applying for grant funding should be broadly accessible to all County residents.
- Other policy criteria as specified in the existing Community Recreation Funding Grant Program (C317) would apply.
- Community organizations are encouraged to raise funds as a contribution to large projects capital costs (e.g. estimated at 15% of total - see page 34 of Master Plan). Projects that have community organizations raise capital funds are more likely to be considered over those that do not.
- Annual budgets will be dependent on the development of projects.

Special Recreation Levies

- Special Recreation Levies - Levies applied to households situated in specific areas to assist in the funding of capital and operational initiatives.
- Approved annually by bylaw.
- Grants funding can be used for capital projects, as well as program funding, operational costs, and maintenance costs.
- Facilities or services operated by service providers should be broadly accessible to all County residents.

Facility Development Priorities

Recreation Facilities

The following development opportunities were examined to identify priorities for recreation facilities over the next 20 years.

Langdon and Area

- The Recreation Needs Assessment Study (2020) identified the need for additional programmable space as a short-term priority in the southeast area of the County to support:
 - Arts performances
 - Career/personal development courses
 - Children/youth organizations
 - Community events
 - Dance courses/programs
 - Day camps/school break
 - Drop-in sports
 - Fitness programs
 - Gymnastics
 - Indoor soccer (practices)
 - Organized socials/meals/events for seniors
 - Sports programs
 - Visual arts/crafts/hobby programs
- Further, ice rink development for ice hockey, ringette, learn to skate programs, etc. in the southeast area of the County was identified as a mid-term priority.
- Langdon has a population of 5,364 (2018 Municipal Census) and is considered a growth area for the County (projected population is >10,000 residents) with a moderately expanding population over the next five to ten years.
- The Langdon community is considered an Urban Leisure Orientation with high population density (1,150 people per km² - Statistics Canada 2016).
- A joint use site has been organized in Langdon for development of recreation opportunities and schools including a junior-senior high school for approximately 925 to 1,225 students (the school is in the design phase and may be developed under a public-private partnership).^{*} Recent planning designs reveal a gymnasium and fitness centre being proposed at the junior-senior high school.
- The community through the Langdon Community Association have proposed a development of a recreation centre with the following components:
 - Gymnasium - multi-purpose gymnasium to serve a variety of uses; structured and spontaneous.
 - Multi-purpose room - large multipurpose space that can be divided into 2 or 3 sections. The space could host a variety of community programs, fitness classes, social functions, and other activities.
 - Arena - a rink to accommodate multiple types uses including ice-based activities, community events and dry-floor sport and recreation uses.
 - Seniors Centre - dedicated program space for older adult programs, social gathering, and to facilitate other potential uses of the facility.
 - Youth room - dedicated youth program and activity space.
 - Fitness centre - space with a mix of cardio and weight equipment.
 - Child minding - short-term child and tot activity area to support parent's use of the fitness facility and other facility components.

^{*} <https://projects.alberta.ca/details/Langdon-New-7-12-School>
<https://www.airdrietoday.com/rocky-view-news/langdon-high-school-among-possible-p3-project-2720864>

- Walking/jogging track - 3 lane track for recreational walking/jogging/running.
- Learning commons - interactive community space that could include a small collection of books and electronic resources, multi-media stations, features that support child literacy, parent and adult education spaces, etc.
- Indoor playground - indoor play structure.
- Lease spaces - potential tenants.
- Concession - food services.
- Office and administration space - for staff, employees, storage, and other administrative activities.
- A business case developed for the Langdon facility estimates that capital costs would be approximately \$11 to \$18 million and it will require operational assistance funding support of approximately \$150,000 to \$180,000 annually.
- The Bow Valley Agricultural Society has proposed an additional ice rink to address growing need from local ice rink users (estimated 125 hours of ice time is currently rented annually at other facilities by core user groups that currently rent approximately 1,400 to 1,500 hours a year for pre-season development, practices, games, and tournaments at the Indus Recreation Centre). Estimated capital costs (2018) proposed by the Bow Valley Agricultural Society for the twin development is approximately \$7 to 10 million.

Recommendations:

- The amenity components being proposed in the business case of the Langdon Community Centre are consistent with the general planning specifications for Urban Leisure orientations (based on review of the Facility Service Level Framework). Further planning is needed, using the Facility Development Process to clarify definition and design of the facility.
- Estimated County contributions to annual operational expenses are expected to be approximately \$150,000 to \$180,000, which is generally consistent with other facilities currently operated in the County. This level of contribution would be consistent with criteria established for the Recreation Centre Operating Assistance Grant proposed in the Recreation Funding Framework of this Master Plan.
- Based on specifications of the Facility Service Level Framework, an ice rink would typically be considered in an Urban rather than Agricultural Leisure Orientation area.
- Analysis was conducted for this Master Plan of the financial performances for 3 twin and 4 single sheet ice rinks located in and around Calgary over a five-year period. The findings suggest that there are cost savings from economies of scale of approximately 10% to 15% on average for operating a twin over a single sheet ice rink. Further, revenues from ice rentals can be approximately 10% to 15% higher on average. Essentially, the analysis suggests that there are financial benefits to operating a twin ice arena over two single sheet rinks.
- The table on the following page presents an assessment of the two options for ice in the Langdon area. There are advantages to developing a new rink in Langdon due to the area being an Urban Leisure Orientation; however, doing so would likely have a negative financial impact to the existing rink at the Indus Recreation Centre. Further, a twin facility is more likely to attract tournaments and events compared to two single sheet ice rinks that would require travel between the two facilities. There are also economies of scale to operating a twin arena compared to two single sheets of ice. As such, from a County-wide perspective, expanding the facility in Indus to become a twin facility appears to be preferable to having two separate facilities.

Examination of Ice Rink Development in Southeast Area of County Options		
Criteria	Part of Langdon Community Centre	Indus Recreation Centre Expansion
Service Planning	<ul style="list-style-type: none"> • Having a rink surface could provide opportunities for larger community events in Langdon (e.g. trade shows, exhibits, music performances, etc.); however, there may be opportunities to accommodate larger events depending on the way other spaces are designed in the facility. • Langdon is accessible from Calgary using Glenmore Trail/HWY 560 (traffic count 6,040 in 2019). • An ice rink in Langdon would be more centrally situated in the area compared to being in Indus. 	<ul style="list-style-type: none"> • Indus is a 10 to-15-minute drive from Langdon, which is within the expected 20-minute driving distance expected for recreation facilities that was identified in the Recreation Needs Assessment Study. • Local sport organizations, which serve residents from Langdon and area, have been using the Indus Recreation Centre for many years. • Langdon is accessible from Calgary using Stoney Trail/HWY 22X (traffic count 5,410 in 2019). • Having two ice rinks in one location enables potential renters (e.g. adult hockey) to coordinate rentals more efficiently and effectively than if needing to book and negotiate with two separate facilities. • During off-seasons, one sheet could have ice, while another provides dry surface (if demand requires). This may serve the area more effectively than two facilities potentially competing against each other (either for ice or dry surface rentals).
Public Benefit	<ul style="list-style-type: none"> • Having an ice rink would enhance the recreation centre as a community gathering place for the Langdon community. • Having an ice rink at the recreation facilities concentrates multiple basic services in one location for the community. 	<ul style="list-style-type: none"> • Indus Recreation Centre would be a primary gathering place for ice related activities within the southeast rural area of the County. • A twin ice arena would likely draw more tournaments than two single sheet ice facilities.
Asset Management	<ul style="list-style-type: none"> • Chestermere may develop additional ice rink facilities to serve excess demand in the area. • Langdon residents are likely to prefer an ice rink located in their own community. 	<ul style="list-style-type: none"> • Chestermere may develop additional ice rink facilities to serve excess demand in the area. • Developing a new facility in Langdon would likely draw much, if not most, of the demand for ice in the area away from the Indus Recreation Centre. • The Facility Condition Index for the Indus Recreation Centre was classified as good.
Partnership Development	<ul style="list-style-type: none"> • General sponsors may find a larger facility more attractive. 	<ul style="list-style-type: none"> • Has existing relationships with customers/suppliers/sponsors. • A twin arena may be more appealing to sponsors interested in ice users than a single sheet facility. • Operators of the Indus Recreation Centre have tacit knowledge of ice operations.
Capital and Operating Planning		<ul style="list-style-type: none"> • County receives audited annual financial statements for the Indus Recreation Centre.

Note: Information presented in the following memorandum relates to recreation facilities in Langdon and area (preceding pages) and Springbank area (subsequent pages).

COSTPLAN MANAGEMENT LTD

Construction Cost Consultants - Quantity Surveyors - Project Managers

MEMO**DIRECT TO: Jon Hartenberger** **DATE: October 7, 2020****COMPANY: HarGroup Management Consultants Inc.****FROM: Don Linton****CC: Kenn Knights; K. Knights and Associates Ltd.****REFERENCE: Rocky View County New Facility Options**

Jon,

Further to our meeting in the morning of October 7th we have looked at some options as requested. These are:

1. Construction of a field house in lieu of an ice sheet in the proposed Langdon Recreation Centre. Assuming no other change in the size of the facility this should result in \$1,500,000 in hard construction savings as an ice plant and refrigerated slab would not be required. We have assumed the fieldhouse would be the same size as the arena with some type of sports flooring that would enable a wide variety of uses. Soft costs and construction contingency have not been included in this savings calculation.
2. With regards to the proposed Langdon Facility, should a fieldhouse be included instead of an arena it should be possible to delete the gymnasium from the program as this use would be accommodated in the multi-use fieldhouse. Reducing the program by a single station gym and related storage of about 650 square metres constitutes about 6% of the concept plan provided, based on a \$16 million budget this would result in \$1,000,000 saving before construction contingency and soft costs. This is based on a percentage of the construction costs presented in the Langdon report which appear to be very optimistic.
3. A multipurpose community facility in Springbank that would exclude any significant sports programming should be achieved in a facility of 3,000 to 4,000 square metres. We suggest that a budget of \$12,000,000 to \$15,000,000 be carried to cover the hard construction, site development and servicing costs. This would be before construction contingency, soft and land costs.

All of the costs above are considered to be current October 2020 costs. These estimates do not capture any cost variations, either up or down, that may result from the COVID-19 pandemic, which may include material shortages, supply disruptions, exchange rate fluctuations, delays or labor premiums. As the program and design development would need to be done these estimates should be considered an order of magnitude cost and should be confirmed following more detailed design & user input.

COSTPLAN MANAGEMENT LTD
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Springbank Area

- The Recreation Needs Assessment Study (2020) identified the need for additional programmable space as a short-term priority in the southwest area of the County to support:
 - Arts performances
 - Career/personal development courses
 - Children/youth organizations
 - Community events
 - Dance courses/programs
 - Day camps/school break
 - Drop-in sports
 - Fitness programs
 - Gymnastics
 - Indoor soccer (practices)
 - Organized socials/meals/events for seniors
 - Sports programs
 - Visual arts/crafts/hobby programs
- The County is currently in the process of developing an Area Structure Plan for the Springbank area of the community.
 - Long-term population outlook is expected to have moderately fluctuating population
 - South Springbank (approximately south of Highway 1) - 14,600 population
 - North Springbank (approximately north of Highway 1) - 17,890 population
- Springbank is representative of a Rurban leisure orientation.
 - Population is 5,847 (2018 Municipal Census).
 - Springbank has a limited population density (e.g. 40 people per km²) compared to other areas such as urban hamlets (e.g. >1,000 per km²).
- Public recreation facilities currently exist within the Springbank area such as the Springbank Park for All Seasons (2 ice rinks, a covered outdoor rink that is used for beach volleyball in off season, 6 sheet curling rink that is used as an indoor multi-purpose space during off season, a dry land training facility, outdoor soccer fields, ball diamonds, and a football field, an indoor ball facility, and playschool), Springbank Heritage Club (seniors centre), and Springbank Equestrian Centre. There are also other recreation facilities available such as private dance studios, facilities operated by homeowners/residents associations, pathways, etc.
- The Springbank Community Hall was decommissioned in 2015 and demolition of the building occurred in 2018. As such, new program and meeting spaces are needed within the community and surrounding areas to compensate for the loss of this building.
- At the time of the Recreation and Parks Master Plan, the Springbank Community Association was in the process of conducting a business case and conceptual study for multi-purpose spaces.
- The Springbank North area will be adjacent to the future community of Harmony, which currently has a population of less than 500 with an eventual build-out of more than 10,000 residents.
- The City of Calgary has proposed a regional facility for the west side of Calgary in the community of West View (adjacent to Springbank) over the long-term (e.g. > 10 years). An 'Optimized Recreation Facility and Library' is proposed that is intended to serve 75,000 to 80,000 people and include aquatics, fitness, and gymnasia.

Springbank Area



Recommendations:

- Further study (Concept Phase of Facility Development Process) for the recreation facility located in South Springbank should consider:
 - Short-term recreation, sports, culture, arts, and social needs for a population of approximately 5,500 to 6,500 (as per Area Structure Plan).
 - Eventually, residents of the North Springbank/Harmony communities will expect to have facilities within their community to address needs and interests.
 - Residents living in the area of North Springbank will likely begin to migrate toward services in Harmony, including recreation; especially when other services such as groceries, entertainment, personal services, etc. begin to develop in the community.
- Facilities located in the South Springbank area would benefit from residents living in North Springbank, South Springbank, and Elbow Valley over the short-term. However, over the long-term, it is expected that residents of North Springbank will prefer accessing services north of Highway 1, including Harmony. As such, planning a South Springbank facility should consider this anticipated pattern of use. Further, over the long-term, recreation facilities are likely to develop to address Elbow Valley residents. As such, facilities in South Springbank should be located in a central location within the area, if possible, to address both short and long-term considerations.

Harmony and North Springbank Area

- The hamlet of Harmony currently has less than 500 residents; however, is expected to eventually have around 10,000 residents, which would identify the community as an Urban Leisure Orientation.
- Harmony is located west and adjacent to North Springbank, north of Highway 1.
- North Springbank is expected to have a long-term population of 17,890. Together, with Harmony, the population for the area could be around 25,000 to 30,000 residents.
- The Harmony Concept Scheme indicates that the community will have ... "walkable, extensive pathways which are landscaped to fit with the prairie setting; neighbourhood stores and a restaurant; a balance of nearby offices, schools and parks; and a host of active and passive recreational activities." Further, it is proposed that it will ... "introduce major recreational elements into the area for use by the community and adjacent neighbours."
- Harmony is expected to have community plaza with stores and shops, dining opportunities, and professional services to serve residents of the community and the greater Springbank area ... "as an alternative to making the trip into other centres."
- There is currently a homeowners association in Harmony that operates pathways (currently 7 kms, planned up to 25 kms) and playgrounds, and recently developed lakes that offer swimming, non-motorized boating, fishing, etc., which have change room facilities and a washroom for community residents. Other recreation amenities are also planned for Harmony community residents such as an adventure park, golf course, and spa. These amenities may not be broadly accessible to all County residents and, as such, may not comply with the Public Benefit precepts that are proposed (e.g. recommended partnership and collaboration policy).
- Based on the concept scheme for Harmony, a recreation club is expected to be developed that provides opportunity for community meeting and gathering space. The club facility already includes a beach area (and change rooms/washrooms), but is expected to have a fitness area, sports courts, spa facilities, conference and banquet facilities to support varied recreation activities. These amenities, programs, and services may only be available for members of the homeowners association.

Recommendations:

- It is anticipated that Harmony residents will eventually expect to have various recreation, sports, culture, arts, and social facilities, programs, and services available to them within the community.
- The County will need to work with the Harmony developer and homeowners association to distinguish recreation facilities that will be fully publicly accessible in or around the community. Any amenities that the County might be involved in would need to serve all residents living in the North Springbank area (as well as all County residents).
- Some of the potential publicly accessible amenities that might be developed for the Harmony/North Springbank community include:
 - Outdoor ice - boarded rink
 - Rectangular fields - natural
 - Ball diamonds
 - Multi-purpose gymnasium/indoor (partial) field
 - Multi-purpose activity space (non-sport)
 - Multi-purpose studio/dance space

Conrich

- The hamlet of Conrich has a population of approximately 1,350 residents, many of which currently reside in the community of Prince of Peace, a self-contained retirement community that has various recreation opportunities for residents such as a library, fitness centre, banquet hall, Chapel, theatre, wood working shop, etc. (note: in the 2018 Municipal Census, the population of Conrich was recorded as 21).
- Long-term population estimates for Conrich is 27,000 with growth expected to be moderately fluctuating based on the Population Outlook presented with in this Master Plan. The hamlet is expected to be comprised of various residential development areas including urban, country residential, and cluster residential.
- Several conceptual schemes have been developed for the hamlet of Conrich (presented below) and residential development has occurred in the Meadow Ridge Estates and Cambridge Park neighbourhood:
 - Buffalo Hills - a proposed mix use community including single family residential, multi-family residential and institutional developments comprising an eventual population of 3,650 people (Buffalo Hills, Comprehensive Development, Conceptual Scheme, 2006). The conceptual scheme identifies athletic parks, linear parks and pathways, recreation open spaces, and, possibly, a recreation centre.
 - Conrich Station - a projected population of approximately 10,000 residents (Conrich Station, Conceptual Scheme, 2014) . No school, recreation, cultural or community facilities were specifically identified within the scheme.
 - South Conrich - (South Conrich Conceptual Scheme, 2007) - expected to be a high population density area with open spaces and trails.
- Recently, residents of the hamlet of Conrich have presented input to the County for the need of local recreation amenities within the community.

Recommendations:

- Current residential development based different conceptual schemes in the Conrich community is varied and limited planning has occurred to coordinate publicly accessible facilities among the various areas that are evolving.
- Long-term residential development is expected to result in a community of significant population size (e.g. 27,000). This is likely to result in the need for various recreation facilities, services, and programs being located throughout the community.
- A long-term facility development concept plan that connects how each of the various neighbourhoods together is needed. The planning will need to take into account how recreation facilities are coordinated with facilities located in Chestermere.
- In the short-term, local community facilities such as playgrounds, pathways and trails, open spaces, outdoor sports pads, and outdoor tennis/pickle ball courts should be identified and developed to serve the current needs of residents.

Glenbow Ranch and Bearspaw (Glendale)

- Glenbow Ranch is a proposed urban hamlet that will be located in the central south area of Bearspaw, almost halfway between Calgary and Cochrane. An Areas Structure Plan has been developed for the hamlet.
- Glenbow Ranch would be consistent with an Urban Leisure Orientation.
- The population for Glenbow Ranch is expected to be >10,000, based on the Area Structure Plan.
- Bearspaw currently has a population of approximately 5,600 residents (2018 Municipal Census) and the population density of the area is approximately 26 people per km². Characteristics of the Bearspaw area are consistent with the Rurban Leisure Orientation.
- Long-term population outlook for Bearspaw is 22,250, although anticipated population growth is moderate fluctuating over the next 5 to 10 years.
- Findings of the Recreation Needs Assessment Study (2020) suggested that the Bearspaw area is currently well served; particularly since new recreation facilities have recently expanded or developed in Cochrane (Spray Lakes Sawmills Family Sports Centre) and Calgary (Shane Homes YMCA/Rocky Ridge).

Recommendations:

- It is expected that Glenbow Ranch residents will eventually expect to have various recreation, sports, culture, arts, and social facilities, programs, and services available to them within the community.
- Current recreation facilities are expected to address the needs of the existing community over the foreseeable future. However, the Area Structure Plan for Bearspaw is currently under review. Facilities developed in the Glenbow Ranch hamlet may consider future growth of Bearspaw, particularly the eastern area.

- In the mid to long-term, planning should occur to develop the following amenities within the Glenbow Ranch hamlet:
 - Outdoor sports pad
 - Outdoor courts - tennis/pickleball
 - Outdoor ice - boarded rink
 - Sports fields - diamonds
 - Sports fields - rectangular fields - nature
 - Multi-purpose - Event/banquet space
 - Multi-purpose space - gymnasium/indoor (partial field)
 - Multi-purpose space - activity space
 - Multi-purpose space - non-sport
 - Multi-purpose space - meeting rooms
 - Multi-purpose space - studio/dance space

Elbow Valley, Balzac West, Cochrane North, and Greater Bragg Creek

- These communities are all proposed to be urban hamlets with populations of 10,000+ (greater than 5,000 in the case of Bragg Creek) over the long term and would be consistent with the Urban Leisure Orientation.
- Each of the communities are at various stages of planning (Area Structure Plans, Conceptual Schemes, subdivisions, etc.).

Recommendations:

- Preliminary planning should be conducted to enable contributions to Area Structure Plans/ Conceptual Schemes that are proposed for the communities.
- Current recreation facilities located in these communities will need to be considered, as would be the development of homeowners/residents owners associations.
- In the mid to long-term, planning should occur to develop the following amenities within these urban hamlet (compensating for those that may already exist in the communities):
 - Outdoor sports pad
 - Outdoor courts - tennis/pickleball
 - Outdoor ice - boarded rink
 - Sports fields - diamonds
 - Sports fields - rectangular fields - nature
 - Multi-purpose - Event/banquet space
 - Multi-purpose space - gymnasium/indoor (partial field)
 - Multi-purpose space - activity space
 - Multi-purpose space - non-sport
 - Multi-purpose space - meeting rooms
 - Multi-purpose space - studio/dance space

Recreation Facility Development Initiatives							
*Estimates based on conceptual planning documents and experience with similar facilities operating in the County.							
Priority Timeframe	Project	Leisure Orientation	Current Stage of Development	Specifications	Preliminary Capital Estimates	Preliminary Annual Operating Cost Estimates	Comments/Considerations
Short-term (1 to 5 years)	Langdon Recreation Centre	Urban (supports rural/ agricultural area)	Concept/Project Definition Phase	<ul style="list-style-type: none"> Multi-Purpose - gymnasium/indoor partial field Multi-space - activity space (general, seniors/youth areas, temporary/permanent playground) Meeting rooms Fitness centre Child minding Satellite library space Support spaces - lease spaces/concession/administration space 	\$23 to \$25 million	\$120,000 to \$180,000 County contribution	<ul style="list-style-type: none"> Proposed recreation facilities should progress toward further definition phase planning for the joint use site.
Short-term (1 to 5 years)	South Springbank Community Centre	Rurban	Concept Phase	<ul style="list-style-type: none"> Multi-Purpose - Event/banquet space Multi-Purpose - gymnasium/ indoor (partial) field component would be dependent on local sports organization involvement/ requirements Satellite library space Support spaces - administration space 	Facility: \$12 to \$15 million Land: \$3 million	\$150,000 to \$200,000 County Contribution	<ul style="list-style-type: none"> Multi-purpose - gymnasium/ indoor (partial) field component would be dependent on local sports organization involvement/ requirements Concept phase planning and development should be completed. Location of facilities needs to be identified and land may need to be purchased.
Short-term - Conceptual Planning (1 to 5 years)	Conrich	Urban/ Rurban	Initiation Phase	<ul style="list-style-type: none"> Conduct planning for facilities in conceptual scheme areas Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	\$100,000 Planning required to coordinate various conceptual schemes. Land: \$3 million	TBD	<ul style="list-style-type: none"> Need to establish overall links between neighbourhoods for recreation facilities. Plan needed for long-term development of facilities throughout the community.

Recreation Facility Development Initiatives							
*Estimates based on conceptual planning documents and experience with similar facilities operating in the County.							
Priority Timeframe	Project	Leisure Orientation	Current Stage of Development	Specifications	Preliminary Capital Estimates	Preliminary Annual Operating Cost Estimates	Comments/Considerations
Short-term - Conceptual Planning (1 to 5 years)	Harmony/ North Springbank facilities	Urban/ Rurban	Initiation Phase	<ul style="list-style-type: none"> Conduct planning for facilities in conceptual scheme areas Multi-Purpose space - gymnasium/indoor (partial field) Multi-Purpose space - activity space Multi-Purpose space - non-sport Multi-Purpose space - studio/dance space 	\$100,000 Planning required associated with clarifying publicly accessible facilities and coordinating . Land/facility: \$18 million	TBD	<ul style="list-style-type: none"> Need to clarify public benefit/relationship with local homeowners/residents associations.
Mid-Term (5 to 10 years)	Indus Recreation Centre	Rural/ Agricultural (supports Urban area)	Concept/Project Definition Phase	<ul style="list-style-type: none"> Additional ice rink to twin existing facility 	Facility: \$8,5 million (County portion \$1.775 million)	\$100,00 to \$150,000 County Contribution	<ul style="list-style-type: none"> Detailed facility planning in short-term to be ready for mid-term construction
Mid to Long-Term (5 to 20+ years - determinant on population growth)	Glenbow Ranch/ Bearspaw	Urban/ Rurban	Initiation Phase	(the following specifications would principally be associated with the Glenbow Ranch community) <ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	\$100,000 Planning required to coordinate various conceptual schemes.	TBD	<ul style="list-style-type: none"> Need to clarify public benefit/relationship with local homeowners/residents associations.
Mid to Long-Term (5 to 20+ years - determinant on population growth)	Elbow Valley facilities	Urban	Initiation Phase	<ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	\$100,000 Planning required to coordinate various conceptual schemes.	TBD	<ul style="list-style-type: none"> Need to clarify public benefit/relationship with local homeowners/residents associations.

Recreation Facility Development Initiatives							
*Estimates based on conceptual planning documents and experience with similar facilities operating in the County.							
Priority Timeframe	Project	Leisure Orientation	Current Stage of Development	Specifications	Preliminary Capital Estimates	Preliminary Annual Operating Cost Estimates	Comments/Considerations
Mid to Long-Term (5 to 20+ years - determinant on population growth)	Balzac (West) facilities	Urban	Initiation Phase	<ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	\$100,000 Planning required to coordinate various conceptual schemes.	TBD	<ul style="list-style-type: none"> Need to clarify public benefit/relationship with local homeowners/residents associations.
Mid to Long-Term (5 to 20+ years - determinant on population growth)	Cochrane North facilities	Urban	Initiation Phase	<ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	\$100,000 Planning required to coordinate various conceptual schemes.	TBD	<ul style="list-style-type: none"> Need to clarify public benefit/relationship with local homeowners/residents associations.
Mid to Long-Term (5 to 20+ years - determinant on population growth)	Greater Bragg Creek facilities	Urban	Initiation Phase	<ul style="list-style-type: none"> Multi-Purpose Space- Event/banquet space Multi-Purpose Space - Multi-Purpose gymnasium Multi-Purpose Space - Activity space Multi-Purpose Space - Meeting rooms Multi-Purpose Space - Studio/ dance space Indoor Arena - Artificial ice 	\$100,000 Planning required to coordinate various conceptual schemes.	TBD	<ul style="list-style-type: none"> Need to clarify public benefit/relationship with local homeowners/residents associations.

Parks

Background Information

- Planning for parks within this Master Plan concentrates on playfields, dog parks, and sports courts (including outdoor ice surfaces), mainly in terms of larger scale projects. This was the scope of work agreed upon during the Project Charter process.
- The following observations are based on a review of County parks planning documents, as well as comments provided by stakeholders in either the Recreation Needs Assessment Study or public engagement processes conducted for this Master Plan (note: some observations incorporate broader issues about open spaces and parks generally).
 - The Parks classifications identified within the County's *Parks and Pathway – Planning, Development and Operational Guidelines* document has good overall guidelines for parks development. The feedback heard from stakeholders is that they are generally satisfied with how the parks and open space system is intended to develop in Rocky View County (e.g. *Open Spaces and Parks Master Plan*, 2011, and *Active Transportation Plan - South Region*, 2018) and place a high value on having a variety of open space opportunities available.
 - The public's stated desires indicate that future development of new parks based on Rocky View County Park Classification System should emphasize clustering of outdoor amenities such as playfields, sports courts, skateboard parks, playgrounds, off-leash dog walking areas, sledding hills, natural areas, relaxation/serenity areas, and splash pad/spray pad facilities, while also incorporating natural features.
 - Developers are required to prepare environmental assessments for developments based on current County policies as it relates to environmental reserve. These assessments should ensure that natural features in growth areas are protected and incorporated into the parks and open space system. Other tools for the protection of natural areas are available within the Municipal Government Act.
 - There is a strong desire among residents to continue to protect and incorporate significant natural areas involving water features and wetlands, natural vegetation, and scenic views into the open space system. Natural areas can be integrated along with outdoor recreation amenities to enhance public access within Rocky View County.
 - Adhering to the County's policy of addressing community parks and open space requirements through municipal reserve dedication in developing areas will ensure that the parks system continues to grow and meet the needs of the increasing population (including making provisions for playfields, dog parks, and sports courts).
 - Furthermore, with significant residential development expected within urban hamlets in Rocky View County, the Municipality should continue with its plans of developing parks including playfields, dog parks, and sports courts that are connected by regional pathways and trails.
- During the planning process, three specific projects were brought forward by stakeholders including playfields in the Springbank and sport courts in the Langdon and Conrich areas. These projects would need to go through the Facility Development Process that has been presented in this Master Plan.
- Another project identified by the consultants for development involves Bow River Plains in the Langdon area as it was identified in the *Open Spaces and Parks Master Plan*, 2011, and is associated with outdoor ice skating, and a specific recommendation identified in the active transportation network priorities.

Recommendations:

- Strategically develop multi-use facilities where people live to reduce the need and reliance on vehicles.
- All development should, where possible, link parks and open spaces with greenways on a regional scale.
- Include amenities in parks around playfields, dog parks, and sports courts such as benches, lighting, garbage bins and park standards should be development for these elements for same fixtures are used across the entire county or different by geographic boundaries
- Consider the security, safety and wellbeing of the users, and the carrying capacity related to developed parks such as playfields, dog parks, and sports courts, and pathway and trail facilities utilizing Crime Prevention through Environmental Design's three basic strategies – natural access control, natural surveillance, and territorial reinforcement.
- Encourage the expansion of Recreation Centres and Community Facilities to include passive and active recreational facilities or amenities, outdoor venues for agricultural/horticultural fairs or events; and social/cultural spaces for programming.
- Consider social, economical, generational, and cultural needs and life balance in the planning and development of playfields, dog parks, and sports courts.
- Facilities and amenities should be provided where possible to encourage winter activities such as ice skating (recreational hockey), cross-country skiing, etc., as well as non-winter activities.
- Provide dog-off leash areas as per community needs. This enhances the multi-purpose use of recreation amenities and provides venues for dogs and dog owners to do outdoor activities and socialize.
- Specific recommendations for park development (e.g. playfields, dog parks, and sports courts) have been presented for outdoor amenities at recreation facilities such as the Langdon Recreation Centre and South Springbank Community Centre and within urban hamlets like Langdon, Conrich, Harmony (North Springbank), and Glenbow Ranch (Bears paw) urban hamlets. Other park features such as playgrounds, benches, tables, etc. may also be considered.

Park Development Initiatives						
Priority Timeframe	Project	Leisure Orientation	Current Stage of Development	Specifications	Preliminary Capital Estimates	Comments/Considerations
Short to long-term (1 to 20 years)	Langdon - As part of Recreation Centre	Urban	Initiation Phase	<ul style="list-style-type: none"> Rectangular fields Outdoor sports courts Playground 	Planning: \$75,000 Amenities: \$1.715 million	<ul style="list-style-type: none"> As part of the development of recreation facility the following outdoor elements should be considered
Short to mid-term (1 to 10 years)	Conrich open spaces	Urban	Initiation Phase	<ul style="list-style-type: none"> Outdoor sports court (tennis/pickleball) 	Planning: \$25,000 Amenities: \$420,000	<ul style="list-style-type: none"> Consistent with Facility Service Level Framework and Facility Development Criteria Establish community gathering place Community residents interested in beginning to plan for recreation facilities
Short-term (1 to 5 years)	Langdon - destination off-leash area	Urban	Initiation	<ul style="list-style-type: none"> Off Leash Dog Park with Small and Large Dog Areas Study and plan for off leash areas within Langdon 	Planning: \$30,000 Amenities: \$280,000	<ul style="list-style-type: none"> Complete guidelines and design criteria for off leash areas within hamlets with population threshold that support amenity
Short to long-term (1 to 20 years)	South Springbank - Sport field locations	Rurban	Initiation	<ul style="list-style-type: none"> Potential Sport Field Layout within existing MR Parcel Installation of permanent or semi-permanent soccer goals 	Planning: \$10,000 Amenities: \$420,000	<ul style="list-style-type: none"> Potential Sport Field Layout within existing MR Parcel Installation of permanent or semi-permanent soccer goals
Long -Term (10 to 20 years)	Harmony/North Springbank Planning	Rurban	Initiation	<ul style="list-style-type: none"> Rectangular Multi-Purpose fields, ball diamonds, community park Playground Sport court Day-use Dog park 	Planning: \$75,000	<ul style="list-style-type: none"> As part of Community Facilities
Long -Term (10 to 20 years)	South Springbank - as part of Community Facility	Rurban	Initiation	<ul style="list-style-type: none"> Site Elements should be developed through public consultation and business case analysis. 	Planning: \$75,000	<ul style="list-style-type: none"> As part of the development of Community Facility and will be depend on site selected (e.g. there may already be outdoor amenities at the location) Outdoor elements should be developed with consideration to existing amenities and joint planning with the School District.

Park Development Initiatives						
Priority Timeframe	Project	Leisure Orientation	Current Stage of Development	Specifications	Preliminary Capital Estimates	Comments/Considerations
Long -Term (10 to 20 years)	Glenbow Ranch/ Bears paw - Planning	Urban	Initiation	<ul style="list-style-type: none"> Rectangular Fields Outdoor Sports Court Off Leash Dog Park (Small and Large Dogs) Playground 	Planning: \$75,000	<ul style="list-style-type: none"> As part of planning for the development of community facilities
Long -Term (10 to 20 years)	Bow River Plains (Langdon Region)	Agricultural	Initiation	<ul style="list-style-type: none"> Planning for amenities 	Planning: \$75,000	<ul style="list-style-type: none"> Encourage winter activities such as ice skating and ice fishing at Weed Lake and canoeing on the Shepard wetland complex

- General costing (based on 2020 dollars) for planning park elements is presented below. Based on these costs, some elements could be addressed through the Lifecycle Maintenance and Small Capital Funding grant program, while others (e.g. artificial turf fields or groupings of elements such as quad diamonds) would be addressed through the Large Project Capital Funding project, as set out in the Recreation Funding Framework.

Park Element	Typical Costing in 2020 Dollars	Cost Description
Artificial turf fields	\$4,000,000	Includes earthworks, drainage, synthetic turf field structure, goal nets and other site furniture
Baseball Diamond - 200 Feet	\$400,000	Includes earthworks, topsoil, sodding, skinned infield, warning tracks, drainage, irrigation, fencing, dugouts and other site furniture
Baseball Diamond - 250 Feet	\$450,000	Includes earthworks, topsoil, sodding, skinned infield, warning tracks, drainage, irrigation, fencing, dugouts and other site furniture
Baseball Diamond - 300 Feet	\$500,000	Includes earthworks, topsoil, sodding, skinned infield, warning tracks, drainage, irrigation, fencing, dugouts and other site furniture
Dog parks	\$140,000	Includes topsoil, seeding, fencing and gates, benches, garbage receptacles, and pet waste dispensers
Multi-use courts	\$175,000	Includes earthworks, drainage, surfacing, fencing and site furniture
Outdoor rinks	\$250,000	Includes earthworks, drainage, surfacing, rink boards and nets
Playgrounds - Local	\$100,000	Includes site preparation, surfacing (poured in place/engineered wood fibre) and playground structure
Playgrounds - Community	\$250,000	Includes site preparation, surfacing (poured in place/engineered wood fibre) and playground structure
Playgrounds - Destination	\$500,000	Includes site preparation, surfacing (poured in place rubber) and playground structure
Rectangular fields	\$500,000	Includes topsoil, sodding, field drainage, irrigation, goal nets and other site furniture
Tennis courts	\$175,000	Includes earthworks, drainage, pathways, asphalt surface, fencing, site furniture and landscaping

Active Transportation Network

Background Information

- Key documents reviewed to identify priorities for the active transportation network include the *Active Transportation Plan - South Region*, 2018, and the list of capital projects identified in Policy 460. During the planning process, various capital projects on the Policy 460 list were funded and, as such, have not been included in the priorities for development.
- Rocky View County currently has 196 kilometres of active transportation network, which includes local pathways, regional pathways, natural trails, and wetland boardwalk. The trail network current asset value ranges between \$39 to \$59 million based 2020 construction pricing.
- The current network mapping has approximately 444 kilometers of trails adopted by Council and 509 kilometers of proposed trails.
- Improving and expanding the active transportation network in the County is identified as a one of the top priorities for the residents of Rocky View County within Recreation Needs Assessment Study (2020). Of importance is the need to address key missing links and provide for the safe crossing of major barriers, such as roadways, highways, railway tracks, water bodies and missing trail links within the urbanized centres within the County.
- The *Active Transportation Plan - South Region* does not include pathway and trail development in the north region of the County. As such, priorities developed for the active transportation network focus on issues that have been identified within the south region.
- Adding to and enhancing the active transportation network as part of the overall land development approval process is key to building livable communities in the County, especially for Urban and, to a lesser extent, Rurban Leisure Orientation areas.
- The active transportation network should ensure pathway access to all major community facilities (including Recreation Centres and Community Facilities) and ensure that, as new subdivisions are developed, the regional pathway system is expanded into these new areas.

Recommendations:

- Overall recommendations for the development of the active transportation network accounts for 80 kilometers of pathway and trail development over the next 20 years.
 - Support the implementation of the findings and recommendations of the *Active Transportation Plan - South Region*, and associated list of capital projects list presented in Policy 460. The priorities set out below identify the key priorities over the next 20 years.
 - It is recommended that an Active Transportation Plan be developed for the north region of Rocky View County and funds be budgeted for projects in this area of the County.
 - Identify ways to improve awareness among residents about the availability and access to existing pathways and trails through mapping and promotion.
 - The Facility Development Process developed for this Master Plan should be used to guide initiation and development of pathway and trail projects.
 - Active transportation networks should be reviewed within planning approval processes and incorporate any pathway and trail networks within proposed or revised Area Structure Plans and concept schemes. Planning considerations for these reviews are identified and presented in the *Active Transportation Plan - South Region*. It presents priorities for pathway and trail connections and programs in urban communities, policy guidelines and tools to realize the new alignment for new pathway and trail development, and a shared-use pathway within school and recreation facilities.

Active Transportation Network Initiatives							
Priority Timeframe	Project	Leisure Orientation	Current Stage of Development	Specifications	Preliminary Capital Estimates	Preliminary Annual Operating Costs Estimates (per km)	Comments/Considerations
Short-term (1 to 5 years)	Regional Pathway - Upgrade existing Balsam Ave pathway on south side and new north side pathway West Bragg Creek Trail NE	Urban	Concept phase	<ul style="list-style-type: none"> Trail length (metres) - 1,250 Upgrade the existing trail 	\$430,000	\$8,438	<ul style="list-style-type: none"> Regional Pathway Identified as an implementable item in the ATPsc 2018 A portion of this (NE alignment) has already been identified as a near term capital item.
Short-term (1 to 5 years)	Regional Pathway - New Burnside Dr pathway to connect Balsam Ave and White Ave	Urban	Concept phase	<ul style="list-style-type: none"> Trail length (metres) - 110 New Burnside Dr pathway to connect Balsam Ave and White Ave 	\$38,000	\$743	<ul style="list-style-type: none"> Regional Pathway Coordinate with Roads department as there may be synergies to be realized between respective road and pathway projects.
Short-term (1 to 5 years)	Regional Pathway - Pathway along Range Road 33 / Schools to SPFAS	Rurban	Concept phase	<ul style="list-style-type: none"> Trail length (metres) - 1,350 Construction of a separated regional pathway within the road right of way. 	\$465,000	\$9,113	<ul style="list-style-type: none"> Regional Pathway Alignment has been identified along the southern frontage of TWP RD 250 as Nav Canada messaged that no pathway should front the airport due to safety and security issues.
Short-term (1 to 5 years)	Janet – Conrich Shared-Use Pathway WID Headworks Canal connector— Range Road 285	Agricultural, Rurban, and Urban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 123 Establishment of a paved pathway on the west side of Range Road 285 	\$41,900	\$830	<ul style="list-style-type: none"> Regional Pathway Identified as an implementable item in the ATPsc 2018 This connection was subject to an off-site improvement associated with redevelopment of the former Heather Glen golf course. The developer had agreed to construction the alignment pending approval by AltaLink/Fortis/Trans Alta who owns the lands by way of granting an easement with concession for pathway development there within. Project was with Legal and Land department, summer 2019. Outcome unknown at the time of writing.

Active Transportation Network Initiatives							
Priority Timeframe	Project	Leisure Orientation	Current Stage of Development	Specifications	Preliminary Capital Estimates	Preliminary Annual Operating Costs Estimates (per km)	Comments/Considerations
Short to Long-term (1 to 20 years)	Active Transportation Plan - North Region	Agricultural, Rurban, and Urban	Initiation phase	<ul style="list-style-type: none"> Short-term - Conduct study for active transportation network in north region Mid to Long-term - Implementation of study findings 	Planning: \$100,000 Capital: \$1 million	TBD	<ul style="list-style-type: none"> Conduct similar planning initiative to Active Transportation Plan - South Region Provide direction on priorities for establishing connected network in the north region of the County
Mid-Term (6 to 10 years)	Local Pathway - Langdon Meadows NE	Urban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 300 Formalization of the route for safe passage 	\$95,000	\$2,025	<ul style="list-style-type: none"> Regional Pathway Requires discussion with private landowner to determine plans for parcel. If no development is being considered, potential negotiation for public pathway easement to be secured. This approach can be considered a pre-dedication in advance of a future subdivision whereas the easement can be discharged and formally secured via MR dedication. Contact made with land owner in 2018- indicated no interest in providing the easement.
Mid-Term (6 to 10 years)	Regional Pathway - Clearwater Park/Elbow River Pathway NE	Rurban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 1,600 Replacement of existing pathway asset Defined trail network 	\$505,000	\$6,918	<ul style="list-style-type: none"> Regional Pathway ATPsc 2018 have identified the importance of safe accommodations for pedestrian and cyclists and create an access point to the Elbow River. Park is subject to a potential redevelopment plan being considered for fall 2020, design completed in 2021.

Active Transportation Network Initiatives							
Priority Timeframe	Project	Leisure Orientation	Current Stage of Development	Specifications	Preliminary Capital Estimates	Preliminary Annual Operating Costs Estimates (per km)	Comments/Considerations
Mid-Term (6 to 10 years)	Regional Pathway - Addition of trail alongside Highway 758.	Rurban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 970 Trail connection Add a trail alongside Highway 758. It will connect the existing separated bike lane along that highway (also called White Ave.) with the road which has the parking lot for the Bragg Creek Provincial park, and also connecting the Branded Peak Trail Route within the park. 	\$306,000	\$6,547	<ul style="list-style-type: none"> Regional Pathway Connection from Urban region to Bragg Creek Provincial Park
Long -Term (10 to 20 years)	Regional Pathway - WID Canal / Weed Lake	Urban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 6,820 Connect urban region to regional park area 	\$2,765,000	\$59,400	<ul style="list-style-type: none"> Regional Pathway Western Headworks canal is proposed to be twinned in the near future as part of CSMI upgrade. RVC and WID are a party to the CSMI and it has been proposed and an upgrade to a maintenance road to accommodate pathway purposes may be considered. Associated with park development at Bow River Plains (see Parks Development Initiatives).

Active Transportation Network Initiatives							
Priority Timeframe	Project	Leisure Orientation	Current Stage of Development	Specifications	Preliminary Capital Estimates	Preliminary Annual Operating Costs Estimates (per km)	Comments/Considerations
Long -Term (10 to 20 years)	Regional Pathway - Harmony – Bow River Connection (via Twp Road 252 Shared-Use Pathway)	Rurban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 6,820 Regional pathway connection 	\$2,146,000	\$46,035	<ul style="list-style-type: none"> Regional Pathway Pathway alignment is logical. Lands along the Bearspaw reservoir shoreline are privately owned by Trans Alta. Adjacent lands are owned by the City of Calgary (southern parcel is now defunct ""Devonian Lands""; parcel to north may be a reclaimed gravel pit (not confirmed). Further, public access/use of the reservoir are subject to pending restrictions as a multi-party (aka Bearspaw Reservoir Tri-Lateral Task Force) environmental preservation project.
Long -Term (10 to 20 years)	Regional Pathway - Old Banff Coach Road / Twp Road 250 Shoulder Widening and Signage	Rurban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 18,900 Regional pathway connection 	\$5,920,000	\$127,575	<ul style="list-style-type: none"> Regional Pathway Connection from Rurban Area to regional park space
Long -Term (10 to 20 years)	Regional Pathway - Springbank – Upgrade Share the Road Routes to Shared-Use Pathways	Rurban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 16,300 Regional pathway connection 	\$5,140,000	\$110,025	<ul style="list-style-type: none"> Regional Pathway Connection from Rurban Area to regional park space
Long -Term (10 to 20 years)	Regional Pathway - McKinnon Flats Shared-Use Pathway Connection	Agricultural and Rurban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 11,320 Regional pathway connection 	\$3,571,000	\$76,410	<ul style="list-style-type: none"> Regional Pathway Road owned/operated by the Province. Requests for upgrades are subject to review and approval.
Long -Term (10 to 20 years)	Regional Pathway - Highway 9 Shoulder Widening / Signage	Rurban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 10,820 Regional pathway connection 	\$3,421,000	\$73,035	<ul style="list-style-type: none"> Regional Pathway Connection from Rurban Area to regional park space. Further constraint and engineering analysis is required.

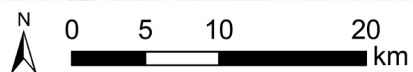
Active Transportation Network Initiatives							
Priority Timeframe	Project	Leisure Orientation	Current Stage of Development	Specifications	Preliminary Capital Estimates	Preliminary Annual Operating Costs Estimates (per km)	Comments/Considerations
Long -Term (10 to 20 years)	Regional Pathway - Highway 8 Bridge – Elbow River	Rurban	Concept phase	<ul style="list-style-type: none"> Trail Length (metres) - 900 Regional pathway connection 	\$285,000	\$6,075	<ul style="list-style-type: none"> Regional Pathway. Connection from Rurban Area to regional park space. Feasibility study, network/route study, land acquisition plan and detailed design is required.

Note: Isolated clusters of trails are from approved conceptual schemes.

Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), (c) OpenStreetMap contributors, and the GIS User Community

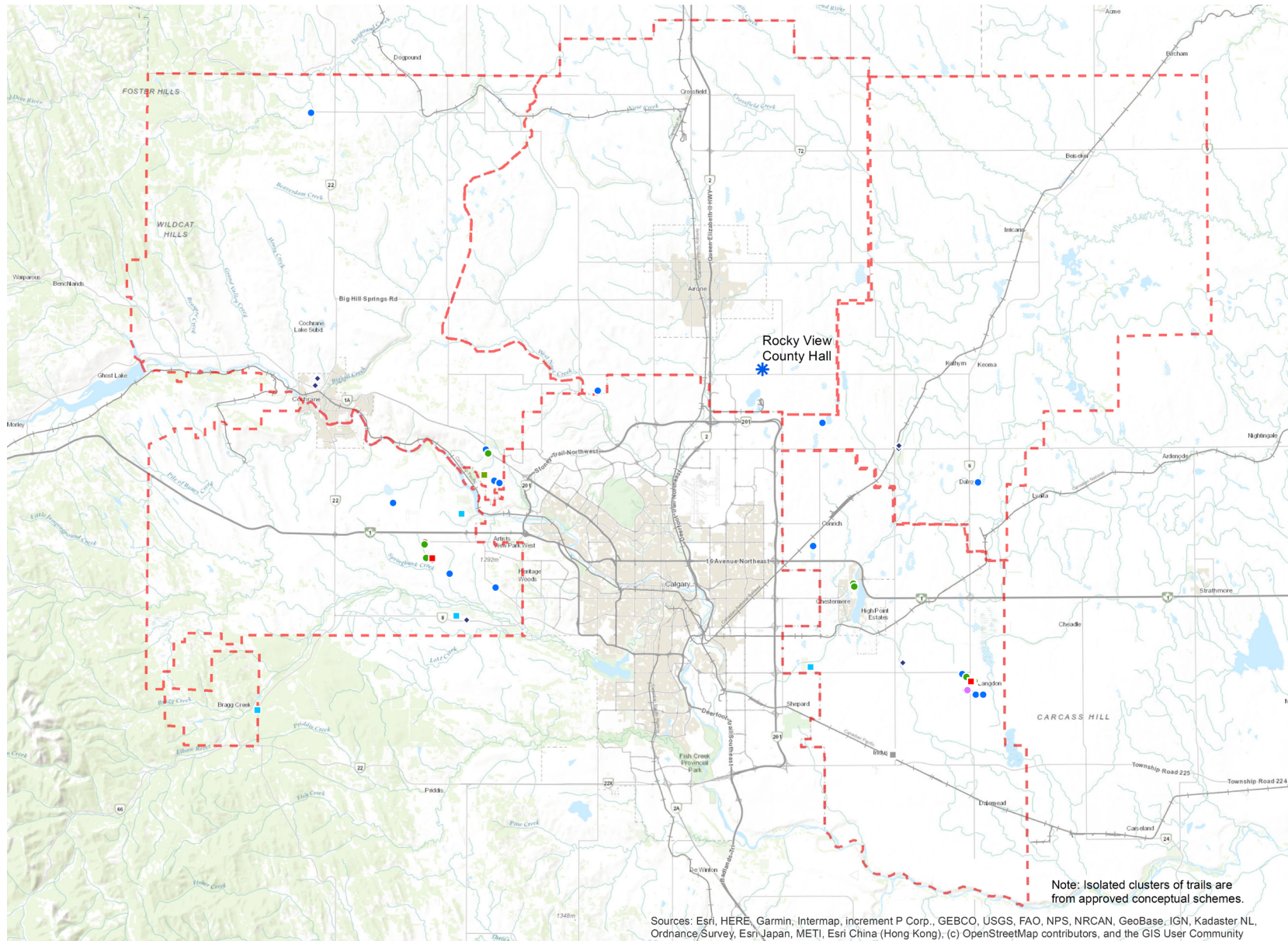
Note: Isolated clusters of trails are from approved conceptual schemes.

Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), (c) OpenStreetMap contributors, and the GIS User Community

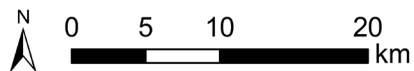


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**LEGEND****Recreational_Infrastructure**

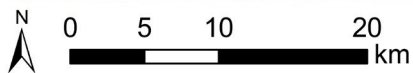
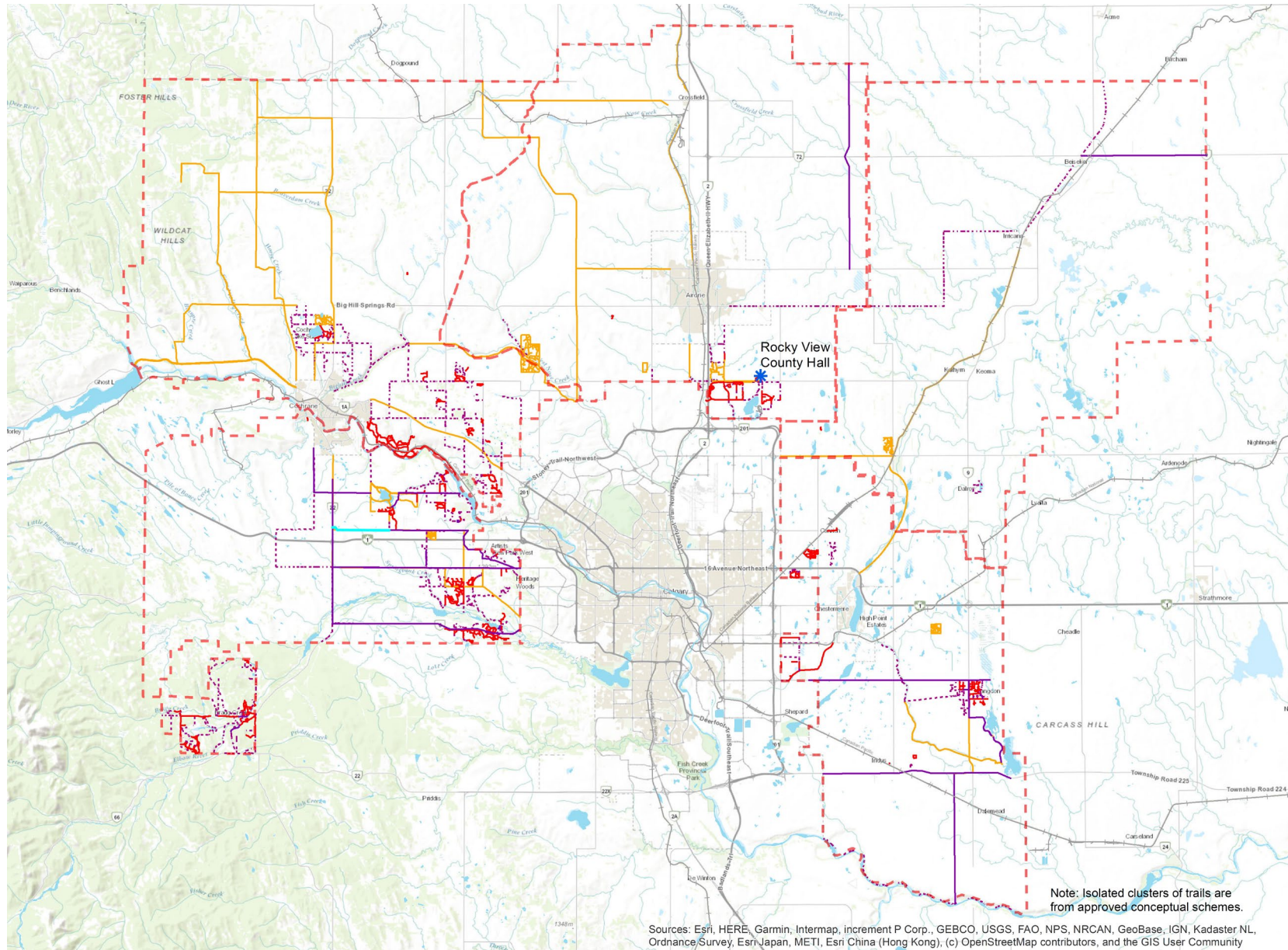
- Baseball Field (25)
- Basketball Court (7)
- ◆ Equestrian Facility (13)
- Football Field (2)
- Hockey Rink (1)
- Horseshoe Pit (9)
- Outdoor Rink (2)
- Playground (20)
- Playing Field (1)
- Skateboard Park (1)
- Soccer Field (15)
- Tennis Court (4)
- Volleyball Court (2)

**Recreational Infrastructures**

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ROCKY VIEW COUNTY
Cultivating Communities



Trails

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ROCKY VIEW COUNTY
Cultivating Communities

Public and Stakeholder Engagement

- Initial public and stakeholder engagement was conducted in the Rocky View County County-wide Recreation Needs Assessment Study (2020):
 - A household survey (1,996 households) about participation in and expectations for recreation
 - A survey of recreation providers (60 organizations) about service delivery
 - A survey of Urban Municipal Partners (6 cities, towns, and villages) about regional collaboration
 - Four focus groups with residents (26) about service provision and facility development
 - Open houses (4 events) with stakeholders to obtain feedback
- During the Master Plan development process, internal stakeholders were engaged such as County Council, managers, and staff.
- Draft recommendations of the Recreation and Parks Master Plan were presented for comment and feedback from the public and stakeholders:
 - Five focus group interviews conducted with County service providers
 - Open houses (2 events were held with 12 attendees - 35 had registered - and 1 was canceled due to pandemic restrictions being implemented - 12 attendees had registered)
 - Webpage on Rocky View County website:
 - Boards from open houses were available for review
 - A video presentation was available (approximately 250 views)
 - Online feedback form
 - An email link to send comments and feedback
- Input and feedback gathered through the engagement process was reviewed and considered for incorporation in the findings and recommendations of the Recreation and Parks Master Plan.





ROCKY VIEW COUNTY



RECREATION, PARKS AND COMMUNITY SUPPORT

TO:	Recreation Governance Committee	
DATE:	January 27, 2021	DIVISION: 4
FILE:	N/A	APPLICATION: N/A
SUBJECT:	Langdon Quad Diamond Operational Model	

POLICY DIRECTION:

As per the Terms of Reference, the purpose of the Recreational Governance Committee (RGC) is to foster the creation, development, and operations of recreation programs, facilities, infrastructure, services, parks, and park lands.

EXECUTIVE SUMMARY:

On July 23, 2019, Council approved funding for the construction of a quad diamond facility in the Langdon Joint Use Site. Rocky View County has been managing the construction of the facility and anticipates an opening for summer 2021. As the facility nears completion, determining the appropriate operational model for this amenity is required. An independent consultant was engaged to complete a situational analysis to review the operational and maintenance requirements of the facility, and to recommend an appropriate facility operational model. The Consultant has prepared a report for RGC's consideration.

ADMINISTRATION RECOMMENDATION:

Administration recommends that the County operate and manage the facility for the first two years to establish a baseline for operational requirements and costs, in accordance with Option #1.

BACKGROUND:

The Recreation and Parks Master Plan identifies a facility operations framework to assist with determining the appropriate operational model for any given facility. This framework includes a situational analysis to identify operational characteristics of the facility, outlining the level of service required by the facility, such as technical expertise, necessary certifications, and preferred resources.

As the construction of the quad diamond facility nears completion, it is critical for the County to determine the operational model for the facility. As it is the first recreational facility constructed by the County, this site would set a precedence for future facilities in the County with regard to ensuring proper maintenance and usage.

The County retained HarGroup Management Consultant to complete this analysis and to determine possible operational models for the Langdon quad diamond facility. The study examines the market definition and expected user-base of the facility, and provides for various scenarios for potential operators, outlining projected revenue and expenses.

Four types of operating models were developed based on the findings of the analysis and review of the operating requirements of the quad diamond facility:

1. *Community Group (NT)* – A community group operates all aspects of the facility (administration and maintenance) and principally rents the diamonds to user groups for league play, practices, and tournaments.

Administration Resources

Althea Panaguiton, Recreation, Parks and Community Support



2. *Community Group (T)* - A community group operates all aspects of the facility (administration and maintenance) and rents the diamonds to user groups, but also employs other revenue-generating initiatives, such as tournament organization, and event development and deployment.
3. *County* – The County is responsible for all aspects of the facility (administration and maintenance) and principally rents the diamonds to user groups for league play, practices, and tournaments.
4. *County - Contractor* – the County operates the administration of the facility, but contracts much of the maintenance to an independent contractor.

Further details outlining the advantages and disadvantages of each operating model is shown on page 20 of the Langdon Quad Diamonds Operating Model Assessment Study (Attachment 'A').

Based on the estimated budgets for each operating model, it is anticipated that the County would be required to provide some level of financial contribution to support the ongoing operation of the facility. This is estimated to range between approximately \$30,000.00 and \$38,000.00 for the first three models, with a higher deficit should the County contract out maintenance of the facility.

Upon evaluating the various operating scenarios, the findings of the study recommend that the County assume operation of the Langdon Quad Diamond Facility using the County operating model. As per the study, in the short-term, it is expected that the facility will operate at a deficit regardless of the operator, and that the deficit amount is expected to be similar whether the operator is the community group or the County. By adopting the recommended approach, the County, rather than the community group, would assume the risk associated with the facility operation. Further, this approach does not preclude community groups from organizing tournaments to raise funds for its organization or community. Additionally, this would provide opportunity for the County to develop systems and processes that will assist future County-owned facilities.

It should be noted that for the 2021 season, most of the maintenance of the quad diamonds is already accounted for as part of the agreement with the construction team, with the exception of daily maintenance requirements and events/tournament preparation.

In addition to the recommendation noted in the study, it is recommended that the County operate and manage the facility for at least the first two years. This provides an opportunity to establish a baseline for operational requirements and costs. Once these parameters are in place, the operational model can be re-evaluated for effectiveness and feasibility.

BUDGET IMPLICATIONS:

It is anticipated that the facility will generate a deficit of at least \$30,000.00, which will be assumed by the County, to be sourced through the Langdon Special Tax. Further budget implications will be determined based on which operating model is approved. The Langdon Quad Diamonds Operating Model Assessment Study outlines estimated revenue and expenses for each operating model.

STRATEGIC OBJECTIVES:

The implementation of the Langdon Quad Diamond operational model expands community services delivery. The operations of the facility will increase the programs available to the community of Langdon, benefiting residents of Rocky View County.



OPTIONS:

- Option #1: THAT Administration be directed to operate the Langdon Quad Diamonds for the next two years and report back to the Recreation Governance Committee.
- Option #2: THAT Administration be directed to complete an expression of interest to determine potential operators for the Langdon Quad Diamond facility.
- Option #3: THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

"Theresa Cochran"

"Al Hoggan"

Executive Director
Community Development Services

Chief Administrative Officer

AP/rp

ATTACHMENTS:

ATTACHMENT 'A': Langdon Quad Diamonds Operating Model Assessment Study



Langdon Quad Diamonds Operating Model Assessment Study

January 2021



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Introduction

Rocky View County constructed a quad diamond facility in Langdon that will be operational in the Summer 2021. The County engaged HarGroup Management Consultants Inc. to research and identify how the facility might be operated. This report presents the operating models that were examined and recommended for the Langdon Quad Diamond Facility (LQDF).

In the past, recreation facilities within the County have been operated by non-profit community groups. However, there are various operating approaches that Municipalities use to manage public recreation facilities. The County's new Recreation and Parks Master Plan provides a framework for assessing operational models for future facilities developed in the community. This framework has been used to consider how the LQDF might be operated.

A set of objectives were developed to guide the assessment study. Based on these objectives, a methodology was organized and implemented for the study.

- A situational analysis was conducted to assess market, operational, and economic attributes of ball diamond facilities. Various data were used for this analysis including interviews conducted with stakeholders and representatives of similar facilities within Alberta.
- A set of operational specifications were developed that address distinct characteristics needed for the LQDF.
- Four operating models were identified and examined for application at the LQDF. Benefits

Study Objectives:

- Examination of the operational model with consideration for the usership.
- Analysis of the market definition and user-base of the quad diamond facility.
- A situation analysis identifying operational characteristics of the facility, outlining the level of service that is required by this facility such as, technical expertise, certifications necessary, and resources preferred.
- Identification of revenue and expenses to operate the quad diamond facility.
- Evaluation of possible operator of the facility (County-operated, private contractors, volunteers, non-profit associations).
 - A breakdown of the advantages and disadvantages included with each type of operator including the costs associated with each option.
- Complete an Expression of Interest to gauge potential opportunities to attract possible facility operators (If deemed appropriate at this stage of the assessment).
- Complete the analysis of the most appropriate model for this facility and synthesize the findings outlining recommendations.

and challenges for each model were examined to identify recommendations for operating the LQDF.

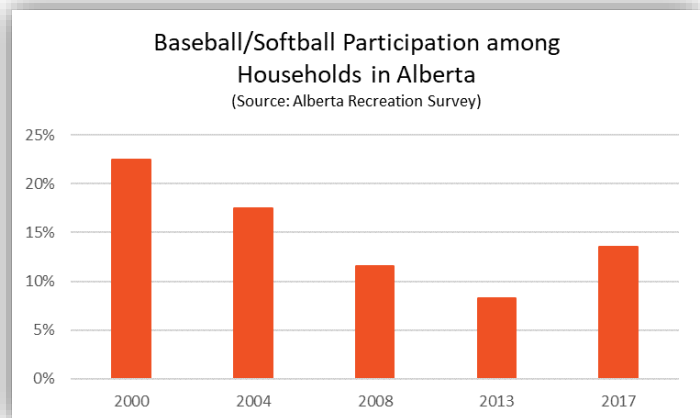
This report presents the contextual findings and conclusions of the assessment study.

Situational Analysis

Baseball and softball are popular spring and summer activities. Many Albertans participate in these activities and nearly all communities throughout the province have ball diamond amenities available for residents to enjoy these sport activities.

Based on the recent Rocky View County Recreation Needs Assessment Study 2020 (see appendices), baseball and softball are also popular within the County and there is evidence to suggest that involvement is fairly high among households in the Langdon area (e.g., approximately one in four households have a member participating in these activities).

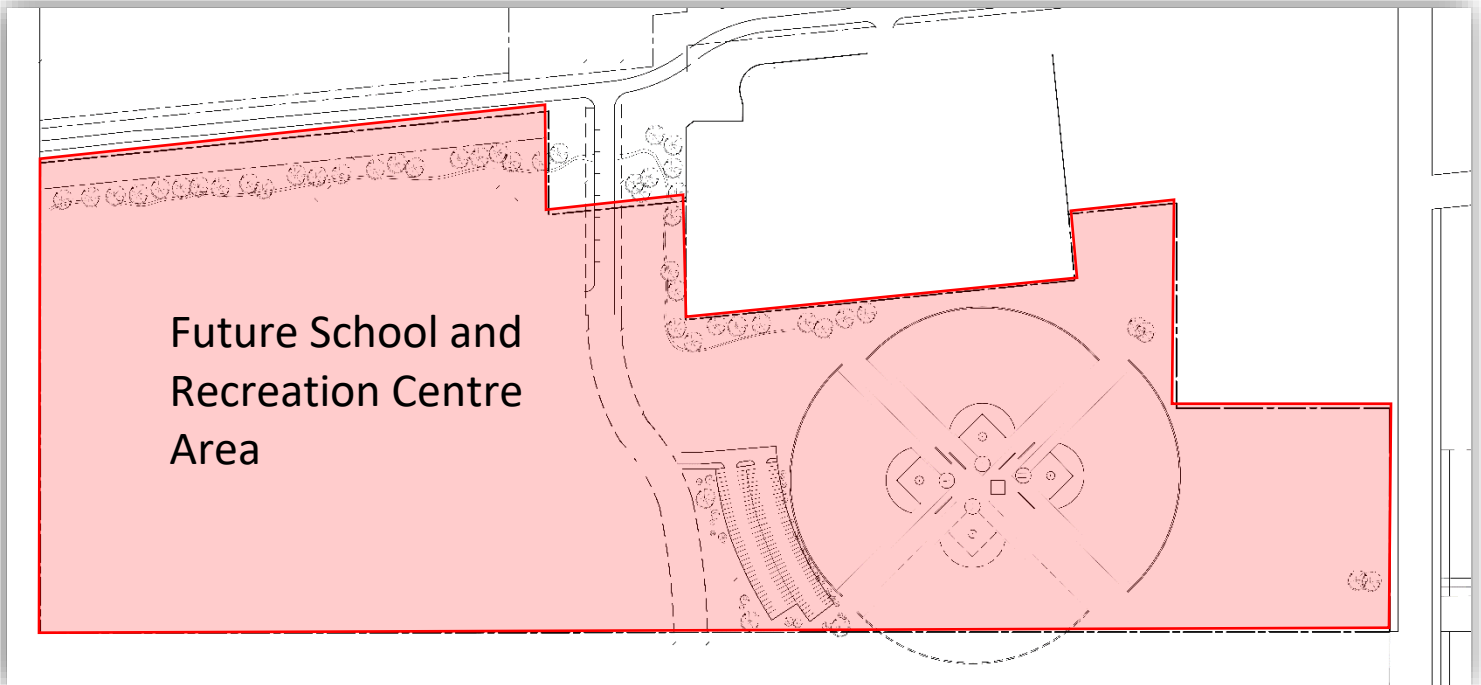
The LQDF is a needed addition within the Langdon community. Currently, two ball diamonds with shale infields are located in Langdon and are used almost every night during the playing season between May and September for both little league baseball and adult softball activities. The quad diamond facility will provide four additional diamonds with shale infields into the local inventory.



Baseball and softball (including fastpitch and slowpitch) activities require distinctive specifications for ball diamond amenities for pitching areas (mound heights and length between mound and home plate), base paths, and distance of home plate to home run fence. The LQDF has been designed and constructed to be multi-purpose and address the specifications of the different games. Both baseball and softball can be played at the facility. For example, there is infield infrastructure to accommodate two baseline distances and temporary mounds can be put in for baseball.



Illustrated drawings of the Langdon Quad Diamond Facility



Conceptual drawings presenting the Joint Use Site with Quad Diamonds and Future School and Recreation Centre Area

The composition of the LQDF with four diamonds in one location will make it appealing for hosting baseball and softball tournaments. The facility is enclosed by fencing to contain tournament activities and the home run fence is 300' away from home plate, which will be appealing to all types of softball (slo-pitch) tournaments including beginner to high performance.

The ball diamonds are located on a joint use site that is owned by the County and Rocky View Schools. Future development at the site is expected to include a school and a recreation centre. Representatives from other communities interviewed for this study suggested that having other recreation facilities onsite or near diamond facilities helps to increase the appeal of quad diamond facilities for tournaments (e.g., providing other recreation opportunities, washrooms, etc.).



Markets and Users

Municipally owned ball diamond amenities typically serve local and non-local markets. Local markets are defined as organizations or groups that serve residents who play baseball or softball and live within the community where the amenities are situated. For the LQDF, the current local market will be the Langdon Little League and the Langdon Softball Association, both of which have players who live in Langdon and its surrounding area. Non-local markets will be baseball and softball organizations or groups that manage and coordinate activities (e.g., games, practices, and tournaments) for players living outside of Langdon and area.

The Langdon Little League had about 220 players participating in baseball in 2019.¹ The Langdon Softball Association had 200 players who played in softball leagues.



¹ Note: The 2019 participation statistics are used due to the 2020 playing season being affected by the Covid-19 pandemic.

Ball Diamond Users in Langdon (2019)		
Organization	Teams	Players
Langdon Little League	8 T-ball 8 Coach pitch 4 Minor 3 Major 1 Junior	220
Langdon Softball Association	24	200

Representatives of both organizations suggest that past participation has been limited due to the lack of ball diamond amenities and more players are expected in upcoming seasons due to the new diamonds being available at the new LQDF. Further, Langdon has had a growing population, which is expected to continue in the future (see appendices). This growth will likely increase the number of baseball and softball players in the community.

The Langdon Softball Association organizes its league play at the two existing diamonds and arranges its games to enable Langdon Little League use during prime-time hours (e.g., before 7:00 pm on weeknights). To accommodate all of its players, the Langdon Little League also uses open fields within the community, a grass diamond at the local school, and diamonds located in Indus, Carseland, and Calgary.

During weeknights, the LQDF is expected to be mostly used by the Langdon Softball Association for its league games and the Langdon Little League for games and practices for teams involving older players (e.g. Major and Junior teams with players aged 9+). For the most part, it is expected that the Langdon Softball League will use three of the diamonds and the Langdon Little League will use one over the next few years.

The shifting of play to the LQDF will enable the Langdon Little League to use the two existing shale infield ball diamonds in Langdon for its younger league divisions both during weeknights and on weekends. Langdon Little League may also use the

the LQDF periodically to organize special events to expose younger players to the facility.

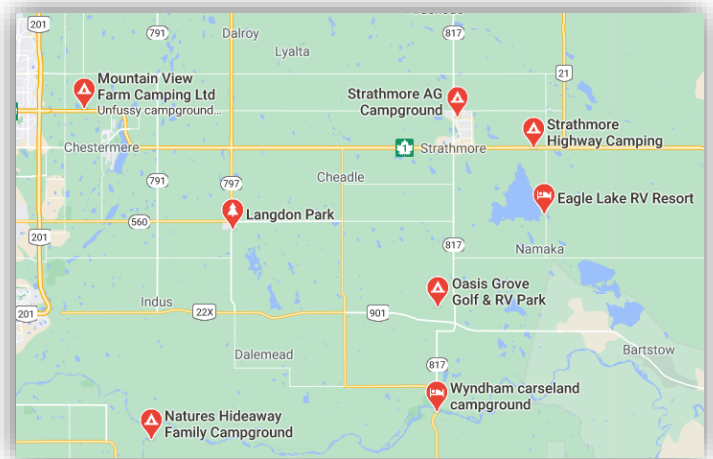
Discussions with representatives that operate similar Municipally owned and operated ball diamond facilities suggests that local markets typically have priority of use over non-local markets, especially on weeknights. Baseball and softball organizations from communities such as Calgary, Chestermere, Strathmore, etc. may also be interested in use of the LQDF for league play or practices, however local groups should have priority of use over these non-local users.

In the future, other local user groups might establish such as other minor baseball organizations, other softball groups, fastball teams or leagues, etc. The County's policy regarding Public Benefit will need to apply to ensure access to the LQDF if new organizations develop.

On weekends, the LQDF may also be used by the Langdon Softball Association and Langdon Little League for games or practices. However, most of the time, the LQDF is expected to be used for weekend tournaments. Based on interviews conducted with representatives of comparable facilities in Alberta, this kind of scheduling is typical for diamonds similar to the LQDF (e.g., a quad diamond facility or several diamonds situated in one location). Tournaments typically start on Friday evening and end on Saturday, unless held on long weekends when the tournaments are three-day events.

In addition, these representatives and those that organize softball tournaments throughout the province indicated that washrooms, concession facilities, and local temporary accommodations such as motels, hotels, campsites, or fields that allow onsite camping make ball diamond facilities more appealing for tournaments. Although there are no permanent washrooms or concession facilities currently available onsite at the LQDF, portable toilets and event tents could be used by organizers to support tournaments. Further, washrooms and concession facilities might be built in the future with additional servicing and site development at the LQDF.

While there are no local motels, hotels, or campgrounds currently available in Langdon, such facilities are located within a 20-minute drive of the LQDF. It is unclear if onsite camping will be available due to the lack of a leveled field (potential liability issues) and the location being a joint-use site and preparation for the construction of a future school possibly beginning as early as 2021. However, the paved parking lot at LQDF might provide temporary overnight opportunities.



Camping Locations Near Langdon

Tournaments may be organized by both local and non-local groups. For instance, the Langdon Little League and Langdon Softball Association could organize tournaments at the LQDF and should be given priority over non-local groups. There may also be other local groups that have interest in organizing tournaments including the eventual operator of the facility.

Non-local groups are also likely to want to organize tournaments that draw players and teams from outside the local area to participate. There is at least one softball organization that specializes in organizing tournaments that has expressed interest in the LQDF as a venue for their events.

Actually, based on discussions with local and non-local groups, the LQDF is expected to be a popular venue for both baseball and softball tournaments.

Competitive Facilities

The Langdon Little League and Langdon Softball Association currently use diamond facilities in Langdon, Indus, Carseland, and Calgary for league games and practices. Shifting their play to the LQDF is likely to result in less use of diamond facilities in Carseland and Calgary. Any organizations not located in Langdon and area will have further access to these diamonds should demand require it.

Competition is more of an issue for the tournament market than for facilities used by local user groups for league play.

Tournaments can be held at single diamond and multi-diamond facilities. There are hundreds of single diamond facilities located and available in the region and these are not appealing to many tournaments, especially those that have higher numbers of teams involved. For the purposes of this study, the analysis will consider facilities with at least three diamonds available at a location, such as quad diamond facilities, as these are most likely to represent competition for the LQDS.

For the most part, local organizations, whether minor baseball or minor and adult softball leagues or teams, use local diamond facilities to organize tournaments. Some local organizations might use facilities in other communities, if local facilities are not available or local amenities do not have sufficient numbers of diamonds to host a tournament. The latter situation may occur for organizations in Chestermere, Strathmore, or Calgary that might consider the LQDF as a viable option for their tournaments. In these circumstances, the competitive facilities for the LQDF are those situated in the Calgary region and are identified in the map on the subsequent page of this report.²

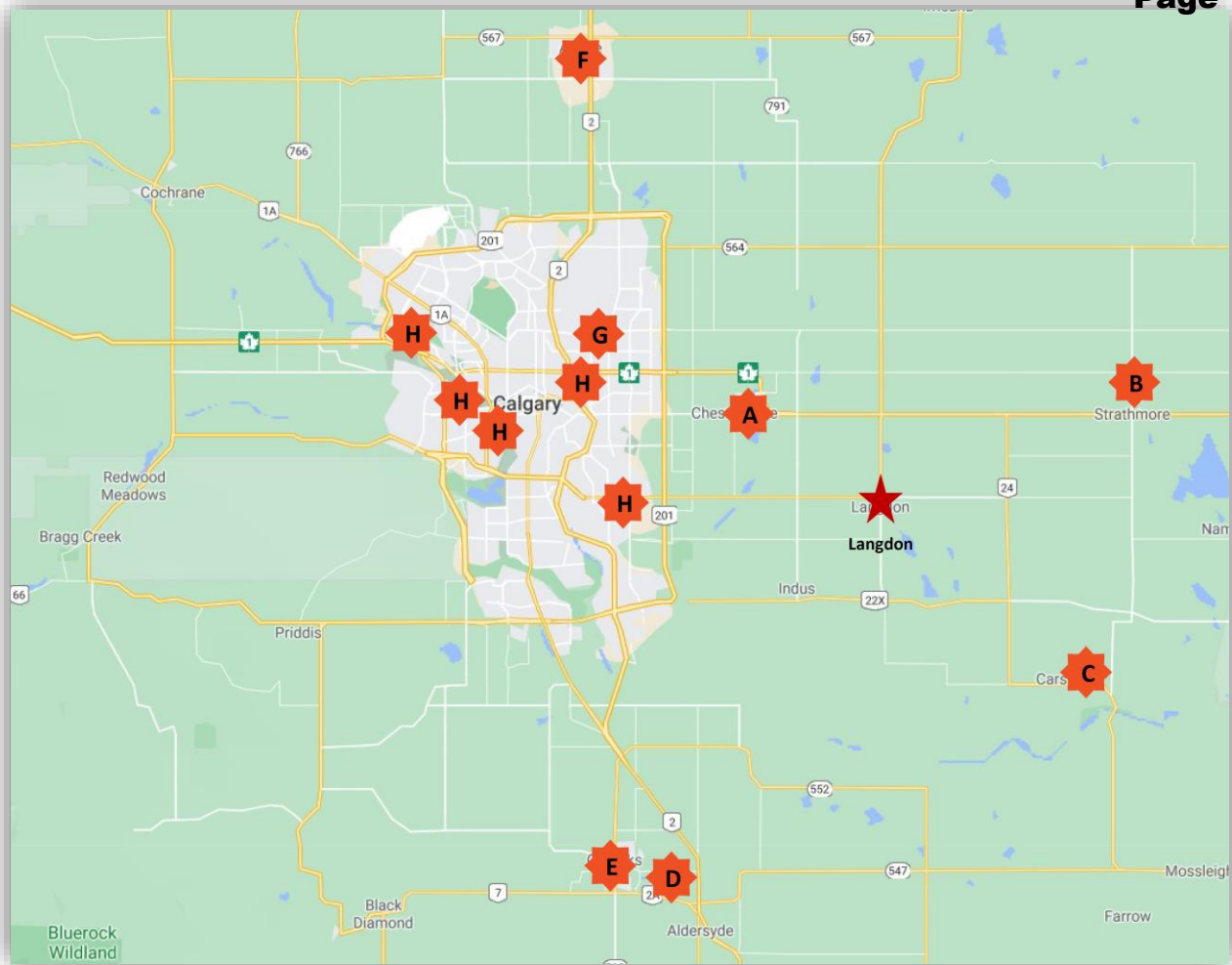
All of the facilities have washrooms available (either permanent or portable toilets) or the diamonds are located close to recreation facilities where washroom access is available. A few have onsite camping available or are near campgrounds (more of an issue for adult softball than minor baseball or softball tournaments). A few facilities have concessions that may be available to rent when hosting tournaments.

Some of the facilities are owned and operated by Municipalities (Calgary Athletic Parks, Airdrie, and Okotoks), while others are operated by Agricultural Societies (Indus Recreation Centre, Carseland Millennium Ball Diamonds, Strathmore Ag. Ground Ball Diamonds). The facilities are rented to local and non-local organizations that provide league play and tournaments for residents.

Two facilities, On Deck Okotoks and Jaycee Slo-Pitch Park, are operated by organizations that specialize in organizing softball leagues and tournaments. These facilities have at least 7 diamonds on site and were established to accommodate large scale (mainly softball) tournaments in the region. On Deck Okotoks is operated by NSA Canada (National Slo Pitch Athletic), a business corporation, which organizes slo-pitch leagues and tournaments throughout Canada. Jaycee Slo-Pitch Park is operated by the Calgary Slowpitch Society and provides league play and tournaments at the facility. Both of these facilities are available for rental by other organizations.

The Chestermere Regional Recreation Centre is operated by the Chestermere Regional Community Association, a not-for-profit charity. Local baseball organizations and the Chestermere Adult Slowpitch provide league play opportunities and the diamonds are available for rent by non-local organizations for tournaments.

² Note: Ball diamond facilities on the subsequent page represent those locations with at least 3 diamonds on site. There may be other facilities, however the ones noted in the map were identified through discussions with stakeholders and through desk research.



Locations of Notable Competitive Facilities in the Region - Tournament Facilities

Locations and Facilities

(note: facilities identified in the study through desk research and interviews with stakeholders)

A	Chestermere Regional Recreation Centre - Chestermere 3 diamonds, near recreation centre	G	Jaycee Slo-Pitch Park - Calgary 10 diamonds (softball), 3 concessions
B	Strathmore Ag. Ground Ball Diamonds - Strathmore 4 diamonds, on site camping, near recreation centre	H	Deerfoot Athletic Park - Calgary 4 diamonds
C	Carseland Millennium Ball Diamonds - Carseland 4 diamonds, concession building, on site camping		Glenmore Athletic Park - Calgary 3 diamonds (1 baseball/2softball), near ice arena
D	On Deck Okotoks (private facility) - Foothills County 7 diamonds (softball), on site camping, restaurant		Optimist Athletic Park - Calgary 7 diamonds (2 baseball/ 5 softball) and 2 little league diamonds, near ice arena
E	Okotoks Recreation Centre - Okotoks 4 diamonds (at least 1 baseball), near recreation centre		Pop Davies Athletic Park - Calgary 5 diamonds (softball)
	Seaman Stadium 3 baseball fields, part of baseball complex for Okotoks Dawgs (a baseball academy and collegiate team)		Shouldice Athletic Park - Calgary 8 diamonds (softball), concessions, near ice arena
F	Chinook Winds Regional Park - Okotoks 8 diamonds (4 baseball and 4 softball), near recreation facilities		

Almost all of these diamond facilities are busy between May to June, however there are opportunities to book new tournaments. Demand for facilities by tournament organizers is influenced by the specifications of the amenities such as having at least 280' + home plate to home run fence distances. The LQDF has diamonds with a length of 300' distance, which is likely to make them desirable, especially for softball games involving higher performance players who can hit balls long distances.

Weekend demand can be affected by the amount of use facilities book for local league play. For example, some leagues run from April to June, which can open up the availability of diamond facilities during summer months. Based on discussions with the Langdon Little League and Langdon Softball Association, this pattern of demand is similar in Langdon, and these organizations would organize their schedules accordingly.

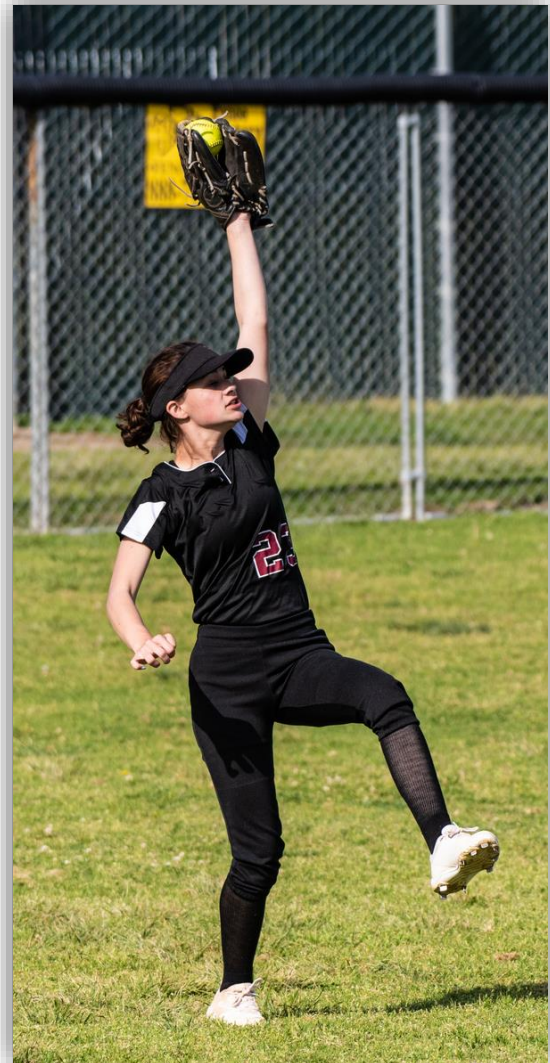
Regional and provincial competitions are organized by Provincial sport bodies such as Baseball Alberta and Softball Alberta. These events occur throughout the province and facilities may have an opportunity to periodically host these events.

There are organizations that organize softball tournaments in the Calgary region, throughout Alberta, as well as the country as a whole. Examples of these organizations include Calgary Sport and Social Club, NSA Canada, and Slo-Pitch National. Interviews conducted for this study suggest that there is interest to host tournaments at the LQDF. It has several appealing features including the length of field between home plate and home run fences, the height of outfield fences, and its location within the region. Some diamond facilities provide exclusive rights to use to these organizations, but this kind of arrangement can limit use of the facilities to members of those organizations for

tournament play (rather than being more accessible to the general public).³

Based on information gathered for this study and interviews conducted with similar facilities around the province, it is expected that the LQDF will attract tournaments most weekends from both local and non-local markets, while accommodating local league play during weekdays, particularly during May through June.

Being located close to Calgary appears to be beneficial as there are a lot of teams and organizations that want to organize tournaments. Nonetheless, to ensure that there are tournaments at the LQDF, it will need to be marketed and promoted in the marketplace.



³ Note: the Langdon Softball Association is affiliated with NSA Canada.

Types of Operating Approaches

Through the research conducted for this study, two types of operating models for diamond facilities owned by municipalities were identified.

- *Municipally Operated* - The Municipality itself manages bookings and accounting (payments for rentals) and maintains the diamond facilities. In some cases, contractors may assist the Municipality with maintenance by providing specialized services (e.g., fertilization, pest control, portable toilets, etc.) or consultation (e.g., outfield and infield restoration and repair). For instance, in several interviews, representatives indicated that specialists from Olds College, Horticulture, had been consulted about turf grass management.
- *Community Group Operated* - A community group is contracted by the Municipality to provide administration and maintenance services for a diamond facility. Examples identified in the research include Agricultural Societies, sport organizations (baseball or softball associations), and community associations. These organizations were contracted for all aspects of operation and typically had adequate inhouse staffing levels for administration and maintenance.



Based on interviews conducted for this study with comparable facilities, it was more common for Municipalities to operate the diamond facilities than community groups. When asked why the Municipalities had not contracted the facility's operation, various explanations were offered:

- The most common response was that there had never been interest expressed by community groups to operate the diamond facilities.
- One representative indicated that within the Parks department there is horticultural and turf management knowledge and resources available to effectively maintain the diamonds and address challenges that might arise such as pest control or damage to the amenities. This representative indicated that temporary staff are hired to provide basic maintenance of the diamond amenities during the operating season, while full-time Parks staff provide support and perform or address more complex maintenance tasks and issues.
- Another representative indicated that since diamond facilities require daily maintenance that some community groups (volunteer-based) do not want to assume the responsibility of hiring and administering paid staff that is necessary to manage the facility and ensure the diamonds are maintained at standards that have been set by the Municipality.
- It was also suggested by other representatives that the Municipality can apply arms-length objectivity about how the diamond facilities are operated:
 - Maintenance staff determine if diamond facilities should be open after inclement weather such as rain or snow as sport organizations are more likely to want to use the amenities even if they are not suitable for play.
 - Municipalities should make decisions about bookings and scheduling to mitigate bias or preferences for schedules and booking times.

Some Municipal representatives indicated that teams or leagues that regularly use the diamond facilities are provided opportunities to conduct additional maintenance such as infield dragging or racking. Essentially, coaches or managers are provided access to some equipment so that they can provide supplementary maintenance, if necessary.

Some of the reasons community groups operate Municipally owned diamond facilities include the groups being the only or main user, costs to operate are lower (mainly if Municipalities have unionized staff), and there is limited bureaucracy to respond to market conditions (e.g., quickly reduce prices if necessary).

Community groups operating municipally owned diamond facilities, at least those similar in scope to the LQDF in terms of number of diamonds, maintenance requirements, and level of investment, typically have paid staff that are responsible for other amenities or functions within the organization. These groups may have volunteer boards that govern the organization; however, these boards are supported by multiple paid staff who have the capacity to effectively plan, coordinate, develop, and maintain the diamond facilities. Issues can arise during the preparation of the amenities at the beginning of the season, weekly during the playing season with market development and bookings, and maintenance and repairs, and shut down at the end of season that need to be addressed. Having both full-time paid management and front-line staff within the organization enable these groups to respond to these issues efficiently and effectively.

Interested Stakeholders

As part of this assessment study, consideration was given to potential interest within the community and among private contractors to operate the LQDF, either in whole (administration and maintenance) or in part (maintenance only). Through these investigations, there was enough interest identified among several organizations to suggest that a widely promoted Expression of Interest may attract potential applicants to effectively gauge the market for possible operators of LQDF.

An Expression of Interest should solicit:

- Applicants interest in administration and/or maintenance of the facility.
- The capacity, capabilities, and resources within the organization to operate the facility.
- Experience operating facilities of similar scope and size of the facility.
- In house expertise or certification in horticulture, turf and soil management, and pest control practices.
- Methods and procedures employed for quality control, continuity, market development and engagement.



Existing Diamond Facilities in Langdon and Other Areas in the County

There are currently two shale infield diamonds at Langdon Park in Langdon. These facilities are managed by the Langdon Community Association, which is responsible for booking and scheduling the diamonds and maintaining the infields.⁴ Any surpluses or deficits from operating the diamonds are the responsibility of the Langdon Community Association. The County's Cemetery Services cuts and maintains the grass at the diamonds.

The Langdon Community Association has expressed interest in operating the LQDF. In discussions with representatives of this group, it was assumed that the current arrangement for the two existing diamonds would transfer to the LQDF in that they would be responsible for administration as well as maintenance of infields and Cemetery Services would maintain the grass.

This arrangement is different from other diamond facilities and sports fields operating in the County. For instance, there are two diamonds at the Indus Recreation Centre, which is responsible for all the administration and maintenance of the amenities, as well as surpluses or deficits that may result. This arrangement also applies to the Springbank Park for All Seasons, which operates two diamonds and soccer and football fields, and the Chestermere Regional Recreation Centre that operates three diamonds and soccer fields. There are also parks located throughout the County that are operated by community groups, which are responsible for all aspects of operations and do not receive assistance from Cemetery Services. These circumstances and approaches should be considered in the development of an operating model for the LQDF.

In addition, the operation of future facilities in the County generally should be considered. It is expected that diamond facilities similar to that of the LQDF may be developed in other areas of the County such as in the urban hamlets of Harmony, Conrich, Glenbow Ranch, Balzac West, and Cochrane

Lakes. It would be advantageous to apply consistency and fairness in how existing and future facilities are developed and operated throughout the County.

The LQDF was initiated by community groups in Langdon such as the North Bow Community Facilities Board and Langdon Community Collaborative, which includes the Langdon Community Association, Langdon Softball Association, and the Langdon Little League.⁵ These community groups raised funds (approximately \$46,000 from fund raising and left over amounts from Operational Grants and the Langdon Tax Levy) and applied tax levies and facility reserves (about \$388,500 from Langdon Tax Levy, Regional Tax Levy and Joint Regional General Facilities Reserve for Indus and Langdon) to support the capital costs of the LQDF. The remaining funds for the project were sourced from General Regional Reserves of the County.

It is also worth noting that the Langdon Community Association representative suggested that the organization that is ultimately responsible for the LQDF might also operate the two diamonds at Langdon Park to take advantage of economies of scale and shared resources.



⁴ Note: the infield are maintained by members of the Langdon Softball Association.

⁵ Note: the LQDF was originally proposed by the North Bow Community Facility Board, which recently dissolved to become part of the Langdon Community Association.



LQDF Business Case

In 2017, a business case was developed for the LQDF (*Langdon Community Campus, Quad Ball Diamonds Facility Business Case*). Some of the findings in the business case have been reflected in previous sections of this Situation Analysis in terms of markets and users.

Preliminary operating budgets were presented based on an operating model that the ... "Langdon Softball Association operations⁶ of the facility (License of Occupation to be managed by the North Bow Community Facility Board and sublet to the Langdon Softball Association).⁷

Presentation of the business case to County Council further suggested that these initial estimates were based on an 'enterprise' model that would be revenue positive and no ongoing support would be anticipated from the County.⁸

The business case and its findings have been reviewed and considered within the analysis of this assessment.

Further Development of the LQDF Required

While the diamond facility was constructed in 2020, it is expected that the fields will need time to become established (e.g., for optimal grass germination and establishment). Current estimates suggest that four weeks after ground thaw will be needed for the grass to become properly established. As such, the facility will likely not be ready for use until the end of May or into June. This delay will affect how the diamond facility is operated in 2021 in terms of its availability for use.

In addition, the company that built the facility will be responsible for many aspects of its maintenance until the end of the 2021 season (e.g., October) as part of its construction agreement. Therefore, maintenance requirements for 2021 will be different than future years. These circumstances have also been considered in this assessment.

⁶ Note: it is assumed that term 'operations' was meant to be 'operates'.

⁷ Source: *Langdon Community Campus, Quad Ball Diamonds Facility Business Case*, 2017, page 15.

⁸ Source: Quad Ball Diamond Facility Business Case, Rocky View County, Council Presentation, March 2017.



Operational Requirements

There are various requirements that will be necessary to define assumptions and expectations for an operating model of the LQDF. This section of the assessment summarizes these requirements.

Operating Season

Baseball and softball seasons typically occur between May and September in the Langdon area. Depending on the weather, the minor baseball season can begin in April with tryouts and practices, while adult softball begins around the beginning to middle of May.

With other diamond facilities in Alberta, maintenance staff typically begin to prepare for the season in April spending several days getting the infields and outfields ready, making repairs, and ensuring the amenity is safe for play.

The beginning of the operating season can be delayed if the ground has a late thaw, snow remains on the ground, or the fields become soaked from rain.

Leagues typically have spring and summer seasons. The spring season occurs in May and June and the summer season can run from July to September.

Tournaments begin in early May and can run through to September or October depending on weather.

At the end of season, maintenance crews prepare the facility for shut down.

Operational Hours

Since the LQDF does not have lights for evening play, the fields will typically be available for rent from at least an hour after sunrise and before sunset (see appendices).

Play during weekdays usually begins around 5:00 pm. This means that during May, August, and September, one game can be accommodated during weekdays, while two games can occur in June and July.

Booking and User Engagement

Scheduling and bookings usually begin in January and February for tournaments and when leagues have their registrations and know how many players will be involved.

It is common for regular users of diamond facilities to have first rights of refusal to book schedule times.

Some operators of diamond facilities have engagement meetings prior to the beginning and after the conclusion of the playing seasons to communicate issues and become informed about issues or concerns of user groups.

Pricing

Diamond facilities throughout Alberta use various pricing schedules or schemes to charge user groups (see table at bottom of page).

In some cases, hourly rates are charged for local groups, while in other cases they are charged for each game they play. In a few cases, leagues are charged for each team that uses diamonds.

Some facilities charge local users rates that are lower than non-local users. For other facilities, the rates are the same no matter the user group.

For tournaments, facilities can charge hourly, daily, per game, or entire facility rates (e.g., per quad rates).

For the purposes of this assessment, the following pricing schedule will be used (prices have been developed based on analysis of all schedules presented in the table below):

- Local youth - \$250 per team per season
- Local adult - \$500 per team per season
- Local tournament - \$1,150 a weekend for the quad
- Local tournament - \$1,350 a long weekend for the quad
- Non-Local Tournament - \$1,250 a weekend for the quad
- Non-Local Tournament - \$1,450 a long weekend for the quad



Pricing for Selected Diamond Facilities in Alberta (2018 to 2021)																	
		Airdrie		Blackfalds			Calgary		Medicine Hat		Okotoks		Red Deer (Edgar Athletic Park)		Three Hills		
		Local	Non-Local	Local Non-Profit	Local	Non-local	Class B Field	Devon	Leduc	Affiliate	Public	Local	Non-Local	CASPA Rate	Public Rate	Strathmore	Local Non-Local
per diamond	Hourly			9.30	15.50	18.60			35.50	21.00	28.00					35.00	
	Hourly - youth						40.24	13.00				17.62	32.03				
	Hourly - adult						80.90	26.00				24.04	32.03				
	Daily			74.40	124.00	148.80			178.00							250.00	
	Daily - youth							73.00									50.00
	Daily - adult							138.00									75.00
	1 game													38.00	42.00		30.00
	2 game													68.00	77.00		
	Tournament per weekend	169.00	338.00														90.00
	Hourly - Premier facilities - Youth											70.38	127.97				
per quad	Hourly - Premier facilities - Adult											95.98	127.97				
	One Day Tournament													625.00	675.00		
	Weekend Tournament (including Friday evening)			446.40	744.00	892.80								1,100.00	1,200.00	1,100.00	
	3 Day (Long) Weekend Tournament			669.60	1,116.00	1,339.20								1,500.00	1,600.00		
Other	Camping area rental													100.00	100.00		
	Concession (day rate)			49.50	82.50	99.00											
	Concession (weekend rate)			148.50	247.50	297.00											
Organized Groups	T-Ball/Mini																75.00
	Youth under 11 years of age								354.00								
	Youth per Team							232.00	473.00								150.00
	Adult per Team							425.00	709.00								200.00
	Youth per Player	28.00															
	Adult per Player	39.50															

Maintenance

Maintenance standards have been developed for the LQDF based on information provided by the engineering and landscape architectural firm that designed the facility, input provided by the building contractor through a quote to maintain the facility, and interviews conducted with similar facility operators in Alberta.

The table below shows the tasks and procedures that have been defined for the LQDF throughout the playing season including field pre-season preparation and year end take down and daily, weekly, monthly, and periodic inspections, maintenance, and repair between April and September.

This schedule represents minimum standards and estimated hours to conduct maintenance at the LQDF. Based on the average weekly hours of approximately 26.5 to 36.8 depending on the month, it is reasonable to assume that one full-time equivalent maintenance position could be hired during the season.

Maintenance staff should have experience and training on sport field maintenance and turf management. Certification in these areas, as well as equipment operation would be beneficial assets, especially if the operating organization lacks internal resources to supplement the knowledge and skills of general labour positions.

Maintenance Standards and Schedules

	Month	APR	MAY	JUN	JUL	AUG	SEP		Contingency	Total Range	
	Days	15	31	30	31	31	30	Subtotal	±10%	Low	High
	HRS										
Daily: (2 to 3 hours)	2.5	37.5	77.5	75	77.5	77.5	75	420	42	378	462
Grounds inspection and repair											
Cleaning/repair of base locations - ground anchor sleeves											
Plates - home and pitching											
Outfield											
Fencing											
Garbage and litter removal											
Watering - infield and outfield											
Dragging and grooming (grading, brooming, raking)											
Line caulking											
Weekly (2 to 3 hours)	3	6	13	13	13	13	13	72	7	65	79
Mowing											
Tournament Preparation/Follow-up (1 to 2 hour weekly)	1.5		7	6	7	7	6	33	3	30	36
Inspection/Repair											
Monthly (8 to 10 hours)	10	10	10	10	10	10	10	60	6	54	66
Mound and plate repair											
Lip repair											
Parking lot upkeep/maintenance											
Periodic											
Rain rescue/damage	10	5	10	10	10	10	10	55	6	50	61
2 months (8 hours monthly)	8	8		8		8	8	32	3	29	35
Fertilizing											
Weeding, pest control											
Yearly (24 hours)	12	12					12	24	2	22	26
User Group Engagement/Top dressing/Year End											
Total Hours		79	117	122	117	125	134	696	70	626	765
Average Hours Per Week		36.8	26.5	28.5	26.5	28.3	31.3				

The organization that operates the LQDF should be responsible for the maintenance of the entire facility including infields, outfields, dugouts, common areas, parking lot, and other components (either by maintaining it fully with internal resources or contracting out the maintenance to another organization). In some respects, all aspects of the facility are integrated, and management of the maintenance function should be seamless. Due to the complexity of the facility such as turf development, soil composition, pest control, surface safety, moisture rescue and damage, etc., it would be better to have one organization responsible for and controlling the management of its maintenance.

This reasoning also considers that to fully appreciate the financial implications of the facility, all costs for its operation should be accounted for and this is best done by one organization. This method has been successfully employed with other recreation facilities in the County that assume full responsibility of operations.

Further, as the Langdon community grows, it is expected that other sport fields will need to be managed and it may be beneficial for the organization responsible for the LQDF to also operate these other outdoor amenities.

In addition, it would be worthwhile considering that as other similar facilities develop in the County, the knowledge and expertise obtained at the LQDF could be beneficially applied and transferred in other areas or communities.



Operating Models

Based on the findings of the situational analysis and operating requirements specified in the previous sections of this report, four different operating models have been developed and assessed for the LQDF. Two of the models involve contracting operations to a community group, while the other two involve the County operating the diamond facility.

For three of the models, the operator of the LQDF, whether it be a community group or the County, would principally rent the facility to user groups that provide league play or tournaments to their players.

The fourth model involves a community group being more entrepreneurial in its approach for use of the facility by organizing tournaments or other programming to generate revenue to cover operating expenses.

Estimates of the financial implications for each of the operating models is presented in the next page.

Operating Models

- *Community Group (NT)* - A community group operates all aspects of the facility (administration and maintenance) and principally rents the diamonds to user groups (including itself, if a sport group) for league play and practices and tournaments.
- *Community Group (T)* - A community group operates all aspects of the facility (administration and maintenance) and rents the diamonds to user groups (including itself, if a sport group), but also employs other revenue generating initiatives such as organizing tournaments and developing and delivering other revenue generating initiatives.
- *County* - Recreation and Parks department is responsible for all aspects of the facility (administration and maintenance) and principally rents the diamonds to user groups for league play and practices and tournaments.
- *County - Contractor* - Recreation and Parks department operates the administration of the facility, but contracts much of the maintenance to an independent contractor.



Estimated Operating Budget

	\$			
	Community Group (NT)	Community Group (T)	County	County - Contractor
Revenues				
Local Youth Leagues	750	750	750	750
Local Adult Leagues	16,000	16,000	16,000	16,000
Local Organized Tournaments	3,450	12,300	5,750	5,750
Non-Local Organized Tournaments	15,800	6,750	13,300	13,300
Facility Advertising	4,500	5,500	2,500	2,500
Tournament Revenues		30,000		
Total Revenues	40,500	71,300	38,300	38,300
Expenses				
Administration Salaries and Benefits	1,300	23,500	3,600	3,600
Maintenance Salaries and Benefits	21,700	21,700	27,100	14,300
Independent Contractors/Internal Services			2600	57,000
Professional Services	5,000	7,500		
Maintenance Materials and Supplies	15,000	15,000	15,000	15,000
Temporary Washrooms	7,000	7,000	7,000	7,000
Insurance	7,500	7,500	5,000	5,000
Equipment Costs (amortization/rental/fuel/interest)	14,200	14,200	10,850	7,500
Other	5,000	5,000	5,000	5,000
Total Expenses	76,700	101,400	76,150	114,400
Subtotal - Surplus/Deficit before Lifecycle Replacement	(36,200)	(30,100)	(37,850)	(76,100)
Lifecycle Replacement	88,300	88,300	88,300	88,300
Estimated Surplus/Deficit after Lifecycle Replacement	(124,500)	(118,400)	(126,150)	(164,400)

Assumptions to the Estimates:

- Budgets represent a full year of operation using 2021 dollars.
- Pricing as presented in the previous section of this report (see appendices for how pricing has been applied to revenue estimates.).
- Approximately 15 weekends are available for tournaments with limited onsite camping being available.
- Adverting revenues is a general estimate based on experiences of similar organizations.
- Tournament revenues for the Community Group (T) option assume 10 tournaments managed by the organization with a net surplus of \$3,000 per tournament (+\$1,150 for renting the facility). This estimate does not include food and beverage sales and expenses due to lack of concession.
- Staff costs are based on: community group - \$20 per hour for maintenance staff and \$25 for community group administration staff, \$25 to \$31.50 per hour for maintenance staff and \$50 for administration staff.
- Contractor expenses based on available quotes.
- Maintenance Materials and Supplies - Approximately \$12,200 is budgeted for fertilizers, \$200 for software, \$3,600 for shale and, potentially, water.
- Temporary toilet expenses are based on a quote for 6 portable toilets and servicing throughout the season.
- Professional services involve purchasing accounting services for audited financial statements.
- Equipment costs are based on approximately \$72,000 for all maintenance equipment and \$42,000 for just infield maintenance equipment. The equipment is estimated to have a 10-year life with a salvage value of 20% and an interest rate of 3%. Fuel is charged at \$20 per hour and equipment rentals (e.g., aerator at \$100 per hour).
- Other expenses are a general estimate for software, office supplies, etc.
- Lifecycle replacement involves a capital cost of \$2,435,985 for the facility, a garage at \$54,000, and scoreboards at \$27,000. The life of the facility is estimated at 40 years with an annual inflation rate of 1.77%.

The estimated budgets prepared for the different operating models suggest that each will likely require some level of contributions from the County to support operations. For three of the models, it is expected that operating deficits will be fairly similar ranging from approximately \$30,000 to \$38,000. The fourth model, County-Contractor is likely to result in a much higher deficit, although these estimates are not based on a competitive Request for Proposals process.

Each of the operating models present different benefits and risks. However, based on the development of operational requirements presented earlier and the qualitative comparative analysis presented on the subsequent page, it becomes apparent that the operating organization would benefit if it has additional capacity and capabilities such as other paid staff.

The diamond facility will need maintenance on a daily basis (or at least five times per week during the playing season). Days around weekends will be most important as this is the time when the diamonds will experience the greatest use from tournaments. If an organization has only one maintenance staff person who misses any of these days, there may be higher costs and player safety may be affected. While volunteers might be able to cover for potential employee absences, it's not an ideal situation as these volunteers may be distracted by other priorities. Ultimately, it would be beneficial for the operating organization to have other employees that can cover for staff that may be away from work.

As well, ball diamond facilities, particularly those that have multiple diamonds and are located near residential areas such as the LQDF will likely need to have individuals who can engage and communicate with the community to mitigate concerns about nuisances or noise. Senior representatives of an organization should address these types of issues rather than relying on maintenance crews. As such, an organization that has staff who can address these kinds of circumstances would be more advantageous than one that does not.

In terms of operating models, there are distinct aspects of each that are worth noting:

- *Community Group (NT)* - This is a less complicated approach to operations in that it mainly involves rentals to user groups. A trade off for its simplicity is that this operating model is less likely to generate revenue than the other community group approach. There are some similarities between this approach and the County operating model in terms of its straightforwardness. It would be more beneficial as an approach to consider if the operator could generate non-earned revenues to support operations and there were excess staff resources available that could perform the administrative tasks and fulfill the maintenance requirements (e.g., existing seasonal staff)
- *Community Group (T)* - There is more risk associated with this operating model in terms of developing a market and organizing and coordinating tournaments (or any other programming that might be developed). It is expected that this approach will take several years to fully develop and costs for administrative staff will be higher in the initial years of operation until the tournaments become known and established. There are a few similar operations in the region such as the On Deck Okotoks and Jaycee Slo-Pitch Park. Both of these facilities have more diamonds (7 and 10 respectively), temporary accommodations available in the immediate area (either camping or motels/hotels), and other amenities onsite such as concessions to sell food and beverage services. They also have large numbers of teams involved in their leagues, which represent ready markets for tournaments. It is also worth noting the ownership of On Deck Okotoks has many affiliate leagues in which it can market its tournaments. Similar to the other community group operating model, this approach would benefit from economies of scale if the organization operated other facilities or programs.

Comparison of Operating Models		
Operating Model	Potential Advantages	Potential Disadvantages
Community Group (NT)	<ul style="list-style-type: none"> Expected to pay lower staffing costs compared to other models. Community groups are responsible for 50% of lifecycle maintenance expenses (may need to access funds from other sources). If the organization operates other amenities (e.g., ice arenas), staff may be available for maintenance crew. Would be able to fund raise or access grants to support operations. (If a local group) May have invested interest in the community and success of facility. Likely to be responsive to community interests if a local community group. 	<ul style="list-style-type: none"> Requires engagement of professional accounting services expenses for accountability and controls. If the organization does not have other staff, there may be challenges covering work absences, delays in responding to user groups, etc. Would need to purchase or have access to all maintenance equipment. Defined standards of service would need to be agreed upon (between the County and operator) and monitored. May not have access to internal resources or supplementary sport field maintenance knowledge/expertise within the organization unless experienced staff are hired (potentially resulting in higher costs).
Community Group (T)	<ul style="list-style-type: none"> Community groups are responsible for 50% of lifecycle maintenance expenses (may need to access funds from other sources). Administration staff are likely to be accessible and available to customers (additional capacity required for tournament organization). There may be additional opportunities for community groups using this approach to generate additional revenues. If the organization operates other amenities (e.g., ice arenas), staff may be available for maintenance crew. Would be able to fund raise or access grants to support operations. (If a local group) May have invested interest in the community and success of facility. Likely to be responsive to community interests if a local community group. 	<ul style="list-style-type: none"> Likely has the highest risk associated with generating revenues and minimizing expenses. Need for accountability and control systems if cash is handled (e.g., payment for food and beverages). If the organization does not have other staff, there may be challenges covering work absences for maintenance staff. Requires engagement of professional accounting services expenses for accountability and controls. Would need to purchase or have access to all maintenance equipment. Defined standards of service would need to be agreed upon (between the County and operator) and monitored. May not have access to internal resources or supplementary sport field maintenance knowledge/expertise within the organization unless experienced staff are hired (potentially resulting in higher costs).
County	<ul style="list-style-type: none"> Resources and knowledge/expertise may be available from other departments (e.g., Cemetery Services, Asset Management, Purchasing, etc.) to support operations. Accountability and controls are inherent from internal resources and systems. Administration will be coordinated by existing staff that will be available to respond to user groups. Staff from the department or other departments are available to cover work absences. Resources are available to quickly cover emergency expenses, capital costs, etc. Would build capacity and capabilities within the department that can then be transferred to other operations. The County has defined standards of services. 	<ul style="list-style-type: none"> Will need to demonstrate success to local user groups and community to build support for operating the facility. There may be expectations among residents that surpluses would be used for other purposes (e.g., leave the community). Less likely to have direct knowledge of community issues if staff do not live in the community. Temporary or seasonal staff would need to be hired for maintenance (potential lack of annual continuity e.g., needing to hire new maintenance staff each year). May be less responsive to potential issues that arise including increasing costs (e.g., red tape). Lack of experience and knowledge for operating ball diamond amenities among existing staff within Recreation and Parks department.
County-Contractor	<ul style="list-style-type: none"> Resources and knowledge/expertise may be available from other departments (e.g., Cemetery Services, Asset Management, Purchasing, etc.), as well as from contractor to support operations. Termination of relationship with contractor is likely easier than with a community group if service expectations are not met. Accountability and controls are inherent from internal resources and systems. Administration will be conducted by existing staff who are likely to be available to respond to user groups. Staff from the department or other departments may be available to cover work absences. Resources are available to quickly cover emergency expenses, capital costs, etc. Would build capacity and capabilities within the department that can then be transferred to other operations. The County has defined standards of service, which could be specified in a contractual arrangement with a private contractor to ensure same levels of services are provided. 	<ul style="list-style-type: none"> Expected to be the costliest operating model (highest expenses). Capacity and capability of operations is developed by an outside organization. Will need to demonstrate success to local user groups and community to build support for operating the facility. It may be challenging to hire seasonal part time staff to conduct basic maintenance. There may be expectations among residents that surpluses would be used for other purposes (e.g., leave the community). Less likely to have direct knowledge of community issues if staff do not live in the community. Temporary or seasonal staff would need to be hired for maintenance (potential lack of annual continuity e.g., needing to hire new maintenance staff each year). May be less responsive to potential issues that arise including increasing costs (e.g., red tape). Lack of experience and knowledge for operating ball diamond amenities among existing staff within the Recreation and Parks department.

- *County* - The County operating model benefits from the resources that are available within the Municipality such as staff within the Recreation and Parks department, as well as other departments such as Cemetery Services, Asset Management, Purchasing, Financial Services, etc. As well, if an emergency occurs or repair is needed and funds are required, the department has available resources to address the expense. In contrast, this approach would be a new venture for the department and existing staff do not have experience operating a diamond facility. This could be overcome by working and consulting with representatives of other departments that have experience with maintaining ball diamonds and other parks areas. Should the department take on the operation of the facility, it will need to ensure it is successful to gain the confidence of the community, which is going to be difficult given that some other local organizations wish to operate the facility. On a final note, a recommendation in the recent Recreation and Parks Master Plan suggests that the department should develop systems to help facility operators in the County attract additional bookings. This initiative would assist in beginning this process within the department. It may also benefit in the development of other facilities in the County.

It is not recommended that the County take on the role of organizing tournaments. While there may be local residents that engage in these events, many of the participants will be non-County residents and teams. The mandate of the Recreation and Parks department emphasizes serving County residents and communities and organizing tournaments at the LQDF may be a bit beyond this scope.

- *County - Contractor* - The County could contract a private company to perform maintenance

tasks and, possibly, book user groups of the ball diamond facility.⁹ Companies such as these would bring valuable knowledge and expertise to the operations. Over the next year, some of the maintenance of the facility will be conducted in this manner. However, it is expected that the cost associated with this operating model would be higher than the other approaches. Conducting an Expression of Interest followed by a Request for Proposal process would determine if the assumed costs of this approach are appropriate.



⁹ Note: Recreation and Parks could conduct the booking function itself or contract it out.

Based on the analysis presented above, it is recommended that the Recreation and Parks department consider operating the LQDF itself using the County operating model. In the short-term, it is expected that the LQDF will operate at a financial deficit no matter which operating model is adopted. Further, the financial deficit levels are expected to be similar if the Recreation and Parks department operates the facility or if a community group does. By adopting the County approach, the Parks and Recreation department assumes the risk associated with the facility's operation rather than the community group.

This approach does not preclude community groups from organizing tournaments at the LQDF. Indeed, local user groups will have first rights of refusal for booking the LQDF. Should a community group want to organize tournaments to raise funds for its organization or the community at large, it can do so. Further it allows community groups to organize tournaments without the concern of operating the facility, especially if the facility operates at a deficit.

A further benefit of this approach is that the Recreation and Parks department can begin to develop systems and processes that will help in the development and operation of other facilities in the County.

It should be noted, however, that the Recreation and Parks department will need to purchase equipment to operate the park. In the first year, this expense will be mitigated by having the company that constructed the facility conduct a major component of the maintenance.



Concluding Remarks

The LQDF is an exciting development for the Langdon community and the County as a whole. It is a necessary addition for the Langdon community given the growing population and involvement in baseball and softball activities among local area residents.

This assessment has examined four different models for operating the LQDF. There are various benefits and risks associated with each operating model identified for the LQDF. Even so, the analysis presented in this report suggests that the Recreation and Parks department should consider operating the LQDF itself.



There are various reasons for this presenting recommendation:

- It is expected that the LQDF will operate at a financial deficit no matter which operating model is adopted, at least over the next few years. By operating the LQDF, the Parks and Recreation department assumes the risk associated with the facility's operation rather than expecting community groups to bear this responsibility.
- There are opportunities for community groups to generate funds by organizing tournaments or developing and delivering other programming. Local user groups will have first rights of refusal for booking the LQDF and, if a community group wants to organize tournaments, it can do so without the concern of operating the facility. In this way, the community group can raise funds for its organization or the community and not be impeded by operating deficits associated with the LQDF.
- A recommendation in the recent Recreation and Parks Master Plan suggests that the department should develop systems to help facility operators in the County attract additional bookings. By operating the LQDF, the department can begin to develop marketing and booking systems and processes that will help other facilities in the County.

- In 2021, much of the maintenance at the LQDF will be conducted by the company that constructed the facility. Over the next year, the Recreation and Parks department can work closely with the County's Capital Projects and the company to ensure that appropriate maintenance methods are developed and adopted and that it is ready to apply similar practices in the 2022 season.

Other recommendations developed from the assessment include:

- The operator of the LQDF should be responsible for the maintenance of the entire facility including infields, outfields, dugouts, common areas, parking lot and other components.
- Local markets should have priority of use over non-local markets at the LQDF.
- Youth organizations should pay rates that are lower than adult organizations to encourage participation among children and youth in the community.
- In the future, new local groups that start up should have access to the LQDF, just as existing organizations have access.
- Tournaments organized by local user groups should be given priority over those organized by non-local user groups.
- The operator will need to market and promote the LQDF to attract tournaments to the facility.
- There appears to be sufficient interest to conduct an Expression of Interest process for organizations that might be contracted to operate the facility.
- Safety of users and visitors should be a principal priority at the LQDF (e.g., need for daily inspections of infields, outfields, and amenities at the facility).



Appendices

Project Methodology

Interviews were conducted with representatives of the following organizations:

- Town of Blackfalds
- Town of Devon
- Town of Innisfail
- Town of Ponoka
- Town of Redcliff

(The above communities were selected due to population size, facility components; proximity to major urban centre; and availability of representatives to be interviewed)

- Langdon Little League
- Langdon Softball Association
- Langdon Community Association
- Binnie
- Benchmark Projects
- Slow Pitch National Alberta
- Bow Valley Agricultural Society
- Rocky View County, Capital Projects
- Rocky View County, Cemetery Services
- Rocky View County, Transportation/Asset Management

Additional information gathered from the following communities:

- City of Airdrie
- City of Calgary
- City of Leduc
- City of Medicine Hat
- City of Red Deer
- Town of High River
- Town of Okotoks
- Town of Peace River
- Town of Strathmore
- Town of Three Hills

The consultants conducted a site visit of the facility, Langdon community, and surrounding area.

Review of the following information:

- 2020 Baseball Alberta Handbook.
- Alberta Recreation Surveys, 2000, 2004, 2008, 2013, 2017
- Bow North Recreation District, Household Survey Report, 2018.
- Canadian Fast Pitch Championship Play, Age Categories & Distance Table.
- Canadian Slo-Pitch Championships Age Categories & Distance Table.
- City of Calgary, Sport Field Strategy, 2016.
- City of Red Deer, Outdoor Sports Fields, Inventory, Assessment, and Analysis, 2014.
- Field Maintenance, A Basic Guide for Baseball & Softball Fields of all Levels, Baseball Tomorrow Fund, 2012.
- Langdon Community Association, Financial Statements, 2019.
- Langdon Community Campus, Quad Ball Diamonds Facility Business Case, 2017.
- Lease Agreement for Langdon Park, Langdon Community Association and Municipal District of Rocky View No. 44, 2002.
- North Bow Community Facility Board Presentation, Langdon Community Campus, March 6, 2018.
- North Bow Community Facility Board, Campaign Planning and Preparation, Final Report, 2013.
- North Bow Community Facility Board, Langdon Baseball Diamonds Project, July 23, 2019.
- North Bow Community Facility Board, Langdon Quad Complex, Facility Concept Designs 2017.

- North Bow Community Facility Board, Recreation Facility Needs Assessment and Feasibility Study, Interim Needs Assessment Summary Report, 2005.
- Rocky View County, Area Structure Plan, Langdon, 2016.
- Rocky View County, Boulder Creek Conceptual Scheme, 2003.
- Rocky View County, Bridges of Langdon Conceptual Scheme, 2016.
- Rocky View County, Capital Projects, Langdon Quad Diamond Complex, Budget Status Review, Nov. 2020.
- Rocky View County, Capital Projects, Langdon Quad Diamond Complex, Stakeholder Project Status Update, #1 through #10, 2020.
- Rocky View County, Community Survey 2010, Supplemental Analysis, Bow North/Langdon, 2010.
- Rocky View County, County-Wide Recreation Assessment Study, 2019
- Rocky View County, Langdon Crossing West Conceptual Scheme, 2005.
- Rocky View County, Langdon East Conceptual Scheme, 2005.
- Rocky View County, Langdon Meadows Conceptual Scheme, 2006.
- Rocky View County, Langdon Quad Diamond Complex, Maintenance, 2020.
- Rocky View County, Mornington Conceptual Scheme, 2011.
- Rocky View County, North Bow Community Facility Board Quad Diamond Business Case Presentation, March 7, 2017.
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- Softball Canada, Softball Field Specifications, 2020.
- Town of Blackfalds, All-Star Park Master Plan, 2016.
- Turf&Rec, Ball Diamond Maintenance Management, 101, 2017.

Pricing Information:

- Arnes, Commercial Aerators and Rakes Pricing Schedule, 2020.
- Arnes, Commercial Brush Cutters, Pricing Schedule, 2020.
- Arnes, Commercial Lawn Mowers Pricing Schedule, 2020.
- ASAP Sites Services, Portable Toilets Rentals, Pricing, 2020.
- Langdon Community Group, CFEP Small Funding Stream, Equipment Pricing.
- Marcoclay, Diamond Maintenance Tools, Pricing Schedule, 2020.
- Marcoclay, Drag Mats, Pricing Schedule, 2020.
- MVP Athletic Supplies, Field Equipment and Maintenance, Pricing Schedule, 2020.
- Porta Potty Rental - Cost, Complete Guide, Prices, 2020.
- Sports Turf, Bannerman Diamond Edger, Pricing Schedule, 2020.
- Sports Turf, Bannerman Diamond Master Leveller and Surface Restorer, Pricing Schedule, 2020.

Binnie File No. 19-0780-01

Langdon Quad Diamond Complex

MAINTENANCE

Rocky View County

August 2020

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ROCKY VIEW COUNTY

MAINTENANCE
LANGDON QUAD
DIAMOND COMPLEX

1.1 NATURAL TURF MAINTENANCE

1.1.1 Natural Turf Maintenance Standards

This is similarity in terminology, maintenance standards, and recommended equipment regarding natural turf maintenance programs within Canada as majority of the natural turf standards are based on terminology from golf industry. Most standards / recommendations appeared to be minimal and at best remotely related to maximizing playing season and quality of the turf life cycle potential.

As a result, we have developed a maintenance program including standards, procedures, and equipment categories reflecting focused 'best practices' to:

- Maximize field life expectancy
- Ensure a place in an increasingly competitive market from other facilities higher end sports fields
- Enhance user experience and safety

Best management practices and annual operating effort for natural grass fields are illustrated below and align to the core standards list Refer to tables -

This summary chart demonstrated the different maintenance standards for each category of field and Maintenance frequencies will vary in consideration of the below points for a sustainable maintenance model that should be adopted by the County generally are as follows:

Table 1 – Recommendation Natural Turf Maintenance Standards

Operation Activity	Field Type
Classification	Unirrigated & Unlit
Mowing	1 per week
Aerate	1 per year
Field Marking	Daily, based on user group requirements
Fertilization	2 times per year based agronomist recommendations
Gypsum Application	Once per month until Sodium levels are reduced, Soil testing needs to be completed on monthly basis based agronomist recommendations
Soil Testing	Completed by Agronomist (Pick Sport Turf) or equal Three Times as year



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Topdressing & Overseeding	2 times per year
Irrigation & Drainage (Repairs)	0 per week
Weed Control	1 per week
Shale Dragging	Daily, based on user group requirements
Litter Pick Up	1 per 7 days

1.2 NATURAL TURF GRASS MAINTENANCE PRACTICES

1.2.1 Mowing

Turf maintenance heights range should be 7cm (2.75") and grass trimming is typically carried out once a week.

Where fields are irrigated, the frequency of the watering should be adjusted according to rainfall, temperature, and requirements of the turf species.

Leaf Removal has been addressed in other municipalities and mulching of leaves is promoted and practiced where possible.

1.2.2 Compaction management (Aeration)

Coring, slicing, spiking, drilling, vertical mowing, and injecting water into the soil are methods used to deal with soil compaction.

The reason why compaction management area important are because compaction breaks down soil structure and reduces the amount of pores space for air exchange, which is necessary for root growth and microbial activity. It also reduces the amount and rate that water can infiltrate into the soil and percolate down through the soil profile. Compaction is more likely to occur on fine-textured soils and less likely a problem on fields with coarse textured soils.

Management options include various cultivation practices such as coring, slicing, spiking, grooving, water, and air injection, drilling and solid tine cultivation. These operations still must be done at the correct time, at the proper depth when soil conditions are not wet and are required more often on high use fields.

Core cultivation (often referred as aerification) removes a core of soil, leaving a small hole which allows for better water and air movement into the root zone. Fertilizer and amendments can more easily reach the root zone resulting in a deeper more extensive root system.



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Coring with hollow tines or spoons removes a soil core which can be collected or left on the soil surface. Tines can be placed in various spacings and can range 6.35mm to 19mm (¼" - ¾") in diameter and penetrate the soil 75mm to 150mm (3-6"). Keep in mind that the size and spacing of tines influences the area of impact. Soil cores left on the soil surface should be allowed to dry and then dragged with a mat to break them up. This process mixes soil into the thatch layer where microorganisms can begin to decompose the thatch. This would be a good time to apply lime or fertilizer if needed.

Solid tines disturb the soil surface less than coring, but they compact the bottom and sides of the holes.

Spiking uses solid tines to punch holes into the soil when less soil surface disruption is desired. This action actually causes compaction at the bottom and sides of the hole and is not as effective as hollow tine coring in improving soil physical properties. However, it is effective on heavily compacted areas especially when improving soil aeration is desired.

Deep drilling can create channels to a 300mm (12") depth with metal bits up to 25mm (1") in diameter. This kind of cultivation is often used to improve subsurface drainage on highly compacted areas of football and soccer fields. Fields may benefit from deep tine aerification once or twice a year if the drill goes deep enough to go below the depth of compaction.

Vertical mowing uses blades that cut vertically into the turf canopy to sever lateral stems. This practice helps to increase turf density, remove thatch at the soil surface and prepare the turf for overseeding.

Injecting high pressured water into the soil through small-diameter nozzles opens channels for roots to grow with limited disruption of the surface.

1.2.3 Field Marking / Line painting

Field Marking/Line Painting would be occurring as indicated in Table 1 – Recommendation Natural Turf Maintenance Standards.

1.2.4 Fertilization

The overall goal for the fertilization for sports field is to provide adequate nutrition that promotes turf density and in turn improves field safety and playing conditions. Fertilization and topsoil testing to ensure that proper amount of nutrients are being applied to turfgrass to ensure that application is not applied in under amount or other amounts to the sports fields.

The logo for BINNIE, featuring the word "BINNIE" in a bold, blue, sans-serif font. The letter "B" is stylized with a blue and white graphic element.

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Many factors will influence the ultimate fertility program you develop including grass species, soil type, time of year, intensity of field use, performance expectations, specific sport, budget, equipment, available labor, etc.

Soil testing

Soil testing is an important routine management practice and an essential tool when developing a fertilizer program that promotes good turf growth while protecting the environment.

1.2.5 Topdressing

Topdressing is the application of a uniform thin layer of soil or finely granulated organic materials applied over the turf surface. It is used to level the playing field when minor variations or depressions are apparent, help to amend physical soil properties and create a better growing environment for the turf and help reduce thatch.

1.2.6 Overseeding

Overseeding is the periodic application of seed to an existing turfgrass stand to improve turf density. The reasoning for overseeding must be done on a routine basis on high-use fields, as this give the turfgrass the chance to improve density, more uniform, and safe playing surface. As the overseeding of the field provides sports field team with ability to apply more aggressive types of the cultivator of perennial rye, Kentucky Blue Grass to the field to fill in high wear patterns on the fields which include goal mouths and centerlines of the field.

1.2.7 Irrigation

The sports field should have the irrigation system reviewed or inspected on weekly basis to ensure that field is not being overwater or leaks within irrigation system. Irrigation system should be inspected weekly to ensure no leaks and that preventative repairs can be made. Overall water management program for the field itself is to ensure the field is not be under or over water during week. If a smart technology which could be moisture sensor, central control system or smart irrigation controller is used with irrigation system, it can reduce the amount of the water used for sport field irrigation.

1.2.8 Drainage

The sports field should be reviewed on weekly basis for any drainage and overland drainage issues. This should be conducted during grass cutting.

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1.2.9 *Weed Control*

Weed Control needs to be occurred with correct herbicides and application methods on as needed basis, example around bleacher areas, general weed control in fields. Good fertility program will make these costs marginal.

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DIAMOND COMPLEX**1.2.10 Fertilizing, Over-seeding and Topdressing Maintenance Practices**

Over-seeding - Recommendation		
SUPPLIER	SEED MIXTURE	APPLICATION RATE
PICKSEED	FUTURESPORT	2 kq / 100m ²
PICKSEED	SPORTS TURF STADIUM	3 kq / 100m ²
PICKSEED	SPORTS TURF	2 kq / 100m ²
Or approved equal and based on agronomist recommendations		

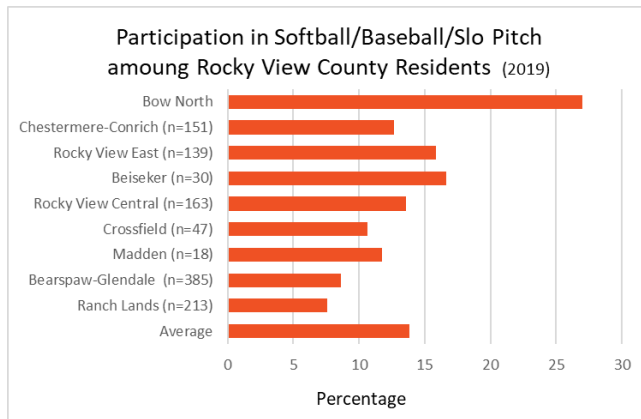
Fertilizing - Recommendation	
ELEMENT	FERTILIZE
Ratio	2:1:2
Nitrogen (N)	18
Phosphorus (P)	9
Potassium (K)	18
Application Rate	50 kilograms of actual nitrogen per hectare
Quantity of Nitrogen per season	300 kilograms per season
Or approved equal and based on agronomist recommendations	

Topdressing Material Recommendation	
SOIL TYPE	PERCENTAGE
SAND	80%
TOPSOIL	20%
The topdressing material should be sandy loam mixture at minimum requirement.	

Over-seeding – Seed Mixture Ratio	
SEED	PERCENTAGE
PERENNIAL RYEGRASS	40%
KENTUCKY BLUE GRASS	60%

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**Data from the Rocky View County,
County-Wide Recreation Needs
Assessment Study, 2019 and Bow
North Recreation District Household
Survey, 2018.**



Source: 2019 Rocky View County Rocky View County Recreation Needs Assessment Study and 2017 Bow North Recreation Needs Assessment Survey

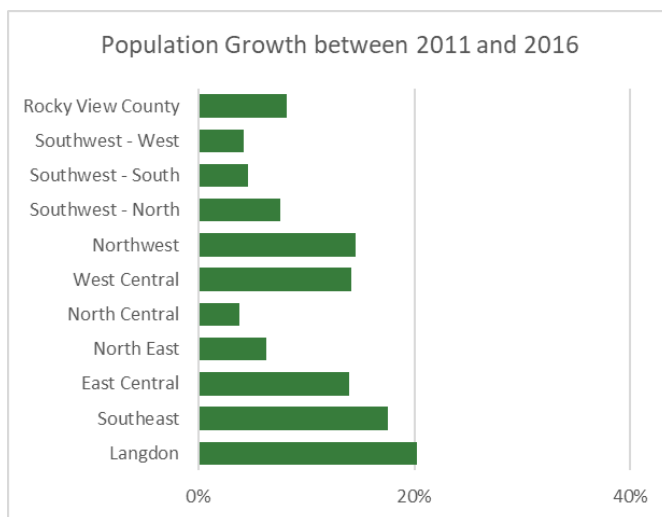
Typical Sunset Times in Calgary Region

Month	Beginning of Month	End of Month	Average Sunset
January	4:41	5:26	5:03
February	5:26	6:14	5:50
March	6:18	8:09	7:13
April	8:10	8:58	8:34
May	8:59	9:41	9:20
June	9:42	9:54	9:48
July	9:54	9:23	9:38
August	9:21	8:23	8:52
September	8:20	7:15	7:47
October	7:13	6:11	6:42
November	6:09	4:33	5:21
December	4:32	4:40	4:36

Source: <https://www.timeanddate.com/sun/canada/calgary>

Population and growth in Langdon

Population of Langdon in 2018 - 5,364 (Municipal Census)



Source: Statistics Canada, Community Profile, 2011 and 2016

Revenue Estimate Assumptions

Pricing:

- Local youth - \$250 per team per season
- Local adult - \$500 per team per season
- Local tournament - \$1,150 a weekend for the quad
- Local tournament - \$1,350 a long weekend for the quad
- Non-Local Tournament - \$1,250 a weekend for the quad
- Non-Local Tournament - \$1,450 a long weekend for the quad

Local Leagues:

- Local Youth Leagues - 3 teams (2 during spring season and 1 during summer season) x \$250 per team
- Local Adult Leagues - 24 teams total with 16 teams playing each of the spring and summer seasons (or 32 teams registering in total for both seasons) x \$500

Tournaments:

	<u>Community Group (NT)</u>	<u>Community Group (T)</u>	<u>County</u>	<u>County - Contractor</u>
Local Organized Tournaments	3 x \$1,150	(6 x \$1,150) + (4 x \$1,350)	5 x \$1,150	5 x \$1,150
Non-Local Organized Tournaments	(8 x \$1,250) + (4 x \$1,450)	(5 x \$1,350)	(6 x \$1,250) + (4 x \$1,450)	(6 x \$1,250) + (4 x \$1,450)

Maintenance Equipment and Estimates

Base Boxes	\$ 2,400
Utility Vehicle 1	\$ 10,000
Utility Vehicle 2	\$ 20,000
Shale Mesh and Nail drags	\$ 1,800
4 Wheel Chalker	\$ 800
Hoses and sprinkler cart	\$ 5,000
Mowers	\$ 20,000
Leveller and Surface Restorer	\$ 10,000
Other tools	\$ 2,000
	\$ 72,000

General Analysis of Local Use of Fields

			Practice	Game	Total
			hrs	1.0	1.25
			#	1.0	1.0
T-ball to 5 minor currently use open field	Tball Teams	7	7	4	11
	Coach Pitch Teams	3	4	7	11
	Minor teams	5	5	16	21
			18	30	48
			hrs	1.25	2
			#	4.0	2.0
Major Teams to All Star	3 Major Teams	3	15	12	27
	1 Junior Team	1	5	4	9
	1 All Star Team	1	5	4	9
			25	20	45
			hrs	1.5	
			#	0	2
Adult Softball	Teams	16	0	24	24
Total Use of Fields					117
Total weekly hours of use per field					
2 fields (Langdon)					58
4 fields (Langdon and Indus)					29
6 fields (Langdon)					19
8 fields (Langdon and Indus)					15
			days	hrs	
Prime Time Hours	Mon - Friday 5 to 9	5	4	20	44
Available Per Field	Sat - Sun 9 to 9	2	12	24	
Total weekly hours surplus/deficit of available fields					
2 fields (Langdon)					-29
4 fields (Langdon and Indus)					59
6 fields (Langdon)					147
8 fields (Langdon and Indus)					235
Total weekly hours surplus/deficit of available fields if weekends used for tournaments					
2 fields (Langdon)					-85
4 fields (Langdon and Indus)					-53
6 fields (Langdon)					-21
8 fields (Langdon and Indus)					11



RECREATION, PARKS & COMMUNITY SUPPORT

TO: Recreation Governance Committee

DATE: January 27, 2021 **DIVISION:** 2

FILE: N/A **APPLICATION:** N/A

SUBJECT: Municipal Sustainability Initiative (MSI) Funding – Springbank Recreational Initiatives

POLICY DIRECTION:

The purpose of the Recreation Governance Committee (RGC) is to act as an approving body regarding matters pertaining to recreation, parks, and cultural services in the County, including grant applications, studies, and master plans, as well as to support recreation, parks, and cultural facility development and programs.

EXECUTIVE SUMMARY:

In July 2013, in response to recreational Municipal Sustainability Initiative (MSI) funding for regional areas, Council passed a motion earmarking a maximum of \$2.2 million dollars of MSI funding for recreation projects in the Springbank area.

To date, a total of \$1,460,000 of the MSI funding earmarked for recreation projects in Springbank has been allocated. To utilize the remaining \$740,000.00 funds, Administration is presenting two scenarios for RGC's consideration:

1. Springbank Park for All Seasons' (SPFAS) request to secure remaining MSI funds to partially address the funding gap to complete the Red Dutton Arena project and other capital projects.
2. Signalizing Range Road 33 and Springbank Road to ensure safety of residents that use this roadway for recreation purposes. Improvements promote connectivity for future pedestrian and pathway development, encouraging further community and recreational development in the area.

Should RGC be supportive of either of these two recreational initiatives, Council approval and an application to the Government of Alberta's MSI Program in the amount of \$740,000 would be needed. All projects have been preliminarily reviewed against the MSI program criteria and are in alignment with Provincial requirements.

BACKGROUND:

On July 16, 2013, Council allocated a maximum of \$2.2 million of Municipal Sustainability Initiative (MSI) funding to the Springbank regional area, which may include lands yet to be identified, to support new recreational and cultural amenities or future expansion of recreational and cultural amenities in the region.

To date, \$1,460,000 of a total \$2,200,000 MSI funding earmarked for recreation projects in Springbank has been allocated as follows:

- \$1,069,000.00: SPFAS – for lifecycle improvements identified in the 2019 Stantec Capital Renewal Plan.
- \$300,000.00: SPFAS – for improvements related to the life cycling and expansion to the front entrance, concession, and washroom areas.
- \$91,000.00: Springbank Dog Park – for the implementation of an off-leash dog park.

Administration Resources

Ines Cortada, Recreation, Parks & Community Support



ROCKY VIEW COUNTY

To ensure the remaining \$740,000.00 of MSI funding are allocated before the program's anticipated end in 2021, Administration presents two possible scenarios for RGC consideration:

1. Springbank Park For All Seasons request:

On December 1, 2020, RGC approved the SPFAS request to relocate approximately \$968,335.03 of the MSI funds previously secured for a list of identified items in the 2019 Stantec Capital Renewal Plan, to address the Red Dutton Arena's slab replacement.

In their request, SPFAS stated that the estimated cost for the Red Dutton Arena project would likely be in the range of \$1M to \$1.6M, and that, even with the reallocation of the previously approved MSI funds, there would be a significant funding shortfall – approximately \$530,745.00– to complete this project. SPFAS requested that the County support funding this shortfall through the use of additional MSI funds and County Grant funds with contribution from SPFAS funds.

On January 7, 2021, SPFAS submitted a formal letter of request for securing further MSI funding to narrow the gap between the estimated Red Dutton Arena project's costs and the already allocated MSI funds, as well as other identified capital replacement projects. Further details of their proposal can be found in Attachment 'A'.

2. Signalizing Range Road 33 and Springbank Road

Providing space for recreation and community uses within the Springbank area is a key component of encouraging a sense of place and community cohesion. The proposed South Springbank Area Structure Plan identifies Range Road 33 as a community core based on feedback from the local residents.

To support the continued development of this area for community and recreational uses, and to ensure the safety of residents that use this roadway for recreation purposes, it is critical to ensure that proper infrastructure is in place. Therefore, it is proposed that a portion of the remaining MSI funding in the amount of \$471,179 is allocated towards the installation of traffic lights located along the intersection of Springbank Road and Range Road 33.

The proposed improvements would prepare the intersection for future pathway and pedestrian connectivity to the recreation and community amenities in the area. Approval of this project supports recreation and the broader community by promoting an active, and inviting corridor, while also providing continued safe access to recreational facilities and activities in the area.

A preliminary review, shown in Attachment B, outlines the Class D estimate cost of the project, which includes installation of a pedestrian crosswalk as well as four streetlights mounted to the traffic signal poles. Finalized costing would be determined once detailed design drawings of the proposed traffic signals is completed.

STRATEGIC ALIGNMENT

The County, in conjunction with community partners, is working to leverage and coordinate limited resources towards the delivery of highest quality of recreation services for our residents.

The proposed projects, in both scenarios, align with one or more County documents; in particular, the:

- 2018 Active Transportation Plan South County;
- 2020 County-wide Needs Assessment;
- 2020 South Springbank Area Structure Plan - Draft; and
- 2021 Recreation and Parks Master Plan- Draft.



By proactively addressing projects that have the interest of residents and community groups, and much needed lifecycle projects for a recreation facility in the area, the County will continue to build on its *Strategic Plan* by: investing in quality infrastructure for current and future recreational needs; improving services delivery; reducing red-tape; and enhancing transparency.

BUDGET IMPLICATIONS:

Funding for these projects is to be sourced through the Province via the MSI program. A budget adjustment in the amount of \$740,000.00 is needed to support these initiatives when approved by Council.

OPTIONS:

- Option #1 THAT the application to allocate \$740,000 of the Municipal Sustainability Initiative grant to support identified capital lifecycle projects, including the Red Dutton Arena project, at the Springbank Park For All Seasons be recommended to Council for approval.
- Option #2 THAT the application to allocate \$500,000 of the Municipal Sustainability Initiative grant to support the installation of traffic lights on the intersection of Range Road 33 and Springbank Road be recommended to Council for approval.
- Option #3 THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

"Theresa Cochran"

"Al Hoggan"

Executive Director
Community Development Services

Chief Administrative Officer

ATTACHMENTS:

- ATTACHMENT 'A' – Springbank Park for All Seasons – MSI Funds letter of request
ATTACHMENT 'B' – Estimated cost for signaling Range Road 33 and Springbank Road



SPRINGBANK PARK FOR ALL SEASONS

Agricultural Society

32224A Springbank Road, Calgary, Alberta T3Z 2L9 • Tel: (403) 242-2223 Fax: (403) 242-3202

January 7, 2021

Dear Ms. Cortada,

Thank you for the opportunity to include the SPFAS' request for further MSI funding in the report you will be submitting to the Recreation Governance Committee (RGC) on January 27. Given the nature of our request, we are most appreciative of your willingness to help find a way for our position to be represented at this time.

To help you fully understand SPFAS' position, I am sending you a reconciliation spreadsheet prepared by John Rop, a one-page document summarizing our position regarding remaining MSI funds, and this letter, in which I will highlight the main points of our submission. As always, John and I are available to explain further, clarify or answer any questions you might have. One of the driving aspects of our submission is that it has become clear over the past 2 years that more than \$2 million worth of capital work must be done at SPFAS without delay, this being based on the opinion of experts who have assessed our facilities and who, in the case of Stantec, were retained by RVC specifically to provide this sort of opinion. Given that this work must be done, ways to fund it must be found. Also given the nature of the work, it will surely form the basis of applications brought under RVC Policy C-317, and therefore shared by RVC and SPFAS on a 50/50 basis. Therefore, if further MSI money can be allocated to the list of projects and either fill in, or at the very least, narrow, the funding gap, RVC and SPFAS both will be required to draw lesser amounts from their respective reserves while at the same time having the critical capital work completed. Our facilities, which we are duty-bound to maintain, do indeed form the recreational backbone of the Springbank community and it is not an overstatement to say that as this community continues to grow, allowing them to continue to age without proper maintenance and support is not something that either SPFAS or RVC can allow. With MSI funding still available and needing to be drawn on before the end of the year, SPFAS sees an excellent opportunity to get work done for the benefit of the community while minimizing the draw on RVC's own reserves. It is my hope that the attached documents illustrate this point most clearly.

I would ask that in evaluating our request, the following points be taken into consideration:

- SPFAS' funding requests over the last year are in large part the result of a long-standing capital funding shortfall identified several years ago by Stantec, a third-party expert. In 2012, Stantec provided RVC with the opinion that SPFAS' facilities required an average capital reinvestment of \$428K per annum over the next 25 years. This conclusion was re-stated in 2019 when Stantec, once again retained by RVC to prepare a Capital Renewal Plan relating to SPFAS' facilities, concluded that our facilities required an average of \$421K per annum.
- Prior to, in between and since the 2012 and 2019 Stantec Reports, RVC has provided SPFAS with \$80K in capital funding, which SPFAS has matched, giving SPFAS \$160K to complete necessary capital maintenance and capital renewal work. This has left a shortfall in capital funding of approximately \$260K per year, for 8 years, or a total of \$2.080 million.



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- The existing funding gap widened in September of 2020 when, as RGC is aware, SPFAS received an expert opinion that the concrete slab in one of its three indoor ice arenas needed to be rebuilt as soon as financially possible.
- To address this gap, to date, RGC has approved applications for \$1.369 million in provincial MSI funds to be used for capital work at SPFAS. \$1.069 million of this amount was initially intended to pay for the items identified by SPFAS as needing to be done in the first 3 years of Stantec's 25-year Capital Renewal Plan. \$300K of this amount was intended to cover the cost of SPFAS' front entrance renovation, required to remedy several significant deficiencies, including a lack of accessibility both into the building and within its washrooms.
- Once SPFAS had knowledge that the Red Dutton Arena concrete slab had a high likelihood of failure, we began to plan for the its rebuild, with this project now scheduled to to be completed by August of 2021 when SPFAS' rinks see an increase in rentals, and therefore revenue. In order to help pay for this emergency work, SPFAS requested a re-allocation of some \$968K which remained of the initial \$1.069 million of MSI funding. This application was made in December by RVC and is awaiting approval by the Province.
- If the application is successful, the cost of the Red Dutton Arena project will be defrayed; however, there will still remain a funding gap in the order of approximately \$530,745. (Additionally, this re-allocation will leave the items identified by Stantec as necessary in the next 3 years unfunded. Recognizing that deferring those projects indefinitely would be contrary to the principles of responsible stewardship, SPFAS has developed a funding model that would see all required work be done over the next 3 years through the combined use of MSI funds, SPFAS funds and SPFAS' annual capital grant from RVC.)
- If no MSI funding beyond the \$1.369 million already allocated to SPFAS is available to SPFAS, the funding shortfall for the Red Dutton Arena project of \$530,745 will be the subject of an application for emergency funding brought under Policy C-317, pursuant to the motion passed by the RGC on December 1, 2020, which amount would be shared on a 50/50 basis between RVC and SPFAS, with each party contributing \$265,372.50 from its reserves.
- Alternatively, if further MSI funding in the amount of \$530,745 is made available to fund the Red Dutton Arena shortfall, no application for emergency funding will be required.
- As illustrated in the attached documents, if the entirety of the remaining MSI, which in our calculations is approximately \$731K, is allocated in its entirety to SPFAS and SPFAS continues to receive its annual capital grant under Policy C-317 at a minimum of \$80K for the next 3 years, SPFAS will be able to complete the Red Dutton Arena project, the Front Entry Project as well as all of the other capital projects included in the Stantec Report and identified by SPFAS as being of the highest priority.

In summary, this would conclude \$2,931,320 of capital projects utilizing \$2.1 million in MSI funds (72%), \$591,320 of SPFAS funds (20%) and \$240,000 of RVC funds (8%).



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In conclusion, SPFAS does acknowledge that the \$2.2 million in MSI funding from the Province was set aside for the Springbank community as a whole. We also acknowledge that some of our valued community partners may have important projects in development which would also fit within the scope of MSI funding. However, as the main provider of recreation facilities in Springbank and Rocky View West, for as long as essential capital work continues to be required at our facilities, we are duty-bound to continue to advocate in favour of more funding. At this point in time, the opportunity to secure further funding through the MSI program remains a funding option which we must pursue.

We would encourage RGC, in making its decision regarding the allocation of remaining MSI funding, to apply the principle that the long-term, safe operation of facilities already providing important services to the community must be ensured before new projects are begun, particularly in this time of relatively lean resources.

Once again Ms. Cortada, SPFAS expresses its appreciation for the opportunity to present this request, consisting of this letter, the attached SPFAS Capital Projects Funding Update and the document entitled "SPFAS MSI Funding and 2021 Capital Grant Application to RVC" to the RGC, by inclusion in your report to the RGC. We are hopeful that the RGC will consider the projects presented and issue a decision in a timely fashion so that we can have some certainty with respect to funding the Red Dutton Arena project.

Sincerely,

A handwritten signature in black ink that reads "Lisa Skelton".

Lisa Skelton,
President, SPFAS

Attachments (2)

**Springbank Park For All Seasons Agricultural Society (SPFAS)
SPFAS Capital Projects Funding Request Update to RVC's Recreation Governance Committee
For the Committee's Review During the January 27, 2021 Meeting
(Submitted to RVC as of January 7, 2021)**

A. SPFAS Understanding of RVC's Allocation to Date of \$2.2M of MSI Funds to Springbank

Total MSI Funding Approved for Allocation to Springbank	\$2,200,000
Allocation for Establishment of a New Dog Park in Springbank (SPFAS Estimate)	(\$100,000)
Allocation to SPFAS re Life Cycle Capital Projects Included in Stantec Report *	(\$1,369,000)
Currently Uncommitted MSI Funds Available	<u>\$731,000</u>

* Use of \$1,369,000: Refrigeration - \$100,665 / Front Entry - \$300,000 / RD Arena Pad - \$968,335

B. Alternatives for Approving the Allocation of Currently Uncommitted MSI Funds to SPFAS

#1: \$530,745 Increase in MSI Allocation to SPFAS Red Dutton Arena Pad Replacement Project

• Current MSI Allocation Approved by RVC (Pending Provincial Approval)	\$968,335
• <i>SPFAS Request for Additional MSI Funding for Capital Project</i>	<u>\$530,745</u>
Total MSI Allocation to Capital Project	<u>\$1,499,080</u>
• Funding Summary:	
Total MSI Funds for SPFAS Project	\$1,499,080
Total RVC Reserve Funds for Project	\$ -
Total SPFAS Funds for Capital Project	<u>\$226,320</u>
Total Current Capital Project Budget Cost	<u>\$1,725,400</u>
• Uncommitted MSI \$'s Available to Fund Other Projects in Springbank	<u>\$200,255</u>

#2: \$731,000 Allocation of All Currently Uncommitted MSI \$'s to SPFAS Capital Projects

• <i>SPFAS Request for Additional MSI \$'s for Red Dutton Arena Pad Project</i>	\$530,745
• <i>SPFAS Request for Additional MSI \$'s for Fire & Security Alarm Projects</i>	<u>\$200,255</u>
Total Additional MSI \$'s for Capital Projects	<u>\$731,000</u>
• Funding Summary:	
Total MSI Funds for SPFAS Projects Above	\$1,699,335
Total RVC Reserve Funds for Projects	\$ -
Total SPFAS Funds for Capital Projects	<u>\$226,320</u>
Total Current Budgets for Capital Projects	<u>\$1,925,655</u>
• Uncommitted MSI \$'s Available to Fund Other Projects in Springbank	<u>\$ -</u>

C. Other SPFAS Items for the Recreation Governance Committee's (RGC) Consideration

- Should the RGC approve less than \$530,745 of additional MSI funding to SPFAS, then for the Red Dutton Arena Pad Replacement Project, SPFAS respectfully requests that the Committee approve allocating RVC Reserve Funds to cover 50% of the difference between \$530,745 and the approved amount, with SPFAS committing to match the RVC funds for the other 50% of the difference; SPFAS and RVC would also then at a later date review plans to fund the Fire & Security Alarm Replacements Capital Projects.
- To assist SPFAS with ensuring that a final and complete financing plan for the Red Dutton Arena Pad Replacement Capital Project is in place prior to April 1, 2021 (the current commencement date for Capital Project work), SPFAS is respectfully requesting that the RGC approve a related funding decision for this initiative on January 27, 2021.

RR33 & SPRINGBANK ROAD INTERSECTION - SIGNALIZATION

Class D Opinion of Probable Cost
Issued for Budget Discussions

UPDATED: 2021-01-18



Item No.	Item Description	Unit	Estimated Quantity	AT/City Unit Price	Consultants Unit Price	AT/City Cost Summary	Consultants Cost Estimate
	MOBILIZATION	LS	1	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
	CONCRETE						
	CONCRETE ISLANDS	m²	200	\$ 114.00	\$ 120.00	\$ 22,800.00	\$ 24,000.00
	ELECTRICAL						
	TRAFFIC SIGNALS (INCLUDES POLES, LIGHTS, CABINET, WIRING, TRAFFIC SENSORS ETC...)	LS	1	\$ 273,856.00	\$ 240,000.00	\$ 273,856.00	\$ 240,000.00
	SIGNAGE						
	WD-182: NEW (SUPPLY & INSTALL)	ea	4	\$ 616.14	\$ 400.00	\$ 2,464.56	\$ 1,600.00
	RB-41-R: RIGHT TURN ONLY (SUPPLY & INSTALL)	ea	3	\$ 616.14	\$ 400.00	\$ 1,848.42	\$ 1,200.00
	RA-2: YIELD (SUPPLY & INSTALL)	ea	1	\$ 616.14	\$ 400.00	\$ 616.14	\$ 400.00
	RB-42-L: STRAIGHT THROUGH OR TURN LEFT (SUPPLY & INSTALL)	ea	4	\$ 616.14	\$ 400.00	\$ 2,464.56	\$ 1,600.00
	WA-36: HAZARD MARKER-CENTRE (SUPPLY & INSTALL)	ea	4	\$ 616.14	\$ 400.00	\$ 2,464.56	\$ 1,600.00
	WA-36-L: HAZARD MARKER - OBJECT ON LEFT (SUPPLY & INSTALL)	ea	4	\$ 616.14	\$ 400.00	\$ 2,464.56	\$ 1,600.00
	WA-16-R: MERGE FROM RIGHT (SUPPLY & INSTALL)	ea	2	\$ 616.14	\$ 400.00	\$ 1,232.28	\$ 800.00
	ROAD NAME SIGN BLADES (SUPPLY & INSTALL)	ea	4	\$ 284.48	\$ 300.00	\$ 1,137.92	\$ 1,200.00
	PAVEMENT MARKINGS						
	PAINTED PAVEMENT MESSAGE - STOP BAR	ea	4	\$ 515.24	\$ 250.00	\$ 2,060.96	\$ 1,000.00
	LANE DIVIDING LINE (DASHED WHITE LINE)	km	1.1	\$ 625.23	\$ 700.00	\$ 687.75	\$ 770.00
	MEDIAN LINE (SOLID YELLOW LINE)	km	1	\$ 625.23	\$ 700.00	\$ 500.18	\$ 560.00
	RIGHT TURN ARROW	ea	6	\$ 114.90	\$ 120.00	\$ 689.40	\$ 720.00
	STRAIGHT THROUGH OR TURN LEFT	ea	4	\$ 114.90	\$ 120.00	\$ 459.60	\$ 480.00
	CROSSWALK	ea	4	\$ 950.00	\$ 950.00	\$ 3,800.00	\$ 3,800.00
	LANDSCAPING						
	150mm TOPSOIL PLACEMENT (SOUTH SIDESLOPES)	m²	200	\$ 1.35	\$ 2.00	\$ 270.00	\$ 400.00
	HYDROSEEDING	m²	200	\$ 1.22	\$ 1.50	\$ 244.00	\$ 300.00
	MISC.						
	TAS	LS	1	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
	ESC MEASURES	LS	1	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Total Estimate Expenditure						\$ 347,061	\$ 309,030
Contingency / Engineering @ 30%						\$ 104,118	\$ 92,709
Budget Estimate Summary						\$ 471,179	\$ 421,739

Notes:

- 1) Alberta Transportation Unit Price Averages referenced, AT signals cost based on quote for Garden Road and Glenmore Signals
- 2) City of Calgary 2020 Development Agreement Rates were used where AT Rates were not available
- 3) Assumed that no additional road widening is required
- 4) Assumed re-painting of lines up to 200m from the intersection
- 5) Pedestrian accommodation signals but no costs for pathways or sidewalks included
- 6) Will need to illuminate intersection, proposed 4 streetlights. Cost based on mounting streetlight on traffic signal poles.
- 7) Existing overhead power lines on the south side will need to be checked for clearance in addition to all other utilities.
- 8) Signage costs assume County forces supply and install all UTC signage

Prepared By: John Infante
Checked By: Jorie McKenzieDate: 2021-01-15
Date: 2021-01-18



RECREATION, PARKS & COMMUNITY SUPPORT

TO: Recreation Governance Committee

DATE: January 27, 2021 **DIVISION:** ALL

FILE: N/A **APPLICATION:** N/A

SUBJECT: Community Recreation Funding Grant Program Policy, C-317

EXECUTIVE SUMMARY:

The Community Recreation Funding Grant Program Policy, C-317, has recently undergone a review.

The major amendments to Policy C-317 are:

- Inclusion of Community Enhancement Funds as a new funding class to ensure that opportunities previously provided through the Community Benefits Enhancement Grant Program continue to be available to non-profit organizations in the County.
- The County can apply for grant funds on behalf of the County.
- Applications received after the intake deadline will not be considered.
- Consolidation of Regional and Community Recreation Funding programs to allow RGC to review and prioritize all recreational needs in the County as a whole. Existing, active intermunicipal recreation cost-sharing agreements take precedence over this policy.
- Clarification that organizations applying for more than \$100,000 must present to the Recreation Governance Committee.
- Groups that are not fully accessible to the general public are deemed ineligible. This includes home owners' associations and condo boards.
- Museums are discretionarily eligible when applying for Heritage Awareness Funding under the Community Enhancement Funds grant class.
- Facility rental and recreational programming software are eligible one-time costs.
- The funding criteria in Schedule A may now be amended by the CAO to allow flexibility in clarifying criteria, and in designing a scoring system and weighting scheme for assessing grant applications.
- Matching funds from adjacent municipalities are no longer required for those applicant groups that are located in adjacent municipalities and that provide services to County residents.
- Organizations located in adjacent municipalities must provide matching funding for Operational Community Recreation and Community Enhancement Grants.
- Application evaluation criteria now includes consideration of: alignment with the 2021 Recreation and Parks Master Plan; financial and operational implications for exiting public facilities and services providers in the area; and a group's efforts to source non-County funding.

Other amendments to the policy include clarity of language and application requirements, clarification of definitions, and flow of information. The policy will continue to function as originally intended.

The policy is being brought to the Recreation Governance Committee for their consideration and recommendation to Council.

ADMINISTRATION RECOMMENDATION:

Administration recommends that the Community Recreation Funding Grant Program Policy, C-317, be approved in accordance with Option #1.

Administration Resources

Ines Cortada, Recreation, Parks & Community Support



BACKGROUND:

Community Recreation Funding Grant Program Policy, C-317, was adopted by Council on April 24, 2012, to establish a framework for Rocky View County to support the recreational and cultural needs of County communities. Amendments to the Policy were approved by Council on February 25, 2020.

Attachment 'A' shows further proposed textual amendments to Policy C-317.

The proposed amendments to Community Recreation Funding Grant Program Policy, C-317, include the following:

Proposed Amendment	Reasoning
The County can apply for grant funds on behalf of the County.	<ul style="list-style-type: none"> Provides flexibility for funding options when the County is directly building, operating, or maintaining recreation facilities, or providing programs for residents.
Applications received after the intake deadline will not be considered.	<ul style="list-style-type: none"> Point of clarification.
Eligible applicants must provide services to County residents	<ul style="list-style-type: none"> Expenditure of Recreation Tax levy funds should benefit ratepayers.
Applicants requesting over \$100,000 must present to the Recreation Governance Committee (RGC) unless deemed unnecessary by the Chair.	<ul style="list-style-type: none"> Clarifying requirement provided in RGC Terms of Reference.
Consolidation of the Regional and Community Recreation Funding streams.	<ul style="list-style-type: none"> As part of Council's adopted recreation governance model, the divisions for recreation services in the County were eliminated. This will provide RGC the opportunity to evaluate and prioritize the recreation needs of the County as a whole. Existing, active intermunicipal recreation cost-sharing agreements will be honored.
Home owners' associations and condo boards are ineligible for funding.	<ul style="list-style-type: none"> Point of clarification. These groups are not fully accessible to the public.
Museums are discretionarily eligible when applying for Heritage Awareness Funding under the Community Enhancement Funds grant class.	<ul style="list-style-type: none"> Allows museums to apply for funding that was previously available through the Community Benefit Initiatives Grant Program.
The following costs related to operating the organization are ineligible for operational and capital grants: salaries, wages, and daily administration.	<ul style="list-style-type: none"> Clarification of eligible expenses.
Facility rental and recreational programming software are eligible one-time costs.	<ul style="list-style-type: none"> Clarification of eligible expenses.
A new funding class, Community Enhancement Funds, has been included, with the following categories: Heritage Awareness; Volunteer Development; Arts and Festivals; and Community Beautification.	<ul style="list-style-type: none"> These funding categories replace those originally available through the Community Benefit Initiatives Grant Program.
A spring application intake for Community Enhancement Grants is specified.	<ul style="list-style-type: none"> Clarity for applicants.



Organizations may submit just one Community Enhancement Grant application per year.	<ul style="list-style-type: none"> Clarity for applicants.
Schedule A grant criteria no longer carry the same weight.	<ul style="list-style-type: none"> Certain criteria are more important than others in determining the rank of a grant in the evaluation process.
Schedule A (Evaluation Criteria) may be amended by the CAO or their designate without undergoing official County policy review process.	<ul style="list-style-type: none"> Provide flexibility in scoring applications pending approval and implementation of the 2021 Recreation and Parks Master Plan.
Matching funds from adjacent municipalities are no longer required from organizations located in these adjacent municipalities.	<ul style="list-style-type: none"> Adjacent municipalities do not necessarily have capacity to provide matching funds. This ensures an even playing field for groups serving County residents.
Organizations located in adjacent municipalities must provide matching funding for Community Recreation and Community Enhancement Grants.	<ul style="list-style-type: none"> Clarification that matching funding is required from groups located in adjacent municipalities.
<p>Under Grant Requirements, two more criteria have been added:</p> <ul style="list-style-type: none"> unused funds must be returned to the County, and invoices and expenditures may be subject to verification and audit by the County. 	<ul style="list-style-type: none"> To increase accountability, financial health, and responsible growth.
<p>Under the References section:</p> <ul style="list-style-type: none"> Rocky View County's 2021 <i>Recreation and Parks Master Plan</i> has been added as a related plan; 2020 <i>Recreation Needs Assessment Study</i>; Schedule B, Community Operational Assistance Grant (Application Form); Schedule C, Community Capital Assistance Grant (Application Form); and Community Enhancements Grant (Application Form) have been added as other references for the policy. 	<ul style="list-style-type: none"> Clarification of documents referenced in policy, and provision of updated studies and plans. Where possible, hyperlinks have been provided to ensure easy access to the most recent version of these documents and forms.
A second definition has been provided for "access" meaning "the ability to obtain and/or make use of sources of funding subject to eligibility and application processes outlined in this policy, as the context requires".	<ul style="list-style-type: none"> Clarifying definition for applicants' understanding.
The definition of "capital" has been expanded to include "a one-time facility rental and recreational programming software expense".	<ul style="list-style-type: none"> Clarifying definition for applicants' understanding.



The definition of “recreation” has been updated to reflect what is provided in <i>A Framework for Recreation in Canada 2015</i> .	<ul style="list-style-type: none"> Consistency with 2021 Recreation and Parks Master Plan.
Definition of “substantial completion” update: “the point in a project where the amenity is fit to be used for its intended purpose. At this point the contractor is entitled to receive full payment for the work, less any amounts retained to secure outstanding items or deficiencies”.	<ul style="list-style-type: none"> Clarifying definition for applicants’ understanding.
Application evaluation criteria now include consideration of alignment with the 2021 Recreation and Parks Master Plan.	<ul style="list-style-type: none"> Provide consistency of direction for funding initiatives.
Application evaluation criteria now include consideration of proposed project or program on other community or regional facilities or programs.	<ul style="list-style-type: none"> Avoid duplication of, and impact on, existing facilities or programs.
Application evaluation criteria now include consideration of a group’s efforts to source non-County funding.	<ul style="list-style-type: none"> Speaks to the long-term self-sustainability of an organization.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

OPTIONS:

- Option #1 THAT the amended Community Recreation Funding Grant Program Policy, C-317, be recommended to Council for approval as per Attachment ‘A’.
- Option #2 THAT alternative direction be provided.

Respectfully submitted,

Concurrence,

“Theresa Cochran”

“Al Hoggan”

Executive Director
Community Development Services
IC/rp

Chief Administrative Officer

ATTACHMENTS:

- Attachment ‘A’ – Proposed Community Recreation Funding Grant Program Policy, C-317
Attachment ‘B’ – Redline version of changes to Policy C-317
Attachment ‘C’ – Existing Community Recreation Funding Grant Program Policy, C-317



ROCKY VIEW COUNTY

COMMUNITY RECREATION FUNDING GRANT PROGRAM

Council Policy

C-317

Policy Number:	C-317
Policy Owner:	Recreation, Parks & Community Support
Adopted By:	Council
Adoption Date:	2012 April 24
Effective Date:	2012 April 24
Date Last Amended:	2021 TBD
Date Last Reviewed:	2020 February 25

Purpose

- 1 This policy establishes the Community Recreation Funding Grant Program (the Grant Program) by outlining funding sources, eligibility criteria, application requirements/processes, and evaluation guidelines.



Policy Statement

- 2 Council values the volunteers and resources that non-profit community organizations provide for County residents.
- 3 Council provides limited operational and capital assistance to non-profit organizations whose facilities, programs, or services benefit County residents.
- 4 The County encourages and supports partnership opportunities that enhance quality of life for County residents.



Policy

Sources of Grant Program Funding

- 5 The sources of Grant Program funding are:
 - (1) the County's recreation tax levy;



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- (2) the County's Municipal Reserve (MR) cash-in-lieu funds and proceeds from the sale of MR lands; and
- (3) voluntary recreation contributions.

Recreation Tax Levy

- 6 Funding from the County's recreation tax levy is allocated to the Grant Program. Council approves this allocation in its annual operational budget.
- 7 The Recreation Governance Committee (RGC) allocates a portion of the funding from the annual operational budget to each designated regional facility. Funding is also available to non-profit recreation community organizations through the Grant Program.
- 8 At the end of the calendar year, any unused funds from the recreation tax levy that were allocated to grant funding and left in the annual operational budget are transferred to the public reserve.
- 9 Non-profit recreation organizations and the County may access recreation tax levy funds held in the public reserve for future recreation capital projects, life cycle enhancement, or service costs for debts incurred to fund a recreation capital project or life cycle enhancement.

Municipal Reserve Cash-in-Lieu Funds and Proceeds of Sale of Municipal Reserve Land

- 10 Proceeds obtained through cash-in-lieu and the disposal (sale, lease, or other disposition) of reserve lands are allocated in accordance with the *Municipal Government Act*.

Voluntary Recreation Contributions

- 11 All voluntary recreation contribution funds are allocated to the electoral division in which the subdivision is located.
- 12 Voluntary recreation contribution funds are available only for new recreation capital projects or expansion of recreation capital projects as directed and approved by the RGC.



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Use of Interest

- 13 Interest earned on funds listed in section 5 is allocated by Council as:
- (1) public reserve designated recreation funds: apportioned for maintenance and operation of reserve lands and public parks, owned or controlled by the County; and
 - (2) cash-in-lieu funds: apportioned in accordance with the uses identified in the *Municipal Government Act*.

Grant Eligibility

- 14 To be considered for a grant under the Grant Program, organizations must:
- (1) be registered or incorporated non-profit organizations under the *Agricultural Societies Act*, the *Alberta Societies Act*, Part 9 of the *Companies Act*, or the County acting as an agent on behalf of residents;
 - (2) complete a grant application provided by the County. Applications received after the deadline will not be considered;
 - (3) provide services to County residents;
 - (4) provide the project completion report for any projects funded by grants previously approved by the County; and
 - (5) present to the RGC when requesting \$100,000.00 or more, unless the Chair deems a presentation unnecessary.
- 15 All grant applications must include
- (1) the organization's current financial statements, audited if available;
 - (2) three quotes for each project component for which funding is being requested, where possible;
 - (3) a description of how the County's contribution will be recognized and promoted; and
 - (4) the number of County and non-County residents served by the facility or program.



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Ineligible Organizations and Expenditures

- 16 The following organizations and expenditures are ineligible for capital and operational funding under this policy:
- (1) facilities on private property that do not provide services to the public;
 - (2) facilities and organizations that are not fully accessible to the public, including but not limited to home owners' associations and condo boards;
 - (3) libraries;
 - (4) religious societies registered under the *Religious Societies' Land Act*;
 - (5) school boards and school activities or teams;
 - (6) retroactive expenses, unless in the case of emergency funding requests;
 - (7) costs to operate the organization, including but not limited to salaries, hourly wages, and day-to-day administration;
 - (8) honoraria;
 - (9) promotional and marketing materials and expenses;
 - (10) items that are consumable or have a life span of less than five years, including but not limited to food, kitchen items, entertainment units, computer hardware and software with the exception of facility rental and recreational programming software;
 - (11) Goods and Services Tax (GST); and
 - (12) fundraising projects and events.

Discretionary Eligibility

- 17 The following organizations may receive a grant subject to the RGC's discretion:
- (1) organizations with programs that already receive funding from Family and Community Support Services (FCSS) or social services;



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- (2) non-profit organizations registered in another province providing a service to County residents;
- (3) service clubs; and
- (4) museums, when applying for Heritage Awareness funding.

Community Recreation Funding

- 18 Council designates Grant Program funding in its annual budget.
- 19 The RGC determines if a recreation facility or program is regional or community. The RGC may alter the status of a facility or program as it deems necessary.
- 20 Existing, active, intermunicipal recreation cost sharing agreements take precedence over this policy.
- 21 Recreation facilities and organizations may only access community operational or capital funds.

Community Enhancement Funding

- 22 Community grant applications falling into any of the following grant categories are considered for a maximum of \$7,500:
 - (1) Heritage Awareness grants support tangible initiatives to promote and preserve the County's history. A Heritage Awareness grant is considered for initiatives that
 - (a) document historical places or events in order to retain the information for future generations; or
 - (b) encourage public involvement in heritage preservation and promote knowledge about the County's history.
 - (2) Volunteer Development grants support investment back into the community through volunteerism. A Volunteer Development grant is considered for
 - (a) organizations that want to improve their ability to support County volunteers through leadership development, board governance, succession planning, and community events;



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- (b) community events in the County that promote volunteerism and help build social cohesion and inclusion across County communities; or
 - (c) projects that encourage community participation and support the County's volunteer sector.
- (3) Arts and Festival grants support organizations and festivals in their efforts to provide quality arts programming. An Arts and Festival grant is considered for programs and events within the arts and performing arts mediums.
- (4) Community Beautification grants support non-profit organizations and projects that beautify County communities to enhance quality of life and well-being of County residents, while promoting and creating healthy communities. A Community Beautification grant is considered for
- (a) supporting a non-profit organization's ability to improve the appearance of their community, at the RGC's discretion;
 - (b) landscaping, tree plantings, decorative lighting, community gardens, enhanced signage, and neighbourhood entrance signage;
 - (c) initiatives to develop healthy communities; or
 - (d) emergency rescue services, crime prevention programs, animal services, and community safety enhancements or programs.

Application Approval Process & Evaluation Criteria

- 23 The RGC reviews and approves funding requests in the spring and fall of each year.
- 24 Applications for recreation grants are received by the County annually in the spring and the fall. For community grant application details, see reference links: *Community Operational Assistance Grant*, and *Community Capital Assistance Grant*.
- 25 Applications for Community Enhancement Grants are received by the County in the spring. For application details see references link: *Community Enhancement Grant*.
- 26 Organizations may submit applications for one operating grant, one capital grant, and one community enhancement grant per organization per fiscal year.
- 27 The RGC considers emergency funding requests year-round during their regularly scheduled meetings.



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- 28 Due to the volume of applications received and the limited amount of funds available, not all eligible projects receive funding.
- 29 The Chief Administrative Officer (CAO) may permit grant extensions or minor changes in the project's scope at his/her discretion.

Evaluation Criteria

- 30 The RGC uses the criteria in Schedule A of this policy to evaluate grant applications. Not all evaluation criteria apply to each application. Funding approvals are based, in part, on how each project ranks.
- 31 The Chief Administrative Officer (CAO) may amend Schedule A without Council approval if the amendments are limited to establishing a framework for weighting and scoring the criteria in accordance with the *Recreation and Parks Master Plan*.
- 32 If the CAO amends Schedule A in accordance with section 33, the Policy Coordinator reviews the proposed amendments and updates the final version of Schedule A.
- 33 The RGC considers an organization's demonstrated financial need during the evaluation process.
- 34 Grant funding decisions made by the RGC are final and appeals are not considered.

Cost Sharing Formulae

- 35 Unless otherwise noted in this policy, for organizations located in the County
 - (1) the cost sharing formula for capital and emergency funding is
 - (a) up to a 50% contribution from the County; and
 - (b) a minimum of 50% funding provided from the organization.
 - (2) Operational and community enhancement funding is non-matching.
- 36 Unless otherwise noted in this policy, for organizations located in neighbouring municipalities
 - (1) the cost sharing formula for capital and emergency funding is
 - (a) up to a 25% contribution from the County; and



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- (b) a minimum of 75% funding provided from the organization.
 - (2) Operational funding requires matching, with the organization providing a minimum 50% matching contribution.
 - (3) Community enhancement funding is matching.
- 37 The County permits organizations to apply volunteer hours to their funding contribution portion, up to a maximum of 50% of their matching contribution, on the capital project where funding is being requested.
- 38 Grant funding cannot be used to match funds from other County cost-sharing grant programs.

Grant Recipient Requirements

- 39 Grant recipients provide the project completion report on how the funds were used to the County no later than three months after substantial completion of the project. Future funding requests are not considered if the completion report is not provided.
- 40 Grant receipts must return any unused funds back to the County; carry-overs of operational funds are not permitted.
- 41 Invoices and expenditures may be subject to verification and audit by the County.
- 42 Grant recipients must recognize the County as a source of funding. Recognition may be in the form of signage, or another source of recognition, at the discretion of the CAO.

Conflict of Interest

- 43 At the discretion of the CAO, if the County determines that an organization's board or any of its directors, officers, or employees have a conflict of interest, and it is not corrected to the satisfaction of the County, the County may withhold or withdraw approved funding without notice.
- 44 Members of an organization applying for a grant must not act or appear to act in order to benefit, financially or otherwise, themselves or their family, friends, associates, or businesses.





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References

Legal Authorities

- *Agricultural Societies Act*, RSA 2000, c A-11
- *Companies Act*, RSA 2000, c C-21
- *Municipal Government Act*, RSA 2000, c M-26
- *Societies Act*, RSA 2000, c S-14

Related Plans, Bylaws, Policies, etc.

- Rocky View County *Master Rates Bylaw*
- Rocky View County *Municipal Development Plan* (County Plan)
- Rocky View County *Parks & Open Space Master Plan*
- Rocky View County *Recreation and Parks Master Plan*
-

Related Procedures

- N/A

Other

- [Recreation Needs Assessment Study - 2020](#)
- Schedule B, [Community Operational Assistance Grant \(Application Form\)](#)
- Schedule C, [Community Capital Assistance Grant \(Application Form\)](#)
- [Community Enhancements Grant \(Application Form\)](#)



Policy History

Amendment Date(s) – Amendment Description

- 2019 November 26 – Council amended to improve clarity, align with new County standards and processes.
- 2020 February 25 – Council amended to remove notwithstanding clause, moving FCSS and social services programs to discretionary, clarified wording, and added the Boards and Committees Bylaw's "conflict of interest" definition.

Review Date(s) – Review Outcome Description

- 2019 November 19 – Minor amendments recommended to clarify policy and align with new policy template and procedures.
- 2020 January 15 – Minor amendments recommend to clarify and update policy.





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Definitions

45 In this policy:

- (1) “access” means that all County residents shall receive equity through accessible, available, and affordable services, programs, and facilities;
OR
“access” means the ability to obtain and/or make use of sources of funding subject to eligibility and application processes outlined in this policy, as the context requires;
- (2) “business plan” means a strategic plan that places financial planning and financial performance at its core, charting the future course of an institution through a realistic projection of operations and capital and marketing projections;
- (3) “capital” means funding for an expenditure creating future benefits, a fixed asset, a tangible item (bricks and mortar), or a one-time facility rental and recreational programming software expense;
- (4) “cash-in-lieu” means money taken instead of land for municipal reserves, school reserve, or municipal and school reserve at the time of subdivision, pursuant to the *Municipal Government Act*;
- (5) “CAO” means Chief Administrative Officer;
- (6) “Chief Administrative Officer” means the Chief Administrative Officer of Rocky View County as defined in the *Municipal Government Act* or their authorized designate;
- (7) “community” means an organization that operates and maintains a community facility, or the provision of community recreation programs;
- (8) “recreation facility” means a facility with two or fewer components that provides services according to community service boundaries, provides managed access, and the prime activity for which involves a paid or programmed recreational use. Facility services may be provided through an alternative municipal service provider with public access negotiated through an intermunicipal recreation cost sharing agreement;
- (9) “component” means a portion of a facility used for a specific function or activity; i.e.: gymnasium or fitness centre;



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- (10) “conflict of interest” means a situation that has the potential to undermine the impartiality of a person because of the possibility of a clash between the person’s self-interest, their professional interest, or the public interest;
- (11) “Council” means the duly elected Council of Rocky View County;
- (12) “County” means Rocky View County;
- (13) “cultural” means a shared community identity as expressed by beliefs, values, traditions, and aspirations found in local events, arts, and heritage;
- (14) “emergency funding” means resourcing provided for repairs to a facility that could not remain open or operate safely if the repairs are not completed;
- (15) “facility” means a location designed and equipped for the conduct of sports, leisure time activities, and other customary and usual recreational activities;
- (16) “grant” means the Community Recreation Funding Grant;
- (17) “intermunicipal recreation cost sharing agreement” means an agreement between the County and the identified municipality that outlines detailed information on the planning, development, funding, maintenance, and operation of recreational and cultural amenities by both the County and the identified municipality;
- (18) “life cycle plan” means the documentation and inventory of the facility’s assets, which includes a repair or replacement schedule and the costs associated with the scheduled repair or replacement;
- (19) “*Master Rates Bylaw*” means the Rocky View County bylaw known as the *Master Rates Bylaw*, as amended or replaced from time to time; a Council-approved regulation that includes a consolidation of rates charged to the public for various municipal services;
- (20) “MR” means municipal reserve;
- (21) “municipal reserve” means land designated as a municipal reserve pursuant to the *Municipal Government Act*;
- (22) “non-profit” means an organization incorporated under the *Societies Act of Alberta*, the *Agricultural Societies Act*, or Part 9 of the *Companies Act* whose objectives reflect their interest in serving the needs of the public without realizing a profit to its members;



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- (23) “operational” means the routine functioning and activities of a program, service, or facility, such as but not limited to operational costs, utilities, and insurance;
- (24) “organizations” means non-profit groups that exist to serve the public benefit, are typically governed by a voluntary board of directors, and typically depend on volunteers to carry out essential parts of the groups’ or organizations’ work, though paid staff may fill certain positions;
- (25) “partnership” means two or more organizations working together towards a joint interest where there is a definition of authority and responsibility among partners; joint contribution of input costs (e.g.: time, funding, expertise, information); sharing of risk among partners; and mutual or complementary benefits;
- (26) “programs” means formal, planned, instructor-led opportunities for individuals to develop skill or understanding in a specific content area, whether through registering for, or dropping into, a scheduled activity. It does not refer to participant-led, unstructured activities that are accessed at public open spaces or through admission into a facility, nor the rental of parks, playgrounds, or facilities by individuals or groups;
- (27) “project completion report” means a County-supplied financial report template outlining the use of grant funds and how residents benefited from their expenditure;
- (28) “public use facilities” means any property or facility designated through an agreement with the County as available for use by individuals, groups, or other organizations that are not directly associated with the County;
- (29) “recreation” means an experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing;
- (30) “Recreation Governance Committee (RGC)” is a Council committee that acts as an approving body regarding matters pertaining to recreation and cultural services in the County, including grant applications, funding allocation, studies, and master plans;
- (31) “recreation tax levy” means the application of annual tax to taxable properties to support recreation and culture and established according to the *Municipal Government Act*;
- (32) “regional” means an organization that operates and maintains a regional facility and may include the provision of regional recreation programs;



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- (33) “regional facility” means a community hub, designated as regional by Council, that provides a range of recreational opportunities through an integrated grouping of diverse and flexible use facilities; users from more than one community make use of these resources.
- (34) “reserve lands” means any lands that have been provided by a registered owner as municipal reserve (MR) or municipal and school reserve (MSR) (in each case, such terms shall not include lands held as environmental reserve) under the provisions of the *Municipal Government Act*;
- (35) “retroactive expenses” means expenditures incurred prior to approval of a grant by the Recreation Governance Committee;
- (36) “Rocky View County” means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires;
- (37) “service club” means a voluntary non-profit organization where members perform charitable works either by direct hands-on efforts or by raising money for other organizations;
- (38) “stewardship” means the caretaking of public resources, and is a responsibility inherent in all County funding partnership arrangements; as such, all arrangements shall result in the delivery of high-quality and sustainable services, programs, and facilities for the community;
- (39) “substantial completion” means the point in a project where the amenity is fit to be used for its intended purpose. At this point, the contractor is entitled to receive full payment for the work, less any amounts retained to secure outstanding items or deficiencies;
- (40) “sustainability” means the relationship between an organization’s financial sustainability and self-sufficiency in securing the resources required to maintain general operations without relying on public funds;
- (41) “voluntary recreation contribution” means a voluntary monetary donation by owners or developers, as per the *Master Rates Bylaw*, applied to each new unit for residential or non-residential development;
- (42) “volunteer” means anyone who offers time, energy, and skills of his or her own free will for the mutual benefit of the volunteer and the organization. Volunteers work without



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financial compensation, or the expectation of financial compensation beyond an agreed-upon reimbursement for expenses; and

- (43) “volunteer hours” means volunteer time contributed towards capital project grants. Hours are valued as defined in the *Master Rates Bylaw* at Alberta minimum wage, must be preapproved through the granting program, and reported in the project completion report.



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Schedule A: Evaluation Criteria

Funding applications are evaluated using the criteria below:

- 1 The application's alignment with County policies and plans, including but not limited to:
 - (1) this policy;
 - (2) the County *Recreation and Parks Master Plan*
 - (3) the County Strategic Plan, *Leading Rocky View County*;
 - (4) the County *Parks and Open Space Master Plan*;
 - (5) the County *Active Transportation Plan: South County*;
 - (6) the County Master Plan, *County Plan*; and
 - (7) registered non-profit organizations under the *Societies Act of Alberta*, the *Agricultural Societies Act*, or Part 9 of the *Companies Act*.

Community Benefits

- 2 To be eligible for community benefits funding, a facility must
 - (1) create a new or enhanced recreational or cultural amenity;
 - (2) enhance accessibility;
 - (3) contribute to community physical attributes;
 - (4) expand or create more volunteer opportunities;
 - (5) contribute to safer communities;
 - (6) promote diversity or inclusion for County residents;
 - (7) provide public use facilities;
 - (8) consider and provide detail regarding the impact of the project on other community or regional facilities or programs;



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- (9) promote sound stewardship of public resources; or
- (10) consider the number of County residents benefitting from the initiative.

Project Viability

- 3 Project viability criteria includes the following:
 - (1) proof of matching funds raised or committed is provided to the County;
 - (2) other funding opportunities have been sought and/or sourced; and
 - (3) any capital project is part of the facility's capital priority plan or life cycle plan.

Capital Expansion: Planning and Financial Sustainability

- 4 Capital expansion: planning & financial sustainability criteria includes the following:
 - (1) a completed five year life cycle plan;
 - (2) a completed, current, business plan;
 - (3) a completed, detailed feasibility study;
 - (4) a completed master site development plan;
 - (5) the required public engagement sessions are complete; and
 - (6) other requested studies related to the project are complete.
- 5 Capital expansion criteria applies only to new developments.

Regional Facility Design Principles

- 6 Regional facility design principles criteria includes the following:
 - (1) Community hub: a multipurpose facility of a scope large enough to provide a range of opportunities and services, yet small enough to provide a community focal point where people meet, congregate, feel comfortable, and sense they belong;



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- (2) Integrated facility: recreation facility that accommodates artistic and creative pursuits in addition to compatible health, social, and community services to increase opportunities for integration of services and support diversity and inclusiveness;
- (3) Grouping of facilities: facilities are twinned or grouped together to support economies of scale and expanded user opportunities (i.e.: tournaments);
- (4) Range of opportunities: facility provides a range of opportunities across the County and creates synergies in skill and interest development (i.e.: ball diamonds that accommodate different sports and all ages); and
- (5) Flexible design of facility: facility is flexible in design with opportunities to accommodate as wide a range of uses as possible, and may be converted to other uses in the future.



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Schedule B: Community Operational Assistance Grant

Schedule B, can be found here: <https://www.rockyview.ca/Portals/0/Files/Government/Funding/Community-Operational-Assistance-Grant.doc>



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Schedule C: Community Capital Assistance Grant

Schedule C can be found here: <https://www.rockyview.ca/Portals/0/Files/Government/Funding/Community-Capital-Assistance-Grant.doc>



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Policy Number:	C-317
Policy Owner:	Recreation, Parks & Community Support
Adopted By:	Council
Adoption Date:	2012 April 24
Effective Date:	2012 April 24
Date Last Amended:	2020 February 25 2021 TBD
Date Last Reviewed:	2020 February 25

Purpose

- 1 This policy establishes the Community Recreation Funding Grant Program (the Grant Program) by outlining funding sources, eligibility criteria, application requirements, and evaluation guidelines.



Policy Statement

- 2 Council values the volunteers and resources that non-profit ~~recreation~~ community organizations provide for County residents.
- 3 Council provides limited operational and capital assistance to non-profit organizations whose facilities, programs, or services benefit County residents.
- 4 The County encourages and supports partnership opportunities that enhance quality of life for County residents ~~through recreation~~.



Policy

Sources of Grant Program Funding

- 5 The sources of Grant Program funding are:



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- (1) the County's recreation tax levy;
- (2) the County's Municipal Reserve (MR) cash-in-lieu funds and proceeds from the sale of MR lands; and
- ~~(3) —proceeds from the sale of MR lands; and~~
- (4) voluntary recreation contributions.

Recreation Tax Levy

- 6 Funding from the County's recreation tax levy is allocated to the Grant Program. Council approves this allocation in its annual operational budget.
- 7 The Recreation Governance Committee (the RGC) annually allocates a portion of the funding from the ~~annual~~ operational budget to each designated regional facility. Funding is also available to non-profit recreation community organizations through the Grant Program.
- 8 At the end of the calendar year, any unused recreation tax-levy funds, which were allocated to grant funding, left in the annual operational budget ~~must be~~ are transferred to the public reserve.
- 9 Non-profit recreation organizations and the County may access recreation tax levy funds held in the public reserve for future recreation capital projects, life cycle enhancement, or service costs for debts incurred to fund a recreation capital project or life cycle enhancement.

Municipal Reserve Cash-in-Lieu Funds and Proceeds of Sale of Municipal Reserve Land

- 10 Proceeds obtained through cash-in-lieu and the disposal (sale, lease, or other disposition) of reserve lands ~~is~~ are allocated in accordance with the *Municipal Government Act*.

Voluntary Recreation Contributions

- 11 All voluntary recreation contribution funds are ~~apportioned~~ allocated to the electoral division in which the subdivision is located.
- 12 Voluntary recreation contribution funds are available only for new recreation capital projects or expansion of recreation capital projects as directed and approved by the RGC.



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Use of Interest

- 13 Interest earned on funds listed in section 5 is allocated by Council as follows:
- (1) ~~P~~ublic ~~R~~eserve designated recreation funds: ~~A~~ppportioned for maintenance and operation of reserve lands and public parks, owned or controlled by the County; and
 - (2) ~~C~~ash-in-lieu funds: apportioned in accordance with the uses identified in the *Municipal Government Act*.

Grant Eligibility

- 14 To be considered for a grant under the Grant Program, organizations must:
- (1) be registered or incorporated non-profit organizations under the *Agricultural Societies Act*, the *Alberta Societies Act*, ~~or~~ Part 9 of the *Companies Act*, or the County acting as an agent on behalf of residents;
 - (2) complete a grant application provided by the County. Applications received after the deadline will not be considered; and
 - (3) provide services to County residents;
 - (4) ~~if any grants were previously granted by the County~~ provide the project completion report, if not already provided for any projects funded by grants previously approved by the County; and
 - (5) present to the RGC when requesting \$100,000.00 or more, unless the Chair deems a presentation unnecessary.
- 15 All grant applications must include
- (1) the organization's current financial statements, audited if available;
 - (2) three quotes for each project component for which funding is being requested, where possible;
 - (3) a description of how the County's contribution will be recognized and promoted; and



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- (4) the number of County and non-County residents served by the facility or program.

~~Non-Eligible~~ Ineligible Organizations and Expenditures

- 16 The following organizations and expenditures are ineligible for capital and operational funding under this policy:

- (1) facilities on private property ~~without a public interest to the land that do not provide services to the public;~~

- (2) facilities and organizations that do not allow reasonable access and organizations are not fully accessible to the public, including but not limited to home owners' associations and condo boards;

- (3) libraries ~~and museums;~~

- (4) religious societies registered under the *Religious Societies' Land Act*;

- ~~(5) — organizations that are not open to the public~~

- ~~(6)~~(5) school boards and school activities or teams;

- ~~(7)~~(6) retroactive expenses, unless in the case of emergency funding requests;

- ~~(17)(1))~~ (7) costs to operate the organization, including but not limited to salaries, hourly wages, and day-to-day administration;

- ~~(9)~~(8) honoraria;

- ~~(10)~~(9) promotional and marketing materials and expenses;

- ~~(17)(2))~~ (10) items that are consumable or have a life span of less than five years, including but not limited to food, kitchen items, sports equipment, entertainment units, computers, and other hardware and software with the exception of facility rental and recreational programming software;

- (11) Goods and Services Tax (GST); and

- (12) fundraising ~~activities~~ projects and events.



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~~17~~ The following expenditures are ineligible for capital funding under this policy

- ~~(1) costs to operate the organization, including but not limited to salaries, hourly wages, and day-to-day administration;~~
- ~~(2) items that are consumable or have a life span of less than five years, including but not limited to food, kitchen items, sports equipment, entertainment units, computers and other hardware, tools, and maintenance supplies.~~

Discretionary Eligibility

~~18-17~~ The following organizations may receive a grant subject to the RGC's discretion:

- (1) organizations with programs that already receive funding from Family and Community Support Services (FCSS) or social services;
- (2) non-profit organizations registered in another province providing a service to County residents;
- (3) service clubs; and
- (4) museums, when applying for Heritage Awareness funding.

~~Regional and~~ Community Recreation Funding

~~19 18~~ Council designates Grant Program funding ~~as community or regional~~ in its annual budget.

~~20 19~~ The RGC determines if a recreation facility or program is regional or community. The RGC may alter the status of a facility or program as it deems necessary.

~~Regional Facilities~~

~~21 20~~ ~~Regional facilities may only access regional operational or capital funds.~~

~~22 20~~ Existing, active intermunicipal recreation cost sharing agreements take precedence over this policy.

~~21~~ ~~Community~~ Recreation facilities and organizations may only access community operational or capital funds.

~~22~~ ~~A regional facility may access funds from the public reserve designated for regional facilities if~~



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- ~~(1) — the RGC approves emergency funding for the regional facility; and~~
- ~~(2) — the regional facility has depleted funds from their individual recreation facility capital reserve account.~~

Community Facilities and Organizations

- ~~23 — Community facilities and organizations may only access community operational or capital funds.~~

Community Enhancement Funding

- ~~22 — Community grant applications falling into any of the following grant categories are considered for a maximum of \$7,500:~~

- ~~(1) — Heritage Awareness grants support tangible initiatives to promote and preserve the County's history. A Heritage Awareness grant is considered for initiatives that~~
 - ~~(a) — document historical places or events in order to retain the information for future generations; or~~
 - ~~(b) — encourage public involvement in heritage preservation and promote knowledge about the County's history.~~
- ~~(2) — Volunteer Development grants support investment back into the community through volunteerism. A Volunteer Development grant is considered for~~
 - ~~(a) — organizations that want to improve their ability to support County volunteers through leadership development, board governance, succession planning, and community events;~~
 - ~~(b) — community events in the County that promote volunteerism and help build social cohesion and inclusion across County communities; or~~
 - ~~(c) — projects that encourage community participation and support the County's volunteer sector.~~



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- (3) Arts and Festival grants support organizations and festivals in their efforts to provide quality arts programming. An Arts and Festival grant is considered for programs and events within the arts and performing arts mediums.
- (4) Community Beautification grants support non-profit organizations and projects that beautify County communities to enhance quality of life and well-being of County residents, while promoting and creating healthy communities. A Community Beautification grant is considered for
 - (a) supporting a non-profit organization's ability to improve the appearance of their community, at the RGC's discretion;
 - (b) landscaping, tree plantings, decorative lighting, community gardens, enhanced signage, and neighbourhood entrance signage;
 - (c) initiatives to develop healthy communities; or
 - (d) emergency rescue services, crime prevention programs, animal services, and community safety enhancements or programs.

Application Approval Process & Evaluation Criteria

- 23 The RGC reviews and approves funding requests in the spring and fall of each year.
- 24 Applications for recreation grants are received by the County annually in the spring and the fall. For community grant application details see reference links: *Community Operational Assistance Grant*, and *Community Capital Assistance Grant*.
- 25 Applications for Community Enhancement Grants are received by the County in the spring. For application details see references link: *Community Enhancement Grant*.
- 26 Organizations may submit applications for one operating grant, ~~and~~ one capital grant ~~funding application~~ and one community enhancement grant per organization per fiscal year. ~~Organizations must apply annually, in the spring or fall, to be eligible.~~
- 27 The RGC considers emergency funding requests year-round, ~~during~~ during their regularly scheduled meetings.
- 28 Due to the volume of applications received and the limited amount of funds available, not all eligible projects ~~may~~ receive ~~grant~~ funding.



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- 29 The Chief Administrative Officer (CAO) may permit grant extensions or minor changes in the project's scope at his/her discretion.

Evaluation Criteria

- 30 ~~Grant applications are ranked using the criteria in Schedule A of this policy. Each criterion carries the same weight. The RGC uses the criteria in Schedule A of this policy to evaluate grant applications.~~ Not all evaluation criteria apply to each application. Funding approvals are based, in part, on how each project ranks.
- 31 The Chief Administrative Officer (CAO) may amend Schedule A without Council approval if the amendments are limited to establishing a framework for weighting and scoring the criteria in accordance with the Recreation and Parks Master Plan.
- 32 If the CAO amends Schedule A in accordance with section 33, the Policy Coordinator reviews the proposed amendments and updates the final version of Schedule A.
- 31 33 The RGC considers Aan organization's demonstrated financial need ~~is taken into consideration~~ during the evaluation process.
- 32 34 Grant funding decisions made by the RGC are final and appeals are not considered.

Cost Sharing Formulae

- 33 35 Unless otherwise noted in this policy, for organizations located in the County:
- (1) the cost sharing formula for capital and emergency funding is:
 - (a) up to a 50% contribution from the County; and
 - (b) a minimum of 50% funding ~~being~~ provided from the ~~facility~~ organization.
 - (2) Operational and community enhancement funding is non-matching.
- 34 36 Unless otherwise noted in this policy, for organizations located in neighbouring municipalities:
- (1) the cost sharing formula for capital and emergency funding is:
 - (a) up to a 25% contribution from the County; and



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~~(b) up to 25% from the neighbouring municipality where the organization resides; and~~

(b) a minimum of ~~50%~~ 75% funding provided from the organization.

(2) Operational funding requires matching, with the ~~neighbouring municipality organization~~ providing a minimum 50% matching contribution.

~~(3) Community enhancement funding is matching.~~

~~35 37~~ The County permits organizations to apply volunteer hours to their funding contribution portion, up to a maximum of 50% of their matching contribution, on the capital project where funding is being requested.

~~36 38~~ Grant funding cannot be used to match funds from other County cost-sharing grant programs.

Grant Recipient Requirements

~~37 39~~ Grant recipients ~~must~~ provide a project completion report on how the grant funds were used. ~~The project completion report must be provided to the County no later than three months after completing the project.~~ to the County no later than three months after completing substantial completion of the project. Future funding requests are not considered if the ~~financial completion~~ report is not provided.

~~40~~ Grant recipients must return any unused funds back to the County; carry-overs of operational funds are not permitted.

~~41~~ Invoices and expenditures may be subject to verification and audit by the County.

~~38 42~~ Grant recipients must recognize the County as a source of funding. Recognition may be in the form of signage, or another source of recognition, at the discretion of the CAO.

Conflict of Interest

~~39 43~~ At the discretion of the CAO, if the County determines that an organization's board or any of its directors, officers, or employees have a conflict of interest, and it is not corrected to the



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satisfaction of the County, the County may withhold or withdraw approved funding without notice.

- 40 44 Members of an organization applying for a grant must not act or appear to act in order to benefit, financially or otherwise, themselves or their family, friends, associates, or businesses, ~~or~~ otherwise.





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References

Legal Authorities

- *Agricultural Societies Act*, RSA 2000, c A-11
- *Companies Act*, RSA 2000, c C-21
- *Municipal Government Act*, RSA 2000, c M-26
- *Societies Act*, RSA 2000, c S-14

Related Plans, Bylaws, Policies, etc.

- Rocky View County *Master Rates Bylaw*, ~~C-7857-2019~~
- Rocky View County *Municipal Development Plan* (County Plan)
- Rocky View County *Parks & Open Space Master Plan*
- [Rocky View County Recreation and Parks Master Plan](#)

Related Procedures

- N/A

Other

- [Recreation Needs Assessment Study - 2020](#)
- [Schedule B, Community Operational Assistance Grant \(Application Form\)](#)
- [Schedule C, Community Capital Assistance Grant \(Application Form\)](#)
- [Community Enhancements Grant \(Application Form\)](#)



Policy History

Amendment Date(s) – Amendment Description

- 2019 November 26 – Council amended to improve clarity, align with new County standards and processes.
- 2020 February 25 – Council amended to remove notwithstanding clause, moving FCSS and social services programs to discretionary, clarified wording, and added the Boards and Committees Bylaw's "conflict of interest" definition.

Review Date(s) – Review Outcome Description

- 2019 November 19 – Minor amendments recommended to clarify policy and align with new policy template and procedures.
- 2020 January 15 – Minor amendments recommend to clarify and update policy.





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Definitions

33 In this policy:

- (1) “access” means that all County residents shall receive equity through accessible, available, and affordable services, programs, and facilities;
OR
“access” means the ability to obtain and/or make use of sources of funding subject to eligibility and application processes outlined in this policy, as the context requires;
- (2) “business plan” means a strategic plan that places financial planning and financial performance at its core, charting the future course of an institution through a realistic projection of operations, and capital and marketing projections;
- (3) “capital” means funding for an expenditure creating future benefits, a fixed asset, a tangible item (bricks and mortar), or a one-time facility rental and recreational programming software expense;
- (4) “cash-in-lieu” means money taken instead of land for municipal reserves, school reserve, or municipal and school reserve at the time of subdivision, pursuant to the *Municipal Government Act*;
- (5) “CAO” means Chief Administrative Officer;
- (6) “Chief Administrative Officer” means the Chief Administrative Officer of Rocky View County as defined in the *Municipal Government Act* or their authorized designate;
- (7) “community” means ~~of, or relating to,~~ an organization that operates and maintains a community facility, or the provision of community recreation programs;
- (8) “community recreation facility” means a facility with two or fewer components that provides services according to community service boundaries, provides managed access, and the prime activity for which involves a paid or programmed recreational use. Facility services may be provided through an alternative municipal service provider with public access negotiated through an intermunicipal recreation cost sharing agreement;
- (9) “component” means a portion of a facility used for a specific function or activity; i.e. gymnasium or fitness centre;



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- (10) “conflict of interest” means a situation that has the potential to undermine the impartiality of a person because of the possibility of a clash between the person’s self-interest, their professional interest, or the public interest;
- (11) “Council” means the duly elected Council of Rocky View County;
- (12) “County” means Rocky View County;
- (13) “cultural” means a shared community identity as expressed by beliefs, values, traditions, and aspirations found in local events, arts, and heritage;
- (14) “emergency funding” means resourcing provided for repairs to a facility that could not remain open or operate safely if the repairs are not completed;
- (15) “facility” means a location designed and equipped for the conduct of sports, leisure time activities, and other customary and usual recreational activities;
- (16) “grant” means the Community Recreation Funding Grant;
- (17) “intermunicipal recreation cost sharing agreement” means an agreement between the County and the identified municipality that outlines detailed information on the planning, development, funding, maintenance, and operation ~~commitment~~ of recreational and cultural amenities by both the County and the identified municipality;
- (18) “life cycle plan” means the documentation and inventory of the facility’s assets, which includes a repair or replacement schedule and the costs associated with the scheduled repair or replacement;
- (19) “*Master Rates Bylaw*” means the Rocky View County bylaw known as the *Master Rates Bylaw*, as amended or replaced from time to time; a Council-approved regulation that includes a consolidation of rates charged to the public for various municipal services;
- (20) “MR” means municipal reserve;
- (21) “municipal reserve” means land designated as a municipal reserve pursuant to the *Municipal Government Act*;
- (22) “non-profit” means an organization incorporated under the *Societies Act of Alberta*, the *Agricultural Societies Act*, or Part 9 of the *Companies Act* whose objectives reflect their interest in serving the ~~recreation~~ needs of the public without realizing a profit to its members;



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- (23) “operational” means the routine functioning and activities of a program, service, or facility, such as but not limited to operational costs, utilities, and insurance;
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- (26) “programs” means formal, planned, instructor led opportunities for individuals to develop skill or understanding in a specific content area; whether through registering for, or dropping into, a scheduled activity. It does not refer to participant-led, unstructured activities that are accessed at public open spaces or through admission into a facility, nor the rental of parks, playgrounds, or facilities by individuals or groups;
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- (35) “retroactive expenses” means expenditures incurred prior to approval of a grant by the Recreation Governance Committee;
- ~~(36) “RGC” means the Recreation Governance Committee;~~
- ~~(37)~~ (36) “Rocky View County” means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires;
- ~~(38)~~ (37) “service club” means a voluntary non-profit organization where members perform charitable works either by direct hands-on efforts or by raising money for other organizations;
- ~~(39)~~ (38) “stewardship” means the caretaking of public resources, and is a responsibility inherent in all County funding partnership arrangements as such, all arrangements shall result in the delivery of high-quality and sustainable services, programs, and facilities for the community;
- (39) “substantial completion” means the point in a project where the amenity is fit to be used for its intended purpose. At this point the contractor is entitled to receive full payment for the work, less any amounts retained to secure outstanding items or deficiencies;
- (40) “sustainability” means the relationship between an organization’s financial sustainability and ~~organizational~~ self-sufficiency in ~~resourcing~~ securing the resources required ~~for maintaining~~ to maintain general operations ~~independent of~~ without relying on public funds;
- (41) “voluntary recreation contribution” means a voluntary monetary donation by owners or developers, as per the *Master Rates Bylaw*, applied to each new unit for residential or non-residential development;



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- (42) “volunteer” means anyone who offers time, energy, and skills of his or her own free will for the mutual benefit of the volunteer and the organization. Volunteers work without financial compensation, or the expectation of financial compensation beyond an agreed-upon reimbursement for expenses; and
- (43) “volunteer hours” means volunteer time contributed towards capital project grants. Hours are valued as defined in the *Master Rates Bylaw* at Alberta minimum wage, must be preapproved through the granting program, and reported in the project completion report.



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Schedule A: Evaluation Criteria

Funding applications are evaluated using the criteria below.

- 1 The application's alignment with County policies and plans, including but not limited to
 - (1) this policy;
 - (2) the County Recreation and Parks Master Plan;
 - (3) the County Strategic Plan, Leading Rocky View County;
 - ~~(2)~~ (4) the County Parks and Open Space Master Plan;
 - ~~(4)~~(5) the County Active Transportation Plan: South County;
 - ~~(5)~~ (6) the County Master Plan, The County Plan; and
 - ~~(6)~~ (7) registered non-profit organizations under the *Societies Act of Alberta*, the *Agricultural Societies Act*, or Part 9 of the *Companies Act*.

Community Benefits

- 2 ~~Community benefits criteria are as follows~~ To be eligible for community benefits funding, a facility must:
 - (1) creates a new or enhanced recreational or cultural amenity;
 - (2) enhances accessibility;
 - (3) contributes to community physical attributes;
 - (4) expands or creates more volunteer opportunities;
 - (5) contributes to safer communities;
 - (6) promotes diversity or inclusion for County residents;
 - (7) provides public use facilities;



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- (8) consider and provide detail regarding the impact of the project on other community or regional facilities or programs;

~~(8)~~ (9) promote sound stewardship of public resources; or

~~(9)~~ (10) considers the number of County residents benefitting from the initiative.

~~Capital~~ Project Viability

- 3 Project viability criteria includes the following:
- (1) proof of matching funds raised or committed provided to the County;
 - (2) other funding opportunities have been sought and/or sourced; and
 - (3) any capital project is part of the facility's capital priority plan or life cycle plan.

Capital Expansion: Planning and Financial Sustainability

- 4 Capital expansion: planning & financial sustainability criteria includes the following:
- (1) a completed five year life cycle plan;
 - (2) a completed, current, ~~business~~ plan;
 - (3) a completed, detailed feasibility study;
 - (4) a completed master site development plan;
 - (5) the required public engagement sessions ~~have been completed~~ are complete; and
 - (6) other requested studies related to the project ~~have been completed~~ are complete.
- 5 Capital expansion criteria applies only to new developments.

Regional Facility Design Principles

- 6 Regional facility design principles criteria includes the following:



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- (1) Community hub: a multipurpose facility of a scope large enough to provide a range of opportunities and services, yet small enough to provide a community focal point where people meet, congregate, feel comfortable, and sense they belong;
- (2) Integrated facility: recreation facility that ~~is flexible~~ accommodates artistic and creative pursuits in addition to compatible health, social, and community services to increase opportunities for integration of services and support diversity and inclusiveness;
- (3) Grouping of facilities: facilities are twinned or grouped together to support economies of scale and expanded user opportunities (i.e. tournaments);
- (4) Range of opportunities: facility provides a range of opportunities across the County and creates synergies in skill and interest development (i.e. ball diamonds that accommodate different sports and all ages); and
- (5) Flexible design of facility: facility is flexible in design with opportunities to accommodate as wide a range of uses as possible, and may be converted to other uses in the future.



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Schedule B: Community Operational Assistance Grant

Schedule B, can be found here: <https://www.rockyview.ca/Portals/0/Files/Government/Funding/Community-Operational-Assistance-Grant.doc>

Schedule C: Community Capital Assistance Grant

Schedule C can be found here: <https://www.rockyview.ca/Portals/0/Files/Government/Funding/Community-Capital-Assistance-Grant.doc>



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Policy Number:	C-317
Policy Owner:	Recreation, Parks & Community Support
Adopted By:	Council
Adoption Date:	2012 April 24
Effective Date:	2012 April 24
Date Last Amended:	2020 February 25
Date Last Reviewed:	2020 January 15

Purpose

- 1 This policy establishes the Community Recreation Funding Grant Program (the Grant Program) by outlining funding sources, eligibility criteria, application requirements, and evaluation guidelines.



Policy Statement

- 2 Council values the volunteers and resources that non-profit recreation organizations provide for County residents.
- 3 Council provides limited operational and capital assistance to non-profit organizations whose facilities, programs, or services benefit County residents.
- 4 The County encourages and supports partnership opportunities that enhance quality of life for County residents through recreation.



Policy

Sources of Grant Program Funding

- 5 The sources of Grant Program funding are:
 - (1) the County's recreation tax levy;
 - (2) the County's municipal reserve (MR) cash-in-lieu funds;



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- (3) proceeds from the sale of MR lands; and
- (4) voluntary recreation contributions.

Recreation Tax Levy

- 6 Funding from the County's recreation tax levy is allocated to funding the Grant Program. Council approves this allocation in its annual operational budget.
- 7 The Recreation Governance Committee (the RGC) annually allocates a portion of the funding from the annual operational budget to each designated regional facility. Funding is available to non-profit recreation community organizations through the Grant Program.
- 8 At the end of the calendar year, any unused recreation tax levy funds, allocated to grant funding, left in the annual operational budget must be transferred to the public reserve.
- 9 Non-profit recreation organizations and the County may access recreation tax levy funds held in the public reserve for future recreation capital projects, life cycle enhancement, or service costs for debts incurred to fund a recreation capital project or life cycle enhancement.

Municipal Reserve Cash-in-Lieu Funds and Proceeds of Sale of Municipal Reserve Land

- 10 Proceeds obtained through cash-in-lieu, and the disposal (sale, lease, or other disposition) of reserve lands is allocated in accordance with the *Municipal Government Act*.

Voluntary Recreation Contributions

- 11 All voluntary recreation contribution funds are apportioned to the electoral division in which the subdivision is located.
- 12 Voluntary recreation contribution funds are available only for new recreation capital projects or expansion of recreation capital projects as directed and approved by the RGC.

Use of Interest

- 13 Interest earned is allocated by Council as follows:
 - (1) Public Reserve designated recreation funds: Apportioned for maintenance and operation of reserve lands and public parks, of which the County holds an interest; and



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- (2) Cash-in-lieu funds: apportioned in accordance with the uses identified in the *Municipal Government Act*.

Grant Eligibility

- 14 To be considered for a grant under the Grant Program, organizations must:
 - (1) be registered or incorporated non-profit organizations under the *Agricultural Societies Act*, the *Alberta Societies Act*, or Part 9 of the *Companies Act*;
 - (2) complete a grant application provided by the County; and
 - (3) if any grants were previously granted by the County, provide the project completion report, if not already provided.
- 15 All grant applications must include:
 - (1) current financial statements, audited if available;
 - (2) three quotes for each project component for which funding is being requested, where possible;
 - (3) how the County's contribution will be recognized and promoted; and
 - (4) the number of County and non-County residents served by the facility or program.

Non-Eligible Organizations and Expenditures

- 16 The following organizations and expenditures are ineligible for capital and operational funding under this policy:
 - (1) facilities on private property without a public interest to the land;
 - (2) facilities that do not allow reasonable access to the public;
 - (3) libraries and museums;
 - (4) religious societies registered under the *Religious Societies' Land Act*;
 - (5) organizations that are not open to the public;



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- (6) school boards and school activities or teams;
 - (7) retroactive expenses, unless in the case of emergency funding requests;
 - (8) employee salary and hourly wages;
 - (9) honoraria;
 - (10) promotional materials;
 - (11) Goods and Services Tax (GST); and
 - (12) fundraising activities.
- 17 The following expenditures are ineligible for capital funding under this policy:
- (1) costs to operate the organization, including but not limited to salaries, wages, and day-to-day administration; and
 - (2) items that are consumable or have a life span of less than five years, including but not limited to food, kitchen items, sports equipment, entertainment units, computers and other hardware, tools, and maintenance supplies.

Discretionary Eligibility

- 18 The following organizations may receive a grant subject to the RGC's discretion:
- (1) organizations with programs that already receive funding from Family and Community Support Services or social services;
 - (2) non-profit organizations registered in another province providing a service to County residents; and
 - (3) service clubs.

Regional and Community Funding

- 19 Council designates Grant Program funding as community or regional in its annual budget.
- 20 The RGC determines if a recreation facility or program is regional or community. The RGC may alter the status of a facility or program as it deems necessary.



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Regional Facilities

- 21 Regional facilities may only access regional operational or capital funds.
- 22 Existing intermunicipal recreation cost sharing agreements take precedence over this policy.
- 23 A regional facility may access funds from the public reserve designated for regional facilities if:
 - (1) the RGC approves emergency funding for the regional facility; and
 - (2) the regional facility has depleted funds from their individual recreation facility capital reserve account.

Community Facilities

- 24 Community facilities may only access community operational or capital funds.

Application Approval Process

- 25 The RGC reviews and approves funding requests in the spring and fall of each year.
- 26 Organizations may submit one operating and one capital grant funding application per organization, per fiscal year. Organizations must apply annually, in the spring or fall, to be eligible.
- 27 The RGC considers emergency funding requests year-round, during their regularly scheduled meetings.
- 28 Due to the volume of applications received and the limited amount of funds available, not all eligible projects may receive grant funding.
- 29 Grant extensions or minor changes in the project's scope may be granted at the discretion of the Chief Administrative Officer (CAO).

Evaluation Criteria

- 30 Grant applications are ranked using the criteria in Schedule A of this policy. Each criterion carries the same weight. Not all evaluation criteria apply to each application. Funding approvals are based, in part, on how each project ranks.



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- 31 An organization's demonstrated financial need is taken into consideration during the evaluation process.
- 32 Grant funding decisions made by the RGC are final and appeals are not considered.

Cost Sharing Formulae

- 33 Unless otherwise noted in this policy, for organizations located in the County:
- (1) the cost sharing formula for capital and emergency funding is:
 - (a) up to a 50% contribution from the County; and
 - (b) a minimum of 50% funding being provided from the facility.
 - (2) Operational funding is non-matching.
- 34 Unless otherwise noted in this policy, for organizations located in neighbouring municipalities:
- (1) the cost sharing formula for capital and emergency funding is:
 - (a) up to a 25% contribution from the County;
 - (b) up to 25% from the neighbouring municipality where the organization resides; and
 - (c) a minimum of 50% funding being provided from the organization.
 - (2) Operational funding requires matching with the neighbouring municipality providing a minimum 50% matching contribution.
- 35 The County permits organizations to apply volunteer hours to their funding contribution portion up to a maximum of 50% of their matching contribution on the capital project where funding is being requested.
- 36 Grant funding cannot be used to match funds from other County cost-sharing grant programs.

Grant Recipient Requirements

- 37 Grant recipients must provide a project completion report on how the grant funds were used. The project completion report must be provided to the County no later than three months after



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completing the project. Future funding requests are not considered if the financial report is not provided.

- 38 Grant recipients must recognize the County as a source of funding. Recognition may be in the form of signage, or another source of recognition, at the discretion of the CAO.

Conflict of Interest

- 39 At the discretion of the CAO, if the County determines that an organization's board or any of its directors, officers, or employees have a conflict of interest, and it is not corrected to the satisfaction of the County, the County may withhold or withdraw approved funding without notice.
- 40 Members must not act or appear to act in order to benefit, financially or otherwise, themselves or their family, friends, associates, businesses, or otherwise.



References

Legal Authorities

- *Agricultural Societies Act*, RSA 2000, c A-11
- *Companies Act*, RSA 2000, c C-21
- *Municipal Government Act*, RSA 2000, c M-26
- *Societies Act*, RSA 2000, c S-14

Related Plans, Bylaws, Policies, etc.

- Rocky View County *Master Rates Bylaw*, C-7857-2019
- Rocky View County Municipal Development Plan (County Plan)
- Rocky View County Parks & Open Space Master Plan

Related Procedures

- N/A

Other

- Community Needs Survey 2010



Policy History

Amendment Date(s) – Amendment Description

- 2019 November 26 – Council amended to improve clarity, align with new County standards and processes
- 2020 February 25 – Council amended to remove notwithstanding clause, moving FCSS and social services



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Review Date(s) – Review Outcome
Description

programs to discretionary, clarified wording, and added the Boards and Committees Bylaw's "conflict of interest" definition

- 2019 November 19 – Minor amendments recommended to clarify policy and align with new policy template and procedures
- 2020 January 15 – Minor amendments recommend to clarify and update policy



Definitions

41 In this policy:

- (1) "access" means that all County residents shall receive equity through accessible, available, and affordable services, programs, and facilities;
- (2) "business plan" means a strategic plan that places financial planning and financial performance at its core, charting the future course of an institution through a realistic projection of operations, and capital and marketing projections;
- (3) "capital" means funding for an expenditure creating future benefits, a fixed asset, or a tangible item (bricks and mortar);
- (4) "cash-in-lieu" means money taken instead of land for municipal reserves, school reserve, or municipal and school reserve at the time of subdivision, pursuant to the *Municipal Government Act*;
- (5) "CAO" means Chief Administrative Officer;
- (6) "Chief Administrative Officer" means the Chief Administrative Officer of Rocky View County as defined in the *Municipal Government Act* or their authorized delegate;
- (7) "community" means of, or relating to, an organization that operates and maintains a community facility, or the provision of community recreation programs;
- (8) "community facility" means a facility with two or fewer components that provides services according to community service boundaries, provides managed access, and the prime activity for which involves a paid or programmed recreational use. Facility services may be provided through an alternative municipal service provider with public access negotiated through an intermunicipal recreation cost sharing agreement;



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- (9) “component” means a portion of a facility used for a specific function or activity; i.e. gymnasium, fitness centre;
- (10) “conflict of interest” means a situation that has the potential to undermine the impartiality of a person because of the possibility of a clash between the person’s self-interest, their professional interest, or the public interest;
- (11) “Council” means the duly elected Council of Rocky View County;
- (12) “County” means Rocky View County;
- (13) “cultural” means a shared community identity as expressed by beliefs, values, traditions, and aspirations found in local events, arts, and heritage;
- (14) “emergency funding” means resourcing provided for repairs to a facility that could not remain open or operate safely if the repairs are not completed;
- (15) “facility” means a location designed and equipped for the conduct of sports, leisure time activities and other customary and usual recreational activities;
- (16) “grant” means the Community Recreation Funding Grant;
- (17) “intermunicipal recreation cost sharing agreement” means an agreement between the County and the identified municipality that outlines detailed information on the planning, development, funding, maintenance, and operation commitment of recreational and cultural amenities by both the County and the identified municipality;
- (18) “life cycle plan” means the documentation and inventory of the facility’s assets, which includes a repair or replacement schedule and the costs associated with the scheduled repair or replacement;
- (19) “*Master Rates Bylaw*” means the Rocky View County bylaw known as the *Master Rates Bylaw*, as amended or replaced from time to time; a Council-approved regulation that includes a consolidation of rates charged to the public for various municipal services;
- (20) “MR” means municipal reserve;
- (21) “municipal reserve” means land designated as a municipal reserve pursuant to the *Municipal Government Act*;



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- (22) “non-profit” means an organization incorporated under the *Societies Act of Alberta*, the *Agricultural Societies Act*, or Part 9 of the *Companies Act* whose objectives reflect their interest in serving the recreation needs of the public without realizing a profit to its members;
- (23) “operational” means the routine functioning and activities of a program, service, or facility such as but not limited to operational costs, utilities, and insurance;
- (24) “organizations” means non-profit groups that exist to serve the public benefit, are typically governed by a voluntary board of directors, and typically depend on volunteers to carry out essential parts of the groups’ or organizations’ work, though paid staff may fill certain positions;
- (25) “partnership” means two or more organizations working together towards a joint interest where there is: a definition of authority and responsibility among partners; joint contribution of input costs (e.g. time, funding, expertise, information); sharing of risk among partners; and mutual or complementary benefits;
- (26) “programs” means formal, planned, instructor led opportunities for individuals to develop skill or understanding in a specific content area; whether through registering for, or dropping into, a scheduled activity. It does not refer to participant-led unstructured activities that are accessed at public open spaces or through admission into a facility, nor the rental of parks, playgrounds or facilities by individuals or groups;
- (27) “project completion report” means a County-supplied financial report template outlining the use of grant funds and how residents benefited from their expenditure.
- (28) “public use facilities” means any property or facility that has been designated through an agreement with the County as being available for use by individuals, groups, or other organizations that are not directly associated with the County;
- (29) “recreation” means an experience that results from freely chosen participation in physical, intellectual, creative, and cultural pursuits that enhance individual and community wellbeing;
- (30) “Recreation Governance Committee” is a Council committee that acts as an approving body regarding matters pertaining to Recreation and Cultural services in the County, including grant applications, funding allocation, studies, and master plans;
- (31) “recreation tax levy” means the application of annual tax to residential properties to support recreation and culture;



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- (32) “regional” means of, or relating to, an organization that operates and maintains a regional facility; may include the provision of regional recreation programs;
- (33) “regional facility” means a community hub providing a range of recreational opportunities through an integrated grouping of diverse and flexible use facilities; users from more than one community make use of these resources.
- (34) “reserve lands” means any lands that have been provided by a registered owner as municipal reserve (MR) or municipal and school reserve (MSR) (in each case, such terms shall not include lands held as environmental reserve) under the provisions of the *Municipal Government Act*;
- (35) “retroactive expenses” means expenditures incurred prior to approval of a grant by the Recreation Government Committee;
- (36) “RGC” means the Recreation Governance Committee;
- (37) “Rocky View County” means Rocky View County as a municipal corporation and the geographical area within its jurisdictional boundaries, as the context requires;
- (38) “service club” means a voluntary non-profit organization where members perform charitable works either by direct hands-on efforts or by raising money for other organizations;
- (39) “stewardship” means the caretaking of public resources, and is a responsibility inherent in all County funding partnership arrangements, as such all arrangements shall result in the delivery of high-quality and sustainable services, programs and facilities for the community;
- (40) “sustainability” means the relationship between financial sustainability and organizational self-sufficiency in resourcing required for maintaining general operations independent of public funds;
- (41) “voluntary recreation contribution” means a voluntary monetary donation by owners or developers, as per the *Master Rates Bylaw*, applied to each new unit for residential or non-residential development;
- (42) “volunteer” means anyone who offers time, energy, and skills of his or her own free will for the mutual benefit of the volunteer and the organization. Volunteers work without



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financial compensation, or the expectation of financial compensation beyond an agreed-upon reimbursement for expenses; and

- (43) “volunteer hours” means volunteer time contributed towards capital project grants. Hours are valued as defined in the Master Rates Bylaw at Alberta minimum wage, must be preapproved through the granting program, and reported in the project completion report.



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Schedule A: Evaluation Criteria

Funding applications are evaluated using the criteria below.

- 1 The application's alignment with County policies and plans, including but not limited to:
 - (1) this policy;
 - (2) Rocky View Council Strategic Plan;
 - (3) Parks and Open Space Master Plan;
 - (4) Active Transportation Plan: South County;
 - (5) County Plan; and
 - (6) registered non-profit organization under the *Societies Act of Alberta*, the *Agricultural Societies Act*, or Part 9 of the *Companies Act*; and

Community Benefits

- 2 Community benefits criteria are as follows:
 - (1) creates a new or enhanced recreational or cultural amenity;
 - (2) enhances accessibility;
 - (3) contributes to community physical attributes;
 - (4) expands or creates more volunteer opportunities;
 - (5) contributes to safer communities;
 - (6) promotes diversity or inclusion for County residents;
 - (7) provides public use facilities;
 - (8) sound stewardship of public resources; or
 - (9) number of County residents benefitting from the initiative.



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Capital Project Viability

- 3 Project viability criteria includes:
- (1) proof of a matching funds raised or committed;
 - (2) other funding opportunities have been sourced; and
 - (3) project is part of facility's capital priority plan or life cycle plan.

Capital Expansion: Planning and Financial Sustainability

- 4 Capital expansion: planning & financial sustainability criteria includes:
- (1) a completed five year life cycle plan;
 - (2) a completed, current, business plan;
 - (3) a completed, detailed feasibility study;
 - (4) a completed master site development plan;
 - (5) the required public engagement sessions have been completed; and
 - (6) other requested studies related to the project have been completed.
- 5 Capital expansion criteria applies to new developments.

Regional Facility Design Principles

- 6 Regional facility design principles criteria includes:
- (1) Community hub: a multipurpose facility of a scope large enough to provide a range of opportunities and services, yet small enough to provide a community focal point where people meet, congregate, feel comfortable, and sense they belong;
 - (2) Integrated facility: recreation facility that is flexible to accommodate artistic and creative pursuits in addition to compatible health, social, and community services to increase opportunities for integration of services and support diversity and inclusiveness;



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- (3) Grouping of facilities: facilities are twinned or grouped together to support economies of scale and expanded user opportunities (i.e. tournaments);
- (4) Range of opportunities: facility provides a range of opportunities across the County and create synergies in skill and interest development (i.e. ball diamonds that accommodate different sports and all ages); and
- (5) Flexible design of facility: facility is flexible in design with opportunities to accommodate as wide a range of use as possible, and may be converted to other uses in the future.



RECREATION, PARKS, & COMMUNITY SUPPORT

TO:	Recreation Governance Committee		
DATE:	January 27, 2021	DIVISION:	4
FILE:	1025-500	APPLICATION:	N/A
SUBJECT:	Langdon Recreation Grant Program Awards		

POLICY DIRECTION:

The intake of Langdon Recreation Grant applications were evaluated in accordance with Langdon Recreation Grant Program Policy C-328.

EXECUTIVE SUMMARY:

The Langdon Recreation Grant Program is funded annually through a special tax levy on households within the hamlet of Langdon. The purpose of the grant is to resource community initiatives that improve recreation services in Langdon.

The Recreation Governance Committee (RGC) is the approving authority under the Langdon Recreation Grant Program Policy C-328. Administration received three applications during the November 15, 2020, intake, with a total requested amount of \$123,442.35. Langdon Community Association requested \$33,442.35 for programs, facilities' safety, maintenance, and operational expenditures. Rocky View County, acting as an agent on behalf of Langdon, requested \$90,000.00 for final capital project improvements and operational materials for Langdon's Quad Diamond facility.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

BACKGROUND:

The Langdon Recreation Grant Program was established to provide a resource for community initiatives that improve recreation services in the hamlet of Langdon. The program provides a means to address gaps in community recreation facilities and programs.

This year, applications were accepted on November 15, and the intake amounts to \$123,442.35. The grant allocations will be covered through the Langdon Recreation Special Tax Levy and excess from unused previous years' funds.

Administration reviewed all grant applications for completeness and eligibility according to the criteria outlined in Policy C-328. The following applications are provided for RGC's consideration:

1. **Langdon Community Association (LCA)** requests \$33,442.35 toward:
 - The adopt-a-planter program (\$3,000.00);
 - 2021 and 2022 maintenance of the playground in Langdon Park (\$4,300.00);
 - Fire equipment (\$1,991.90);
 - Fieldhouse cleaning (6,930.00);
 - Utilities and insurance (\$12,715.35); and
 - Snow removal (\$4,500.00).

Administration Resources

Althea Panaguiton, Recreation, Parks and Community Support



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Background:

- The adopt-a-planter program allows residents to adopt a planter to maintain, water, and care for over the summer. This program promotes families volunteering together and contributing to their community. The program is in its 8th year.
- Playground maintenance costs cover monthly inspections and repairs or improvements as required to ensure safety.
- Fire equipment serves a dual purpose: as a safety requirement for the Langdon Fieldhouse, and to provide the tools necessary for seasonal outdoor rink flooding.
- Fieldhouse cleaning, utilities, insurance, and snow removal are annual ongoing costs required to keep the facility open and safe for user groups.

Table 1: Funding Received by Langdon Community Association

Funding Year	Funding Type	Amount Approved:
2018	District Capital	\$48,000.00
	District Capital	\$731.00
	Emergency	\$3,425.00
	Langdon Recreation Grant: Operational	\$15,517.65
2019	Langdon Recreation Grant: Operational	\$10,400.00
	Langdon Recreation Grant: Capital	\$3,200.00
2020	Community Benefits	\$3,600.00
	Community Capital	\$6,000.00
	Langdon Recreation Grant: Operational	\$19,378.12

Application Assessment:

- The application complies with the requirements of Policy C-328; Administration recommends approval of the funding request.
2. **Rocky View County**, acting as an agent on behalf of Langdon, requests \$50,000 to assist with the completion of the Langdon Quad Diamond facility. The request includes:
- One Sea Can (20'L x 8'W x 8.5'H) (\$5,100);
 - Eight bleachers (two per diamond) (\$40,448);
 - Contingency of 11% (\$4,452).

Background:

As per Langdon Recreation Grant Policy C-328, subject to RGC's discretion, the County may apply for up to \$50,000 of capital funding when acting as an agent on behalf of Langdon.

The Langdon Quad Diamond facility is near completion. The County is applying for funding to purchase and install two sets of bleachers at each of the four diamonds. These will provide the required spectator seating for both local little league and larger regional tournament games. The Sea Can will provide secure storage space for facility maintenance and operational resources.



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Application Assessment:

- The application complies with the requirements of Policy C-328; Administration recommends approval of the funding request.

3. Rocky View County, acting as an agent on behalf of Langdon, requests \$40,000 to assist with operational materials of the Langdon Quad Diamond facility. The request includes:

- ATV for use in diamond maintenance (\$20,000);
- Drag mat (\$2,000);
- Booking software (\$1,600);
- Chalker (\$700);
- Hose and sprinkler system (\$5,500);
- Contingency of 10% (\$3,000).

Background:

As per Langdon Recreation Grant Policy C-328, subject to RGC's discretion, the County may apply for up to \$40,000 of operational or program funding when acting as an agent on behalf of Langdon.

The Langdon Community Association has made an application to the provincial Community Facility Enhancement Program (CFEP) grant program for the above resources. The County is applying for funding to cover costs for these materials to ensure the maintenance of the Quad Diamond facility, should the LCA CFEP application be unsuccessful. Should the group be successful in their application, funds should remain in the Langdon Special Tax fund.

The Langdon Quad Diamond facility is near completion. These tools will help ensure necessary facility maintenance and operations.

Application Assessment:

- The application complies with the requirements of Policy C-328; Administration recommends approval of the funding request.

BUDGET IMPLICATIONS:

Budget implications will be the total amount of \$123,442.35 for recreational services and amenities in Langdon.

OPTIONS:

- | | | |
|-----------|---|---|
| Option #1 | Motion 1: | THAT the Langdon Community Association's operational request for \$33,442.35 for programs, facilities' safety, maintenance, and operational expenditures be approved from the Langdon Recreation Special Tax Funding Grant. |
| | Motion 2: | THAT Rocky View County's capital request for \$50,000.00 for the completion of the Langdon Quad Diamond facility be approved from the Langdon Recreation Special Tax Funding Grant. |
| | Motion 3: | THAT Rocky View County's operational request for \$40,000.00 for operational materials for the Langdon Quad Diamond facility be approved from the Langdon Recreation Special Tax Funding Grant. |
| Option #2 | THAT alternative direction be provided. | |



Respectfully submitted,

"Theresa Cochran"

Executive Director
Community Development Services

AP/rp

Concurrence,

"Al Hoggan"

Chief Administrative Officer

RECREATION, PARKS AND COMMUNITY SUPPORT

TO: Recreation Governance Committee
DATE: January 27, 2021 **DIVISION:** All
FILE: N/A **APPLICATION:** N/A
SUBJECT: 2021 Recreation Governance Committee Meetings

POLICY DIRECTION:

As per the Terms of Reference of the Recreation Governance Committee (RGC), the committee will meet a minimum of four times per year, or at the call of the Chair.

EXECUTIVE SUMMARY:

The purpose of this report is to provide recommendation to the RGC to reschedule two of its approved meetings dates for the 2021 year to coincide with scheduled Municipal Planning Commission (MPC) meetings.

ADMINISTRATION RECOMMENDATION:

Administration recommends approval in accordance with Option #1.

BACKGROUND:

As per the Terms of Reference of the RGC, at the December 1, 2020, regular meeting, the committee passed a motion approving four meeting dates for the 2021 year. The approved meetings dates were as follow:

1. January 27, 2021.
2. May 26, 2021.
3. September 8, 2021.
4. December 9, 2021.

The meetings dates were to coincide with the annual Community Recreation Funding Grant Program's deadlines, and with the proposed MPC meetings. However, after review, two of the approved meeting dates do not align with scheduled 2021 MPC meetings; hence, this report is proposing to reschedule those two dates. Administration recommends the following new dates for RGC consideration:

1. September 15, 2021, instead of September 8, 2021; and
2. December 8, 2021 instead of December 9, 2021

Additional meetings will be scheduled at the call of the Chair, as per the Terms of Reference.

BUDGET IMPLICATIONS:

There are no budget implications at this time.

OPTIONS:

Option #1: THAT the following new dates be approved as the Recreation Governance Committee meeting dates for 2021:

1. September 15, 2021.
2. December 8, 2021.



Option #2: THAT alternative direction be provided.

Respectfully submitted,

“Theresa Cochran”

Executive Director
Community Development Services

Concurrence,

“Al Hoggan”

Chief Administrative Officer