



Community Development | Public Engagement | Wellness Infrastructure

RC Strategies Inc

10315 – 109 St NW
Edmonton, Alberta
Canada T5J 1N3

T 780.441.4262

F 780.426.2734

W rcstrategies.ca

Town of Strathmore

Final Quality of Life Master Plan

3 February 2010



Foreword

The following Quality of Life Master Plan has been developed through broad public engagement, due diligence, and the compilation of varying levels of internal and external qualitative and quantitative information.

The intent of this Plan is to guide decision making with regards to future parks, recreation and culture facilities and services provided in the region by all associated stakeholders, including the Town of Strathmore, Wheatland County, other levels of government, local non-profit volunteer groups, and the private sector.

Once accepted by Council as information, this document will provide guidance for future decision making. Although the potential elements in the Plan, including policy and protocol and recommended new and/or upgraded infrastructure are not binding, the Plan will be relied upon by all stakeholders as a valid and agreed upon resource.



Carole Engel
Director of Community Services
Town of Strathmore
(403) 934-3133 Office
(403) 934-3204 local 228 Direct line
888-8180 Cell
carolee@strathmore.ca

February 3, 2010

RE: QUALITY OF LIFE MASTER PLAN

Carole,

Please accept this document as the final version of the Town of Strathmore Quality of Life Master Plan.

Randall Conrad
M.Sc.
Partner

At this point in time we consider this a working document that will provide guidance for the Town in the provision of community facilities and services for years to come. It is important to note that the development recommendations, future program priorities and associated cost estimates have been provided for decision making purposes. Agreement in principle will not formally commit the Town to any of the recommendations or amounts contained herein.

Michael Roma
MBA
Partner

Thank you for the opportunity to work with your unique and exciting community.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael Roma', with a long horizontal flourish extending to the right.

Michael Roma

10315 – 109 St NW
Edmonton, Alberta
Canada T5J 1N3
T 780.441.4262
F 780.426.2734
W rcstrategies.ca

Acknowledgements and Credits

Great communities are built through active citizen involvement and engagement in the process.

Many thanks go out to Town Council and administration who assisted in this planning effort, recognized the importance of investing in long range planning and displayed the fortitude to make decisions in the best interest of the community and region.

Of most importance, thanks go out to the:

- Residents of Strathmore for participating in the household surveys and attending focus group meetings,
- Key representatives of volunteer groups who answered questionnaires and attended meetings to discuss their needs, and
- Agency representatives who provided information and attended meetings when asked.

Special thanks go to the project steering committee (listed below) who assisted in this planning effort (through the provision of advice, information, support, and opinions); who recognized the importance of investing in long range planning; and who displayed the fortitude to make decisions in the best interest of the community and region.

The project steering committee:

- Theo Owel, public at large
- Susan Fanning, public at large
- Eugene Helfrich, public at large
- Mike Lloyd, Councillor
- Brad Walls, Councillor
- Jennifer Brown, Planner, Building and Development Services
- Carole Engel, Director of Community Services

And last but not least, the Consulting Team:

- Randy Conrad, RC Strategies
- Mike Roma, RC Strategies
- Rob Parks, RC Strategies
- Brian Bengert, Architecture ATB
- Kevin Osborne, Architecture ATB
- Mike Evans, Earthscape Consultants
- Garth Bell, Earthscape Consultants

Summary

Strathmore is a growing and ever-changing municipality. In order to sustain the lifestyle of its residents and provide healthy lifestyle choices the Town needs to plan for the future provision of quality of life facilities, spaces and services. The Town of Strathmore Quality of Life Master Plan outlines future strategies for the provision of recreation and culture facilities, trails, parks and open spaces in the Town of Strathmore. This Plan is an integral element in the planning of community facilities and community services for the future. It has been developed through thorough public engagement, due diligence and compilation of varying levels of internal and external qualitative and quantitative expertise.

This Plan will ultimately be accepted as information by Town Council and will thereafter become a recognized reference for decision making related to the provision of recreation and culture facilities, trails, parks and open spaces in the region. Although the potential elements in the Plan, including policy and protocol, and recommended new and/or upgraded infrastructure are not binding, the Plan will be relied upon by all stakeholders. The Plan will serve as a road map and reference for actual motions/initiatives to be brought forward and passed impacting all associated stakeholders.

This Plan was built upon a thorough needs assessment. This needs assessment considered population demographic and growth, public input, trends in community facilities and services, comparisons with similar communities and an assessment of existing programs and resources. The needs assessment data provided a foundation for strategic elements of the Plan including the following Plan Vision:

Plan Vision

Recreation and culture facilities, trails, parks and open spaces in Strathmore exude the Town's rich community spirit and provide quality of life to residents and visitors alike. Facilities, trails, parks and open spaces are well maintained and meet both stakeholder group and broader public needs by providing environments for both spontaneous and scheduled leisure activities.

In order to achieve this vision, a number of goals and associated Plan components have been developed. These are outlined on the following pages.

Plan Goal #1: To provide a diverse spectrum of quality indoor and outdoor recreation and culture facilities, trails, parks and open spaces, for both structured and spontaneous uses, for residents of the Strathmore region, thereby contributing to overall community wellness and quality of life.

How the Plan addresses this Goal...

A prioritized list of indoor and outdoor infrastructure requirements to sustain existing service levels and meet current and future demands (to 2020) has been developed to help guide future decision making.

Plan Goal #2: To ensure that existing service levels and facility provision within the region are well maintained and sustainable prior to exploring the development of new facilities or services.

How the Plan addresses this Goal...

An accurate inventory and assessment of existing indoor and outdoor quality of life resources has been conducted by industry professionals. This assessment has outlined the required investment to sustain existing facilities and spaces, investment which has been included in future capital budgeting estimates considering a balance between spending on existing and new resources.

Plan Goal #3: To ensure that all opportunities for leveraging public funds are explored in building, operating and maintaining publicly-funded recreation and culture indoor and outdoor facilities and spaces.

How the Plan addresses this Goal...

The Plan outlines a partnering framework which provides guidance for the Town in attracting, attaining and reacting to potential partnerships that may come to fruition. These partnerships, from the private, public and non-profit sectors, will ensure that external funding sources are levered in future quality of life resource investment.

The Plan also discusses a “funding spectrum” that explains appropriate levels of public funding for different quality of life initiatives.

Plan Goal #4: To outline a transparent and consistent recreation and culture resource needs assessment, feasibility, design and development process so that all new initiatives can be assessed and associated decisions regarding public support for such initiatives can be made on an equitable and transparent basis.

How the Plan addresses this Goal...

A resource development framework is discussed in the Plan that portrays the development of major quality of life infrastructure as a process that could span 18 to 30 months. This process includes a needs assessment, feasibility analysis, and detailed design and construction. Ultimately the process will ensure that decision making for public

investment in quality of life amenities is conducted diligently and in consideration of majority public interests.

Plan Goal #5: To recognize, coordinate and develop regional and sub-regional parks and open space systems and sites so as to avoid duplication of resources and provide greater connectivity in the open space system through partnerships and trail development.

How the Plan addresses this Goal...

The Plan steering committee included representation from adjacent Wheatland County ensuring a regional perspective for the development of the Plan's strategic direction.

Plan Goal #6: To develop, adopt and implement a process, protocol and acceptance criteria for Parks and Open Space when working with the development industry.

How the Plan addresses this Goal...

The Plan outlines a parks and open space classification system, with proposed design standards and guidelines that will help shape the Town's "Design Standards" (currently being updated). In the Plan, targets for external stakeholder contributions throughout the land development process will help the Town further lever public investment in parks and open spaces and ensure that overall investment in parks and park amenities is sustainable.

Through sound, thorough primary and secondary research, the Plan outlines future priorities identified for indoor and outdoor quality of life resources. These priorities are as follows:

Indoor priorities

1. Leisure swimming pools;
2. Ice arena facilities;
3. Performing arts show spaces;
4. Fitness / wellness spaces;
5. Leisure ice surfaces;
6. Walking track;
7. Bowling alley;
8. Gymnasium type space;
9. Field facilities; and
10. Indoor child playgrounds.

Outdoor priorities

1. Comprehensive trail system;
2. Open spaces;
3. Sports fields;
4. Skating rinks;
5. Child playgrounds;
6. Water spray parks;
7. Amphitheatre / event space;
8. Ball diamonds;
9. Picnic areas; and
10. Campground.

Based on these priorities as well as a comprehensive assessment of capital and operating costs associated with development and strategic approach to sustaining existing service levels and meeting identified community needs has been presented in the Plan. The highlights of this

strategic approach in the short-term (next five years), medium-term (from five to ten years in the future) and long-term (beyond ten years in the future) are as follows:

Short Term Quality of Life Infrastructure Focus

Indoor Priorities

- Ice arena facilities: upgrades to existing sheets
- Arts and cultural program spaces: integrate into existing facilities where possible
- Fitness / wellness spaces: feasibility planning to accommodate facility expansion or retrofit
- Field facilities: feasibility planning to commence
 - Walking track: include with planning for field facilities
- Indoor child playgrounds: feasibility planning to accommodate facility expansion or retrofit

Outdoor Priorities

- Leisure ice surfaces: provision of outdoor rink without boards
- Trail system: ongoing development
- Open spaces: ongoing development
- Sports fields: feasibility planning for sports field complex including diamonds
- Child playgrounds: ongoing development and upgrades to existing playgrounds
- Water spray park: upgrade existing facility
- Amphitheatre / event space: feasibility planning if site available
- Picnic areas: ongoing development
- Campground: feasibility planning

Medium Term Quality of Life Infrastructure Focus

Indoor Priorities

- Ice arena facilities: feasibility planning for an additional sheet of ice
- Performing arts show spaces: feasibility planning for arts and culture venue
- Leisure ice surfaces: include feasibility planning with ice arena facilities

Outdoor Priorities

- Trail system: ongoing development
- Open spaces: ongoing development
- Child playgrounds: ongoing development and upgrades
- Picnic areas: ongoing development

Long Term Quality of Life Infrastructure Focus

Indoor Priorities

- Gymnasium type space: feasibility planning (dependent upon partnership with schools)

Outdoor Priorities

- Trail system: ongoing development
- Open spaces: ongoing development
- Child playgrounds: ongoing development and upgrades
- Picnic areas: ongoing development

Throughout the needs assessment process, a number of future program priorities were identified. Realizing that the Town does not offer many direct programs, the intent of the following future program focus areas is not to insinuate that the Town should offer programming in these areas directly. Rather the intent is to be an aid to decision makers in assessing funding request for programming partner groups. That being said, specific areas of interest for future quality of life program emphasis should include:

- Broader public programs focused on fitness/wellness;
- Broader public programs focused on nutrition and healthy choices;
- The integration, where possible, of pertinent stages of the Long Term Athlete Development Plan¹;
- Outdoor programming for youth, promoting interaction and “building a relationship” between youth and the outdoors²;
- Arts and culture programming, both scheduled and spontaneous in nature, including arts and crafts, performance and visual arts and music³; and
- The continuation of traditional team sports offering for all ages groups.

The Plan also considers the future of the service delivery system for quality of life infrastructure in the Town of Strathmore. These considerations will become strategic direction for Town administration in approaching quality of life effectively and in collaboration with all associated stakeholders. The key areas focus for future service delivery include ideas for improving

¹ A Plan developed by Canadian Sport For Life (CS4L), the Long Term Athlete Development Plan (LTADP) indicates three main stages of “physical literacy” and “active for life” that specifically pertain to municipal based public programming. For more information, please refer to:

<http://www.canadiansportforlife.ca/default.aspx?PageID=1172&LangID=en>

² The disconnect between children and nature is apparent in today’s society and well documented. A recent paper, published by ARPA outlines a provincial dialogues discussing challenges and strategies to overcome this disconnect:

<http://www.arpaonline.ca/rr/rpts/Children%20and%20NatureFINAL.pdf>

³ Potentially in concert with school curriculum for both youth and adults.

communication of quality of life events and programs in the community, implementing a joint use relationship with local schools, improve usage tracking at existing facilities and improve support for local volunteer organizations.

This Plan has been developed based on broad public engagement, due diligence and the expert compilation of varying levels of internal and external qualitative and quantitative information. Needs identified and planning guidelines and management tools contained herein are built upon the inputs of many different stakeholders and represent a balanced approach to meeting needs with available public resources.

Although the content and recommendations contained herein are not binding once approved by Town Council, the Plan will become a key reference point in future decision making regarding community services and facilities. The estimated financial implications and associated timing will enable the Town and other stakeholders to plan for future resource allocation and although these estimates may have high margins of error, the fact that they are being proactively considered is invaluable.

The underlying theme in this Plan and its various recommendations and guidelines is that quality of life in the Town of Strathmore is the product of a collaborative effort. The Town has overseen the development of this Plan; in fact many of the recommendations are most pertinent for the Town Council and administration. However it is important to note that these services and facilities are a product of the dedication and perseverance of all stakeholders, including the volunteer sector, adjacent municipalities, other levels of government and the private sector.

This document is meant to aid the Town in making the right decisions for future quality of life amenities in the region. The planning guidelines and management tools provided will ensure that the Town is able to deal with other delivery stakeholders in an efficient, fair and equitable fashion. As well, the indoor facility, outdoor trails, parks and open space and quality of life programming recommendations provide a strategic approach to sustaining existing service levels while provide exciting, unique and necessary environments and programs to enrich the quality of life of regional residents and visitors alike.

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1.0 Introduction

In order to sustain the lifestyle of its residents and provide healthy lifestyle choices Strathmore needs to plan for the future provision of community recreation and culture facilities, trails, parks and open spaces. All of these things contribute immensely to the Quality of Life of regional residents. This Quality of Life Master Plan (QLMP) outlines strategies for the provision of community quality of life facilities (indoor and outdoor) and services in the Town of Strathmore for years to come. It has been based upon diligent research, thorough public engagement and the assessment and strategic expertise of industry professionals, Town administration, Council and representatives from the general public.

The chart on the following page describes the process undertaken to complete this Master Plan.

Primary research included:

- A resident survey mailed to homeowners in the Town of Strathmore;
- A stakeholder survey sent to organized groups in the region;
- A student survey administered at local schools (grades 6+); and
- Various telephone and personal interviews and / or meetings with municipal administration, elected officials and community group stakeholder representatives.

Secondary research for the project included:

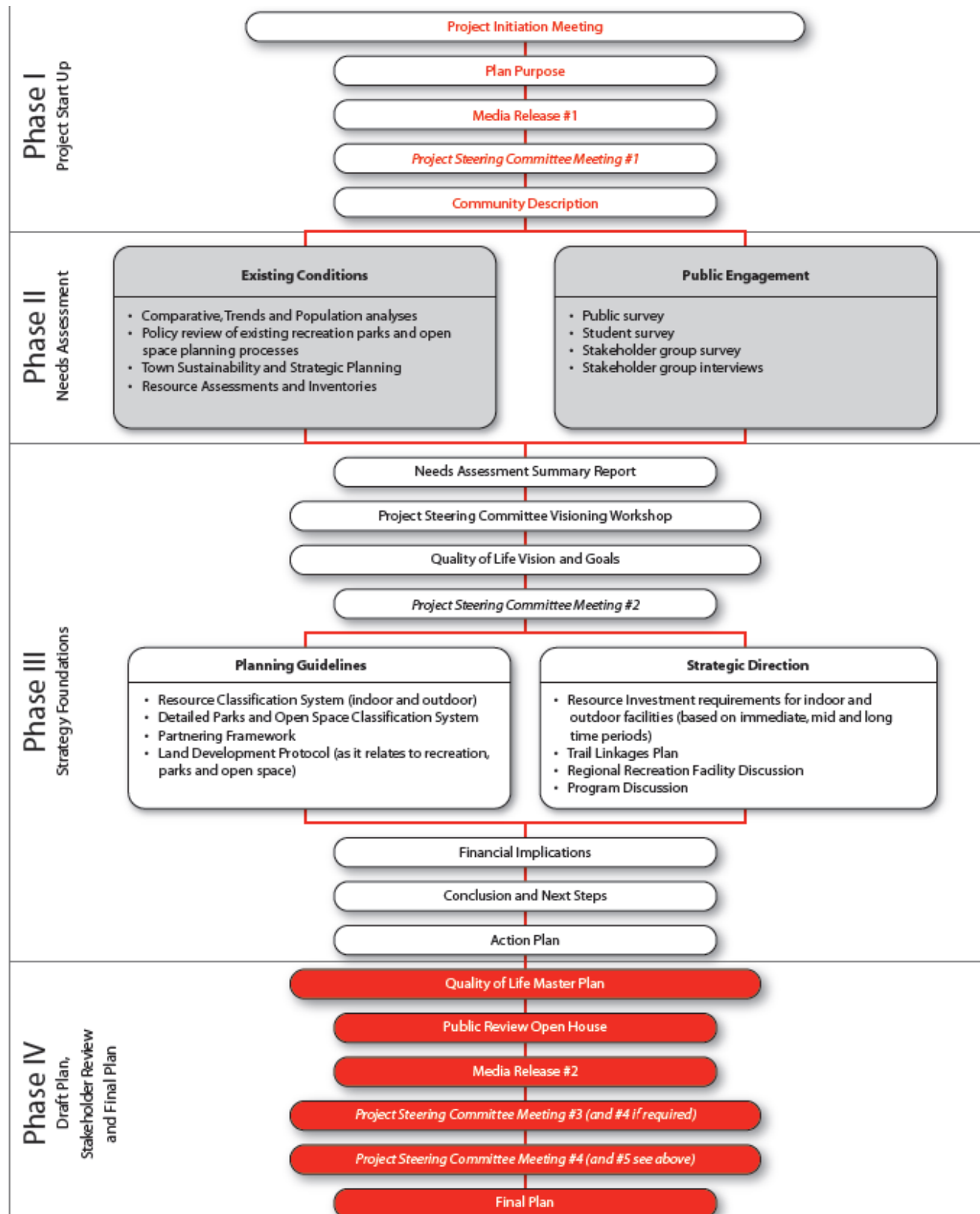
- Information gathering from comparable communities regarding facility and services inventories;
- Analysis of provincially collected data describing municipal expenditures;
- A review of recreation, arts & culture, leisure and community program industry publications; and
- A review of municipal publications including, but not limited to, the Municipal Development Plan, joint use agreements and other documentation (where available).

1.1. Reliability of Survey Data

The findings of the household survey are considered representative of the households in the region. In total 5,677 questionnaires were sent out and 953 returned. This level of response provides a margin of error of $\pm 2.9\%$ nineteen times out of twenty.

The results of the stakeholder group surveys and the student surveys provide insight into the priorities of each of these community segments but are not considered statistically significant or representative of the entire user group and / or student communities.

Process Flow Chart



2.0 Community Profile

Located approximately 40 kilometres east of Calgary on the TransCanada Highway (Highway 1) sits the Town of Strathmore. Strathmore got its start in 1883. On July 28th the Canadian Pacific Railway (CPR) laid over six miles of track; the end point of that day's labour became the community of Strathmore. The development of the irrigation system was the next significant milestone in the Town's development. This development enabled the hamlet of Strathmore to be relocated and centered around a sizeable rail siding. Settlers soon began arriving into Strathmore. To assist many of these settlers who would soon become farmers, the CPR developed a large demonstration farm. Soon this demonstration farm was supplying vegetables and flowers to its dining cars and to CPR hotels. While the railway left Strathmore (the last rail was removed in 1981), the irrigation system developed in the Town's early years remained, now operated under the Western Irrigation District.

Strathmore is the largest urban centre within Wheatland County; it is in the western portion of the County. The Town's population is 11,335⁴, however its trading area is approximately 35,000⁵. The population of Wheatland County is 8,164⁶.

The economic base of the Town is composed of the primary industries of oil and gas exploration, and agriculture. As a service centre for the area there is a strong retail aspect as well. There are large feedlots in the area including the Calgary Stockyards Strathmore, in fact the area is home to numerous cattle operations. Grain farming is prevalent in the Strathmore area as well, due in part to the availability of irrigation. Downtown Strathmore is a retail destination, although there continues to be retail development along Highway 1. In terms of the labour force, 13.8% are employed in agriculture and other resource based industries, 13.3% in business services, 12.2% in retail trade, and 10.5% in construction⁷.

Through numerous community organizations, businesses, and the Town itself, significant efforts are made to maintain a high quality of life to residents – the Town's motto is, "Where Quality of Life is a Way of Life". A variety of leisure and recreational opportunities are available to residents. Leisure and recreational facilities include: a library, seniors' drop-in centre, a skateboard park, an indoor aquatic centre; two indoor ice surfaces, multipurpose trails, rodeo grounds, curling rink, community meeting facilities, camp grounds and a number of outdoor sports fields. There are a variety of community groups offering services to area residents. These groups range from the Strathmore Community Football Association to Strathmore Theatre Players; from the Wheatland Arts Society to Communities in Bloom to the Wheat Kings (hockey junior B).

⁴ 2008 population, Alberta Municipal Affairs.

⁵ Alberta First, Community Profile. <www.albertafirst.com>

⁶ 2008 population, Alberta Municipal Affairs.

⁷ Statistics Canada. 2007. 2006 Community Profiles. 2006 Census.

The Golden Hills Regional Division No. 75 operates six schools in Strathmore including the high school which is attached to the Civic Centre and the Aquatics Centre. Christ the Redeemer Catholic Schools operates two schools in Strathmore.

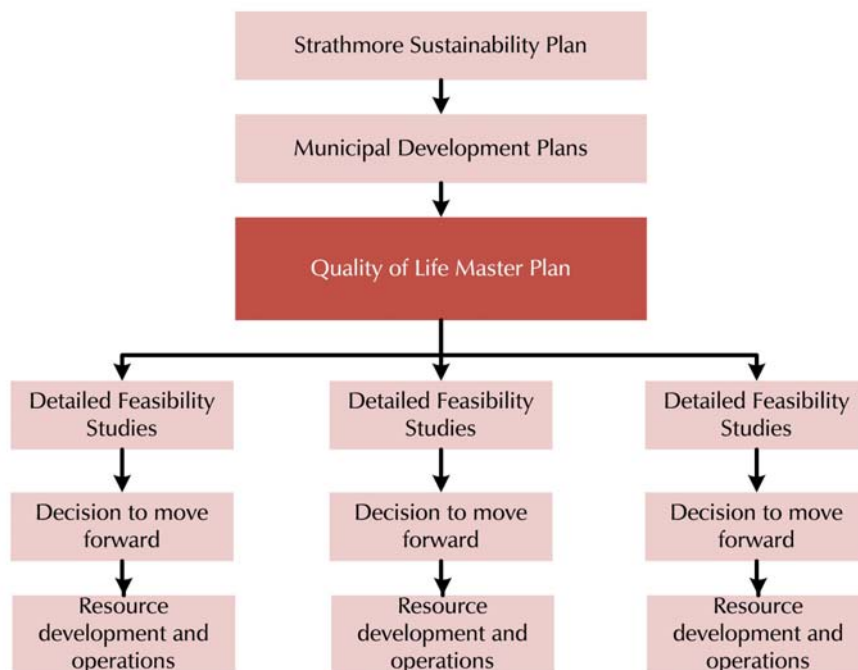
Strathmore has a hospital which was serviced by the Calgary Regional Health Authority (now Alberta Health Services); there are also five medical clinics in town. Strathmore's fire department is composed of thirty-six volunteers and a full time paid Chief; the Town has an R.C.M.P. detachment as well.

It is important to note that the Town of Strathmore is expecting to grow significantly. The developable land base in the community will increase (through annexation) and thus there will be more land available in the future for recreation and culture facilities, trails, parks and open space development.

3.0 Plan Background

Through statutory requirements of the Municipal Government Act (2008 consolidation) and effective management practices, the Town of Strathmore operates with the support and guidance of numerous plans, reports, policies, and bylaws. It is important to note that the Quality of Life Master Plan is not the preeminent municipal plan, and that there are others that provide an overall context for it. The following graphic illustrates a typical hierarchy. The Town of Strathmore is currently finalizing its Sustainability Plan.

Where the Quality of Life Master Plan Fits...



A number of planning initiatives, complete or currently underway, influence the Quality of Life Master Plan. These are described as follows.

3.1. Municipal Development Plan Bylaw # 98-11

Adopted in August 1998, the Municipal Development Plan (MDP) is a statutory document used to guide the future growth and development in the Town. Specifically, the intent of the MDP is to....

...provide the best possible human environment for the residents respecting their aspirations for quality of life, lifestyles and quality of development.

The following excerpts from the Plan's goals are particularly pertinent to the Quality of Life Master Plan.

Goal C. Community Services

- 1. The Town recognizes the importance of a broad range of community and social services in adding to the quality of life in Strathmore....The Town recognizes that to achieve a healthy community, citizens and community groups should accept greater control and responsibility for the provisions and maintenance of community services.*
- 2. The Town shall provide recreation facilities and community services to meet the requirements of residents of the Town based on demographics, public support, benefit to the entire Town, and budgetary constraints.*
- 4. The Town will encourage the utilization and preservation of wetland and natural areas to continue to provide opportunities for the residents to observe wildlife and to enhance the spatial feelings of the Town.*
 - a. To encourage the development of pathway linkages through the Town.*
- 6. To encourage a wide range of musical, theatrical, and artistic activities in both static and dynamic fronts.*

3.2. Joint Use Agreement - Town and Golden Hills School Division

A Joint Use Agreement, dated November 1, 2001, is in place between the Town of Strathmore and Golden Hills School Division No. 75. The agreement pertains to the Strathmore High School and the Civic Centre and the common areas they share. In part, the two parties want to, "...maximize the utilization of the Complex by the citizens of the Town and surrounding district."

The term of the agreement expires December 31, 2040. It outlines the ownership and accompanying responsibilities for the management and operations of each element of the facility. Each party is responsible for the maintenance and operation of its portion of the facility: Golden Hills for the High School and the Town for the Civic Centre. The role of the Joint Use Committee is to oversee the operation of the cafeteria / food services facility and other common facilities.

3.3. Various Joint Use Agreements

The Town of Strathmore has entered into a number of joint use agreements with various community organizations. These agreements typically deal with lease arrangements each organization holds with the Town. The organizations vary and include:

- Strathmore and District Curling Club;
- Strathmore Full Gospel Church;
- Youth for Christ;
- Board of Trustees of the Golden Hills School Division No. 75 (store front school);
- The Strathmore Handi-Bus Association;
- The Wheatland Family & Community Support Services;
- Strathmore Municipal Library Board; and
- The Strathmore Happy Gang Society.



3.4. Municipal Policies

There are innumerable policies in place that guide the Town. A number of policies that are particularly related to the provision of quality of life in Strathmore are noted as follows.

Policy 6605 – Strathmore Wetland Conservation Policy (April 2007)

The policy is important for all municipal staff members involved in planning and development of wetlands, wetland areas and riparian lands. The Policy clarifies how to use and develop lands on or in proximity to wetlands, wetland areas, and riparian lands.

The Policy specifically identifies tasks for which the Town is responsible including:

- Preparing a wetland inventory of wetlands, wetland areas, and riparian lands.
- Utilizing development setbacks from wetlands.

Policies 7201, 7202, and 7203

These policies pertain to the use and fee structures of the Family Centre (7201), the Family Centre Community Room, Kitchen and Bar (7202), and the Civic Centre including the Chuck Mercer Room (7203).

3.5. Growth Study 2008

The Town of Strathmore commissioned a Growth Study that was completed in October, 2008. The Study identified lands that are the most suitable to accommodate the Town's anticipated growth. Low, medium, and high population growth forecasts are presented out to fifty years. The objectives of the growth study were to identify:

- Population projections for the next 30 and 50 years;
- Residential, commercial, and industrial land requirements for the next 30 and 50 years;
- An evaluation of potential growth areas; and
- A proposed 50 year growth plan for Strathmore.

The Plan provides some of the supporting information required for the annexation process.

3.6. Alberta Land Use Framework

The Province of Alberta Land Use Framework is "a comprehensive strategy to better manage public and private lands and natural resources to achieve Alberta's long-term economic, environmental and social goals. The framework provides a blueprint for land use management and decision-making that addresses Alberta's growth pressures."⁸

The framework is meant to promote regional cooperation in land use planning and ensure the efficient use of lands throughout the Province. The framework outlines seven regional areas geographically covering the province and requires that land use in each of the seven regions be guided by a Land Use Secretariat and Regional Advisory Council.

⁸ http://www.landuse.alberta.ca/documents/Land_use_Framework_QAs.doc

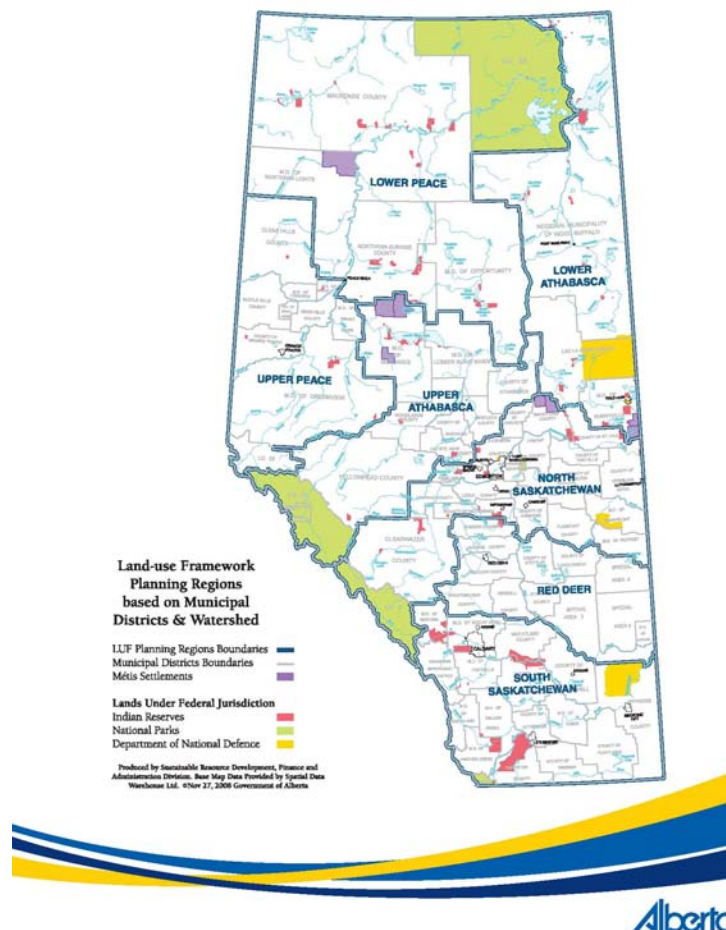
The overall intent of the framework, as it pertains to the scope of this Master Plan, is to:

“develop regional plans that will:

- *integrate provincial policies at the regional level;*
- *set out regional land-use objectives;*
- *provide direction and context for land-use decision-making in the region; and*
- *reflect the uniqueness of the landscape and priorities of each region within a planning context.”⁹*

Strathmore is located in the South Saskatchewan Region and will have the opportunity to get involved in the development of the regional land use plan for this region. It is important to note that this regional plan will have direct implications to current Town land use as it will require, at the very least, the Town to relate how existing land use is compliant with strategies outlined in the regional context.

Land-use Framework Regions



⁹ http://www.landuse.alberta.ca/documents/Land_use_Framework_QAs.doc

4.0 Community Services and Community Facilities Inventory

The Town currently offers a variety of recreation and culture facilities, trails, parks and open spaces and services for regional residents via its Community Services (recreation and culture facilities) and Engineering and Operations (parks) departments. Compared to other municipalities of similar size the Town is near average in terms of overall funding allocated to recreation, culture and parks¹⁰. Highlights of the level of service provided include:

Indoor facilities:

- Two indoor ice arenas (Family Centre);
- A curling rink;
- A seniors centre (Lambert Centre);
- A municipal library;
- A community centre/banquet facility (Civic Centre); and
- An indoor swimming pool.



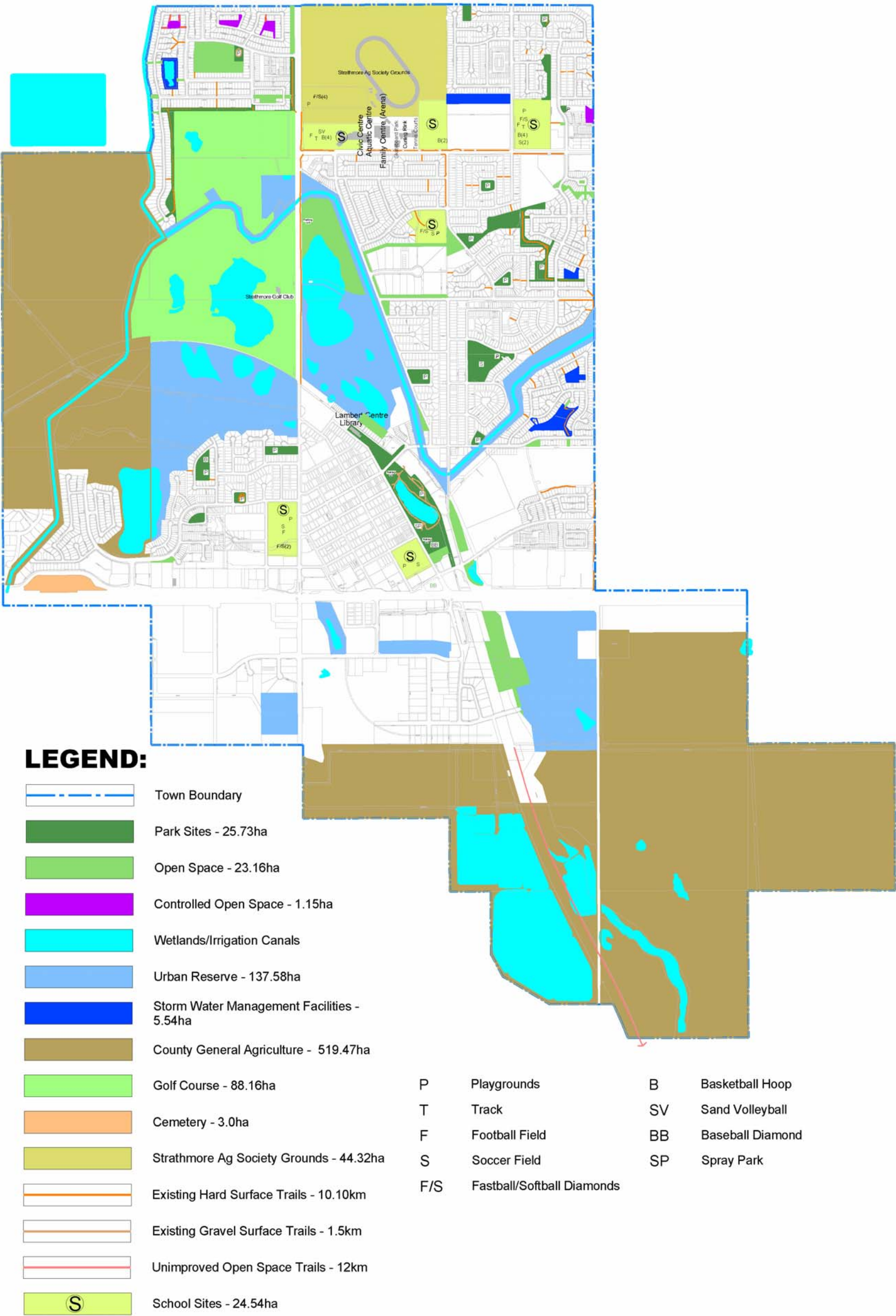
Outdoor facilities:

- 10.1 lineal kilometers of asphalt trails;
- 1.5 lineal kilometers of granular surface trails;
- Approximately 12 lineal km of unimproved open space trails;
- 5 ball diamonds (quality and size varies, provided on both school and Town lands);
- 5 rectangular fields (quality and size varies);
- 3 football fields,
- A spray park,
- 2 outdoor tracks,
- 1 sand volleyball court,
- A skateboard park; and
- 16 of playgrounds (4 on school property).



The **Existing Conditions** map on the following page outlines the existing parks, open spaces and recreation and culture facilities in the Town of Strathmore.

¹⁰ As documented in the Needs Assessment Summary Report – Figures taken from Alberta Municipal Affairs 2007.



STRATHMORE, ALBERTA

EXISTING CONDITIONS



Earthscape Consultants

January 26, 2010



5.0 Needs Assessment

The following has been taken from the Needs Assessment Summary report (found in the appendix). Understanding community needs in context is vital in developing a strategic vision and recommendations for future facilities, parks, and services as the findings are based on thorough public engagement and sound background research.

5.1. Existing Delivery System

The Town of Strathmore, through its Community Services Department, is responsible for the operation of the primary municipal indoor recreation facilities – the Aquatic Centre, and the Family Centre. The Community Services Department is also responsible for the operation of the Handi-Bus.

The Town does own the Civic Centre as well which it rents to various community groups. The Curling Rink and Family Centre are also both owned by the Town - the Curling Rink is leased to the Strathmore Curling Club.

Parks fall under the purview of the Director of Engineering and Operations. Specifically there is a Parks Manager who manages part-time parks staff.

5.2. Comparative Analysis

Spending¹¹

At \$254 per capita, the Town of Strathmore spends less on recreation, culture and parks than do other municipalities (populations 3,000 to 19,500) including the average of the comparable communities of Brooks, Cochrane, Chestermere, High River, and Okotoks.

At 23.4%, the Town of Strathmore does spend more of its total budget than do municipalities with a population between 3,000 and 19,500 (including the five comparable communities).

Provision of Facilities and Services¹²

Strathmore offers facilities to its residents in better proportions than does the average of the “comparable” communities in the following areas: multipurpose / indoor rooms; ball diamonds; social banquet space; amphitheatre; performing arts theatre space; skateboard park; campground; library; agri-rec facility; outdoor skating rink; sheets of curling ice; indoor pool; and rectangular fields.

¹¹ For more detail please refer to page 28 (section 7.0) of the Needs Assessment Summary Report found in the appendix.

¹² For more detail please refer to pages 29-32 (Section 7.0) of the Needs Assessment Summary Report found in the appendix.

There are some facilities that Strathmore does not have that at least one other “comparable” community does have: indoor leisure pool; indoor field house, indoor gymnasium space, indoor track, artificial turf fields, BMX park, off leash area, dedicated arts and crafts rooms, indoor child play areas, and a museum.

5.3. Consultation Summary

The findings from the consultation are instrumental in identifying indoor and outdoor leisure, culture, and recreation facility priorities in Strathmore.

5.3.1. Household Survey

- The 953 questionnaires received and analyzed provide statistical reliability and is representative of the Town of Strathmore with a margin of error of $\pm 2.9\%$ nineteen times out of twenty.
- 92% of households have members that use municipally owned / operated facilities, parks and open spaces
 - 89% used parks and pathways in the previous 12 months
 - 66% used the Civic Centre
 - 62% used the Aquatic Centre
- A number of services require the attention of the Town as respondents considered them of relative importance yet they were relatively dissatisfied with the Town’s provision of them.
 - Event & Program Information; Indoor Sport & Recreation Facilities; Youth Facilities; and Connected Trails
- Respondents rated some services highly, considering them relatively important and indicating that they were relatively satisfied with the Town’s provision of them.
 - Parks / Open Space; Library Services; Playgrounds; Outdoor Sports Fields; and Seniors’ Facilities
- 78% of respondents said new and / or upgraded leisure, culture, and recreation facilities should be developed in Strathmore.
 - Indoor preferences: bowling alley (45%); leisure swimming pool (44%); fitness / wellness facilities (44%); walking track (42%)
 - Outdoor preferences: comprehensive trail system (59%); open spaces (51%); skating rinks (39%)
- 65% were willing to pay additional property taxes to ensure that community needs for recreation, culture and leisure facilities, parks & open space are better met

5.3.2. Student Survey

- Priorities for future indoor facility development included:
 - Climbing wall (63%)
 - Bowling alley (53%)
 - Leisure swimming (43%)
 - Ice arena facilities (37%)
- Priorities for future outdoor facility development included:
 - Beach volleyball (55%)
 - Sports fields (44%)
 - Skating rinks (39%)
 - Swimming pools (36%)

5.3.3. Stakeholder Group Survey / Interviews

- A majority of groups surveyed said new / upgraded facilities should be developed in Strathmore (14 of 15)
- Indoor facility development priorities included:
 - Ice arena; gymnasium space; community gathering space; walking track; cultural venue (performing arts venue, art display space, museum); ice sheets
- Outdoor facility development priorities included:
 - Skating rink; comprehensive trail system; track & field space; open spaces
- 8 of 13 who answered the question would pay additional user or rental fees to ensure that community needs for facilities are better met

5.4. Community Values

The Town has shown a **commitment to quality of life** and will continue to do so as reflected in its new sustainability plan (currently being finalized) and in this study. There has been new investment in planning and renewing facilities. Town expenditures on recreation, culture, and parks as a percentage of total municipal expenditures are higher than the average for towns in Alberta.

There is a strong **community spirit** in the broader community. This is evident through the plethora of programs and activities in the community – many requiring strong commitments and enthusiasm from their volunteers. Representatives from the organizations providing input spoke passionately about their programs and services which reflected the spirit in the community. They also spoke about their organizational challenges and needs.

The community has shown a **willingness to provide quality feedback** and relay priorities regarding community leisure services needs. This has been evident in the levels of participation of the public in the engagement activities and the interest the municipal administrators and Councils have in further engaging their citizenry. Continued public engagement will be important as the Master Plan is finalized and implemented.

The Town of Strathmore is an **active community** with 92%¹³ of the population claiming use of local community facilities, and 82% of students claiming that they are physically active at least twice per week¹⁴. This suggests that facilities and programs that promote and accommodate active living are important to residents, and that the provision of these environments adds to quality of life in the region.

5.5. Indoor Facility Priorities

A broad array of indoor leisure services are currently being offered in the area. However, in order to sustain existing indoor facilities, the facility assessments indicated that current indoor facilities required some investment. The following chart outlines specific indoor facility priorities for future consideration in Strathmore.

The top priorities, as identified in the following table, include:

1. Leisure swimming pools;
2. Ice arena facilities;
3. Performing arts show spaces;
4. Fitness / wellness spaces;
5. Leisure ice surfaces;
6. Walking track;
7. Bowling alley;
8. Gymnasium type space;
9. Field facilities; and
10. Indoor child playgrounds.



¹³ Based on the results of the household survey

¹⁴ Based on the results of the student survey

Indoor Facility Priority	Household Survey	Stakeholder Group Survey & Interviews	Student Survey	Facility Physical Assessment	Municipal Comparatives	Population Growth & Facility Usage	Industry Trends
Indoor Spontaneous Use							
Leisure Swimming Pools	✓	✓	✓		✓	✓	✓
Fitness / Wellness Spaces	✓	✓	✓				✓
Leisure Ice Surfaces	✓	✓	✓				✓
Walking Track	✓	✓			✓		✓
Bowling Alley	✓	✓	✓				
Gymnasium Type Space		✓	✓		✓	✓	✓
Child Playgrounds	✓				✓		✓
Art Display Spaces		✓				✓	✓
Community Gathering Spaces		✓				✓	✓
Museum / Interpretive Facilities		✓			✓		✓
Climbing Wall	✓		✓				
Library				✓			
Indoor Scheduled Use							
Ice Arena Facilities	✓	✓	✓	✓		✓	
Performing Arts / Show Spaces	✓	✓	✓			✓	✓
Field Facilities	✓		✓		✓		✓
Social / Banquet Facilities		✓				✓	✓
Dance / Program Rooms			✓		✓	✓	✓
Community Meeting Rooms		✓				✓	
Curling Rinks				✓		✓	
Competition Swim Tanks							
After School Care Facilities							
Preschool Facilities							

5.6. Outdoor Facilities, Parks and Open Space Priorities

The Town currently offers a broad spectrum of outdoor facilities, parks and open spaces ranging from natural parks to playgrounds to sports fields and ball diamonds. The existing complement of assets meet many of the needs expressed by those in the community, however there are a number of new and / or upgraded outdoor facilities, parks and open spaces identified. The table on the following page outlines specific outdoor priorities for future consideration in Strathmore.

The top priorities as illustrated in the following table include:

1. Comprehensive trail system;
2. Open spaces;
3. Sports fields;
4. Skating rinks;
5. Child playgrounds;
6. Water spray parks;
7. Amphitheatre / event space;
8. Ball diamonds;
9. Picnic areas; and
10. Campground.



Outdoor Facilities, Parks and Open Space Priority	Household Survey	Stakeholder Group Survey & Interviews	Student Survey	Facility Physical Assessment	Municipal Comparatives	Population Growth & Facility Usage	Industry Trends
Outdoor Spontaneous Use							
Comprehensive Trail System	✓	✓		✓		✓	✓
Open Spaces (parks, green fields)	✓	✓	✓			✓	✓
Skating Rinks	✓	✓	✓				
Child Playgrounds	✓					✓	✓
Water Spray Parks	✓					✓	✓
Picnic Areas	✓		✓			✓	
Swimming Pools	✓		✓				
Skateboard Parks			✓			✓	✓
Dog Off Leash Park					✓		✓
BMX Bicycle Parks			✓		✓		
Outdoor Scheduled Use							
Sports Fields	✓		✓	✓	✓	✓	✓
Amphitheatres / Event Spaces	✓					✓	✓
Ball Diamonds	✓			✓		✓	
Campgrounds	✓		✓			✓	
Track and Field Spaces		✓	✓			✓	
Beach Volleyball Courts			✓				

6.0 Plan Foundation

The following sections outline strategic implications regarding the findings of the needs assessment. These strategic directions include management guidelines and protocol as well as specific recommendations regarding future quality of life services and facilities in Strathmore. These strategic directions are based upon a strategic context, plan vision and plan goals represented as follows:

6.1. Strategic Context

As we plan for the future of our community services and facilities, we will do so with the realization that:

- The Town is responsible to ensure that **planning and development** activities **includes sufficiently sized municipal reserves** to accommodate needed public facilities, outdoor trails, parks and the open space demands of residents.
- The Town is also **responsible to ensure for the development and for the maintenance of the facilities and parks** that are developed within the Town and which serve the needs of the broader public. It does this in accordance with available human and financial resources and in concert with volunteer groups and associations that lend a hand in ongoing maintenance and upkeep.
- Additional facilities and parks development **amenities that go beyond minimum supply standards** and which are often demanded by user groups will require a joint effort in planning, funding, and in some cases, operating. In this regard, improved quality and unique special use developments **will only occur through partnerships between the Town, adjacent municipalities, stakeholder groups, its citizens and local/regional businesses.**
- The Town **recognizes the value of parks and open space in sustaining environmental balance and health** (i.e. clean water through retention of healthy natural riparian habitat, clean air through carbon sequestration by trees and shrubs).
- The Town **recognizes the value of** quality of life amenities such as **parks and facilities in promoting wellness** and enhancing the quality of life for regional residents.

We also plan with the understanding that this Master Plan is one of many municipal planning documents and studies required to guide overall municipal service provision.

Based on these criteria, the planning context and the findings of the Needs Assessment Summary Report (found in the appendix), the following vision and goals have been developed to guide future decision making regarding recreation and culture facilities, trails, parks and open spaces.

6.2. Plan Vision

The following Quality of Life Master Plan vision statement has been developed for the Town of Strathmore based on the community values identified throughout the needs assessment process.

Recreation and culture facilities, trails, parks and open spaces in Strathmore exude the Town's rich community spirit and provide quality of life to residents and visitors alike. Facilities, trails, parks and open spaces are well maintained and meet both stakeholder group and broader public needs by providing environments for both spontaneous and scheduled leisure activities.

6.3. Plan Goals

The following plan goals have been developed to help the Town achieve the aforementioned plan vision.

1. To provide a diverse spectrum of quality indoor and outdoor recreation and culture facilities, trails, parks and open spaces, for both structured and spontaneous uses, for residents of the Strathmore region, thereby contributing to overall community wellness and quality of life.
2. To ensure that existing service levels and facility provision within the region are well maintained and sustainable prior to exploring the development of new facilities or services.
3. To ensure that all opportunities for leveraging public funds are explored in building, operating and maintaining publicly-funded recreation and culture indoor and outdoor facilities and spaces.
4. To outline a transparent and consistent recreation and culture resource needs assessment, feasibility, design and development process so that all new initiatives can be assessed and associated decisions regarding public support for such initiatives can be made on an equitable and transparent basis.
5. To recognize, coordinate and develop regional and sub-regional parks and open space systems and sites so as to avoid duplication of resources and provide greater connectivity in the open space system through partnerships and trail development.
6. To develop, adopt and implement a process, protocol and acceptance criteria for Parks and Open Space when working with the development industry.

To achieve this vision and associated goals, a variety of strategic components have been developed to direct the Town of Strathmore Council and administration in the provision of recreation and culture facilities and spaces for years to come. These components include **Planning Guidelines and Tools** and **Strategic Direction** for indoor and outdoor community facilities and community programs. The sections that follow explain.

7.0 Suggested Guidelines and Management Tools

The following strategic guidelines, frameworks and planning tools build upon past studies where available and through consideration of the needs assessment findings, Plan Vision and Plan Goals.

7.1. Major Resource Classification

An easy to use and transparent quality of life resource classification system helps all community members understand indoor and outdoor recreation and culture facility and open space provision from a broad perspective. The classification system provided can be applied to both indoor and outdoor resources and includes location considerations for each. This system can be utilized in managing existing resources and will also help guide the development of potential new resources in the Town.

It is important to note that although the **Major Resource Classification** systems for indoor and outdoor facilities have been intermingled (as major indoor resources are, or should be, complimented by major outdoor resources and vice versa) a more detailed **Parks and Open Space Classification System** has also been provided.

Unlike the allocation of municipal reserve or public utility lots which are a statutory requirement built into the Municipal Government Act, the provision / development of major indoor and outdoor public leisure facilities is not a legislated requirement of any municipality. Rather the provision / development of facilities is a choice. That being said, the Town of Strathmore has chosen to provide facilities to meet public leisure needs by financing, building and operating certain types of facilities and assisting others who service community needs through facilities of their own¹⁵.



Major indoor facilities provided by the Town include two indoor ice arenas, an indoor swimming pool, program and meeting rooms, arts and culture program areas, and social banquet spaces. Major outdoor facilities provided by the Town include the Kinsmen Park, the skateboard park, the

¹⁵ Note: School systems which promote public access for culture and recreation as well as libraries fall under their own legislation. Schools operate with a different tax base (Provincially allocated).

spray park and various ball diamonds and rectangular fields throughout the Town (provided on both school owned and Town owned lands).

The proven services of the Family Centre and Civic Centre in meeting both user group and broader public needs for structured and spontaneous leisure activities is evidenced in the volume of public users that enjoy these facilities on a daily basis.

In the case of the Family Centre and Civic Centre, the approach to combining needed recreation and culture venues at one site is indeed an efficient, effective and equitable way to invest public capital. It is also a worthy launching point from which to begin thinking about the future and how the Town can build upon these successes to achieve even greater success.

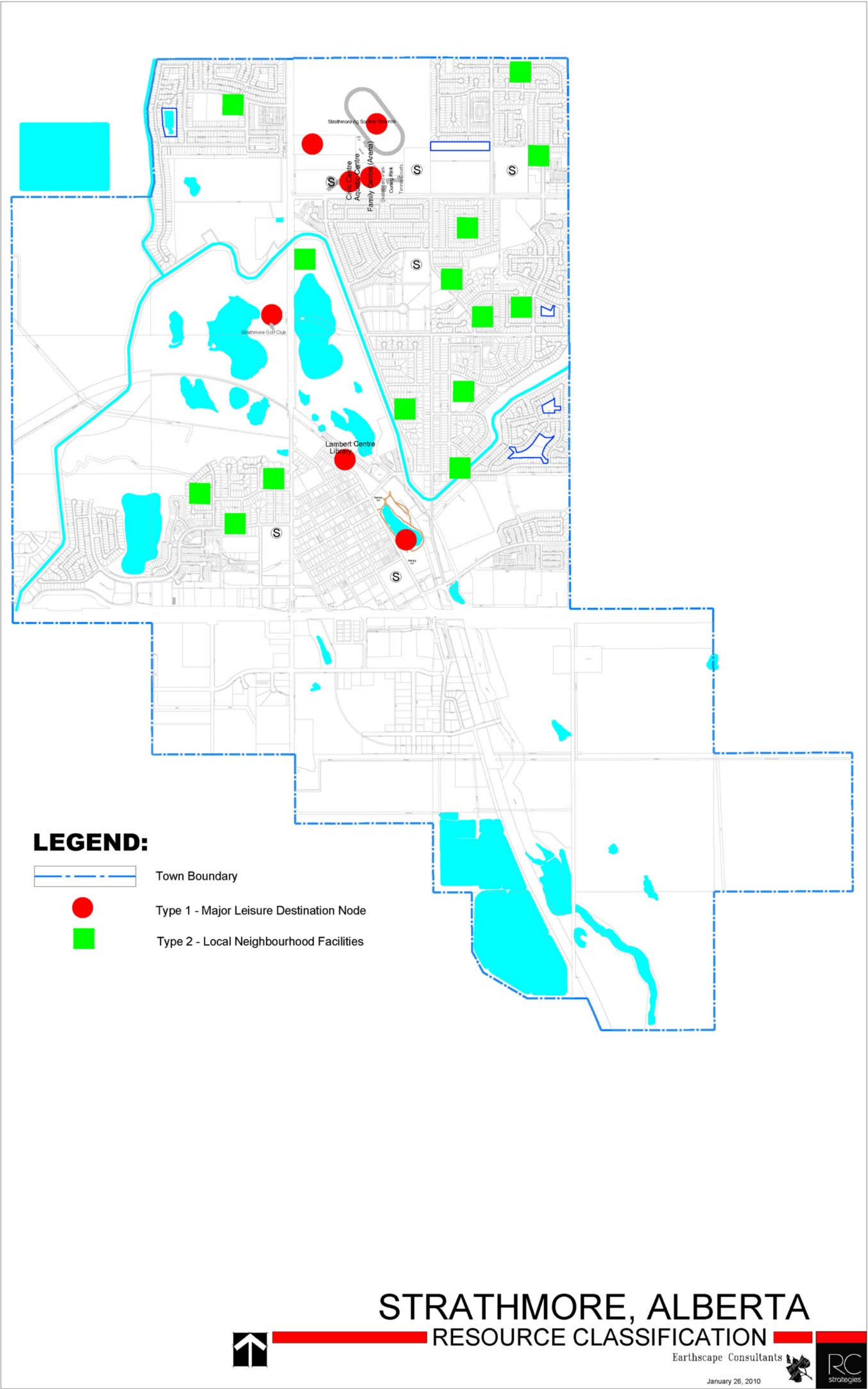
The following facility typologies have been developed as recommended approaches to manage existing facilities and undertake future facility plans which ensure for sustainable development and operations. Further detail as to the description, current examples, land requirements and location considerations of each are found in the appendix.

Type 1: Major Leisure Destination Nodes

Type 2: Local Neighborhood Facilities

Special Purpose or Themed Facilities

The following community **Resource Classification** map illustrates how existing resources are classified into the previously discussed facility typologies (Type 1: Major Leisure Destination Nodes; Type 2: Local Neighbourhood Facilities).



7.2. Parks and Open Space Classification

The following five service level categories are recommended for parks and open space in Strathmore.

- **Community Parks & Facilities**
- **Neighborhood Parks**
- **Linear Parks & Open Space**
- **Natural Areas**
- **Special Purpose Areas**

A description of each category is included in the appendix as is detail about land assembly and development responsibilities. It is important to note that a separate “Design Standards for Parks” including minimum development standards for each of the parks and open space typologies is currently being updated by Town administration.



7.3. Land Reserve Dedication

The following sections discuss municipal land reserve dedication. Land dedication administered by municipalities throughout the land development process is governed by the Municipal Government Act (2008 Consolidation) and is based upon the unique characteristics of parcels of land within municipal boundaries. The two most common types of land reserve dedication, environmental reserves (land that is environmentally sensitive and as such should be protected) and municipal reserve (land used for municipal purposes such as municipal operations and administration, schools, recreation and culture facilities, trails, parks and open spaces, etc.), are discussed below.



7.3.1. Environmental Reserve and Natural Areas

Section 664 of the Municipal Government Act (2008 Consolidation) sets out the purposes that support the taking of environmental reserve (ER). When a municipality wishes to take land for these purposes, however, it may be appropriate to consider other alternatives. The taking of environmental reserve is deducted from the titled area when municipal reserve dedication is calculated. The amount of municipal reserve to which the municipality would otherwise be entitled is thereby reduced. In addition, the land taken as environmental reserve becomes the responsibility (in terms of legal liability and any required maintenance) of the municipality. The use of conservation easements, conservation offsets, conservation directives, transfer of development credits, and conservation exchange, as provided for under the legislation, may be an alternative in some cases, subject to negotiation with the landowner. The donation of land is another possibility. In some cases where a wetland, which could otherwise be taken as environmental reserve, has a storm water management function, treating all or part of the wetland area as a public utility lot may be justified. ER lands should be classified as natural areas.

Natural areas should be subject to detailed review to determine whether or not they should be retained in whole or in part. This determination should be made at the area structure plan stage to ensure that options for preservation are retained. It will depend on the value of the site from an environmental / aesthetic / educational point of view and on the sustainability of the site in an urban context. The review should also address the issue of management of the site if it is to be retained.

The retention of natural areas can involve hidden costs. These include costs associated with engineering design (drainage in particular) to ensure that the feature remains sustainable as development occurs around it, and the reduction of the contributing area with respect to on and off site servicing costs.

There are several options to facilitate retention of such a site. These include:

- Conservation easement (and associated tools as outlined in the Alberta Land Stewardship Act¹⁶);
- Donation by owner;
- Dedication as environmental reserve; and
- Purchase or trade.

7.3.2. Municipal Reserve

Section 666 of the Municipal Government Act limits the land that can be taken to 10% of the titled area less any environmental reserve. It is common practice for municipalities to treat this maximum as a minimum as well.

In many cases, the area required for municipal reserve purposes exceeds available reserve dedication (10% of the owner's land). Assembling sufficient land in the appropriate location therefore requires a mechanism to transfer municipal reserve dedication from one owner's land to that of another. To facilitate this process, the legislation provides for the taking of cash in lieu of land for municipal reserve purposes. The same 10% maximum applies. The value of the land is determined as of a date within 35 days of the date of the relevant subdivision application. This means that, normally, the value will be that of land that is subject to immediate development. **In Strathmore, cash in lieu can apply to industrial and commercial subdivisions, but not to residential areas wherein the full 10% dedication is sought.**

Cash received in lieu of MR land from commercial subdivisions / industrial park developments may then be used to purchase additional land in cases where the appropriate location for a school or park site will occupy more than 10% of one owner's land. As a general principle, it is in the municipality's interest to take cash-in-lieu of land as late as possible in the development process to get highest value as development progresses. The Municipal Government Act allows the Subdivision Authority to do this by deferring the taking of reserves in time through the use of deferred reserve caveats. If subdivision occurs in stages, then, the Subdivision Authority may take its cash in lieu of reserve dedication when the last stage is subdivided.

On the other hand, purchases of land for municipal reserve purposes should be made as early in the process as possible to ensure minimum cost. This requires that open space and sites for schools and parks be identified early in the planning and development process.

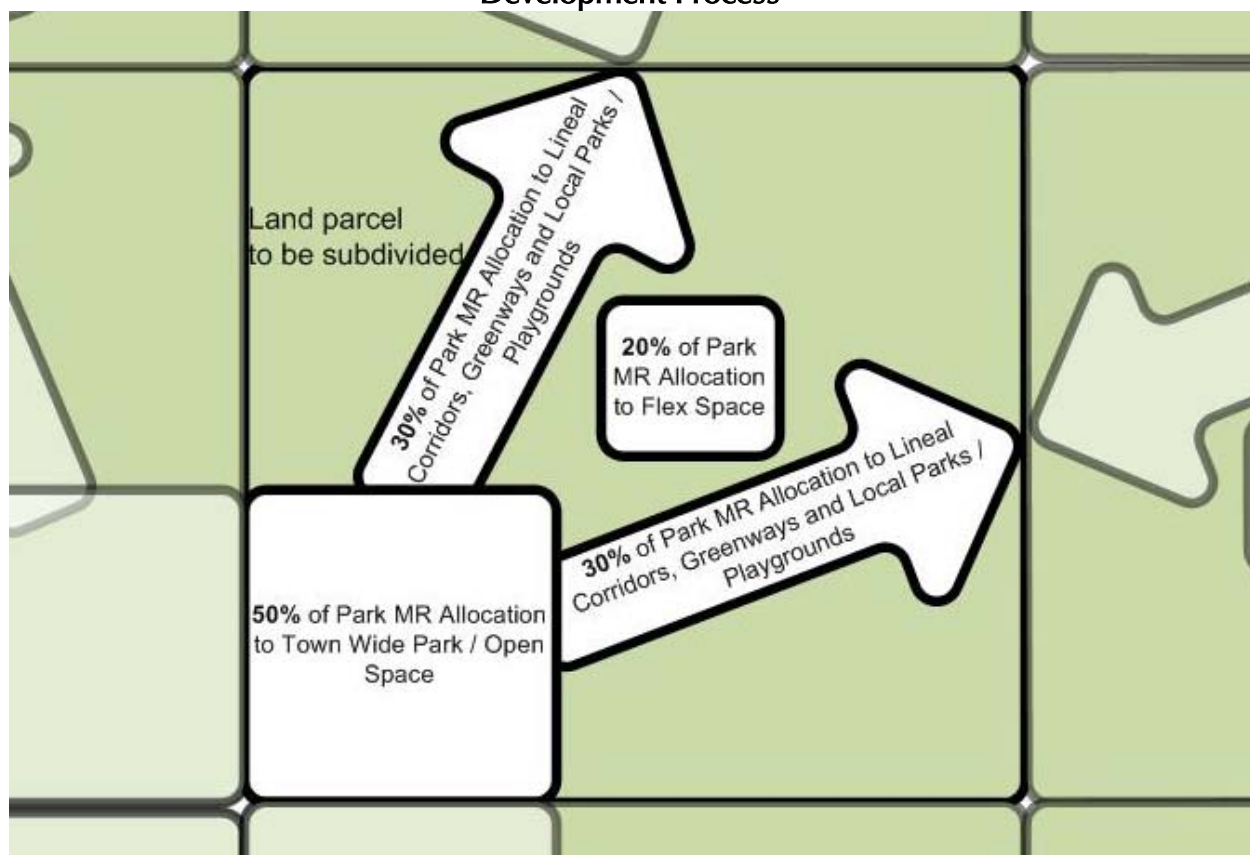
In acquiring new municipal reserves the following guidelines have been developed in order to set goals for municipal reserve parcels set aside for recreation, parks and open space use. For municipal reserves lands **earmarked for recreation, parks and open space uses**¹⁷:

¹⁶ Backgrounder included in the study appendix

- 50% typically allocated as part of a community-wide (Type 1: Major Leisure Destination Nodes) resource;
- 30% typically allocated to local parks and playgrounds, greenways / trails and connecting corridors; and
- 20% typically allocated as flex-use for community-wide resources, local parks and playgrounds, greenways, trails and connecting corridors or for land swap / sale purposes.

These allocation guidelines, if utilized properly, will help ensure that local needs for linkages, parks and open spaces are met while connectivity between residents and Major Leisure Destination Nodes are maintained in the future. It is important that the aforementioned guidelines are considered during Area Structure Planning (ASP) as appropriate implementation of this concept is not achievable at the subdivision planning stage. The concept behind these allocations is explained in the following graphic:

The Allocation of Parks and Open Space in Taking Municipal Reserve Through the Land Development Process



It is important to note that although these ratios have been targeted for municipal reserve lands earmarked for trails, parks and open space uses, there are a number of other demands on

¹⁷ Not including MR lands earmarked for other uses such as other facilities, schools, etc...

municipal reserve lands. These other demands include school development and public facilities (public works maintenance and storage, civic administration areas, etc.). Although the Town is proactive in planning for all future uses of municipal reserve, as is in most municipalities, the reserve lands dedicated for parks and open space uses do not comprise the full 10% dedication in each new subdivision. For this reason, land acquisition by municipalities has become a reality, especially when planning for Major Leisure Destination Nodes. The chart below explains the expected growth and associated annexation plans from the 2008 Growth Study.

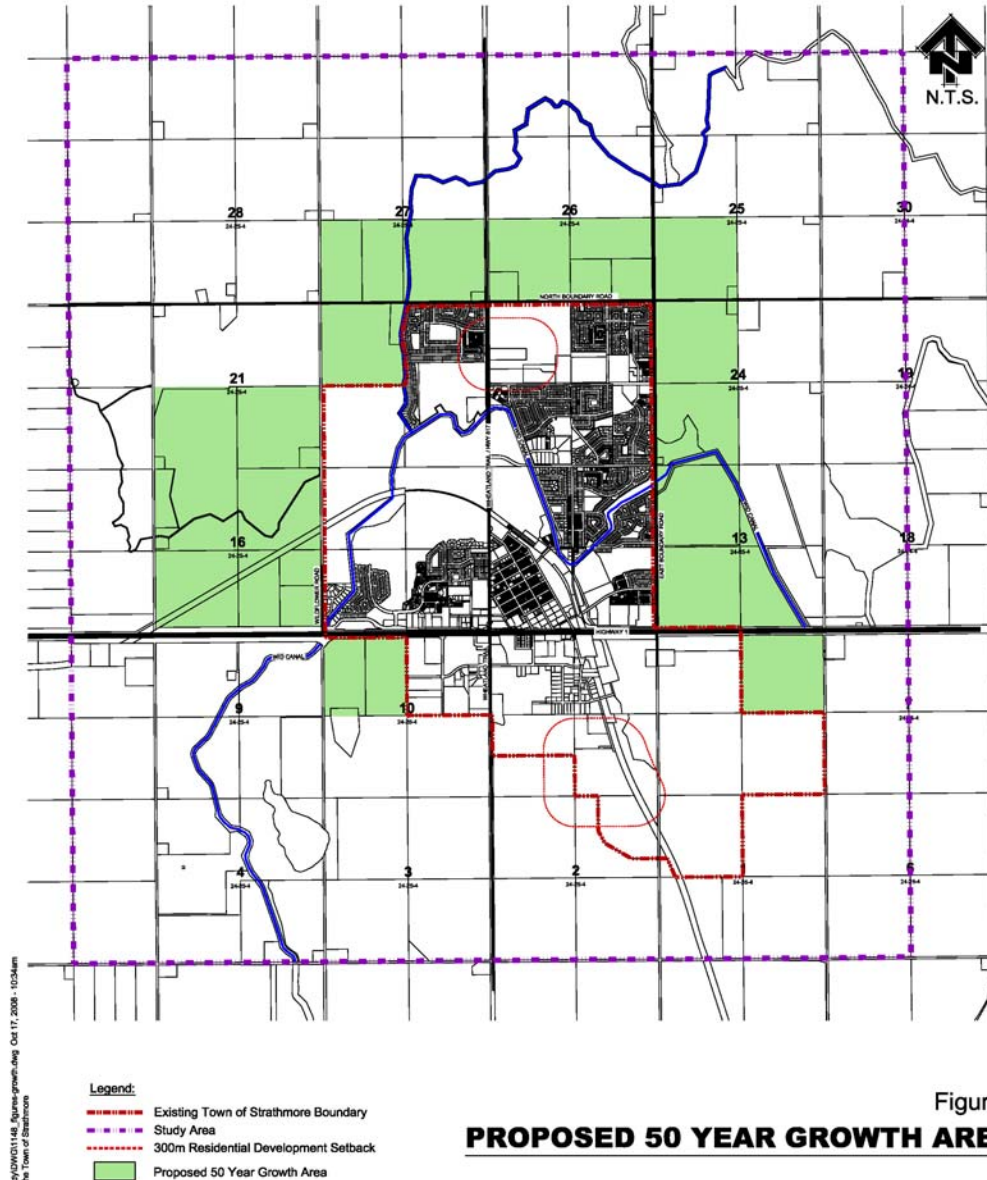


Figure 1
PROPOSED 50 YEAR GROWTH AREA

Town of Strathmore
October 2008

7.3.3. Developer Contributions

In many municipalities voluntary developer contributions for the provision of parks and open space amenities have become the norm. Developer involvement in the grading, seeding, planting and amenity / feature purchase and installation has proven to be beneficial for all stakeholders, this is particularly the case as the value of lands in close proximity to parks are increased (developer benefit) and the development responsibility for parks and open spaces is born by the developer (municipal benefit). An ideal approach to this relationship is outlined as follows:

Contributing Community Partners in New Subdivision Developments				
	Town	Developers	School District	Dedicated User & Community Groups & External Grants
Neighborhood Park Development Including neighborhood parks, tot lots and integrated pathway corridors.	Responsible to provide design approvals, coordinate and provide for public consultation. Full responsibility for maintenance.	100% of infrastructure costs to conform to minimum development standards: <ul style="list-style-type: none"> • grade /level/ seed • play structure/pathways • hard court/sports structures • sports structures • fencing/signs • landscaping 	Contributions voluntary	100% of development costs associated with value added amenities (beyond minimum standard amenities).
Neighborhood sports fields and/or School Park Development (that comprises 10% of dedicated open space) in neighborhoods	Maintenance through joint use agreement.	100% of cost for grade / level / seed neighborhood / school sports fields.	100% of cost for athletic tracks / bleachers design play structure.	100% of costs associated with value added amenities (beyond minimum standard amenities).
Community Wide Parks Development where portion of neighborhood adjoining park reserve is included	Cost (after municipal grants & fundraising) of components that serve broader (non neighborhood) public needs. Full responsibility for maintenance.	Total cost of neighborhood amenity portion of community wide park parcel (i.e. Playground to serve adjacent neighborhood).		At least 30% of total cost of development Volunteer maintenance on portions.
Community Wide Parks & sports Fields where lands are in addition to neighborhood reserve and do not contain school lands	40% of total cost of development (100% land purchase). Full maintenance responsibility on non sports parks.	Contributions voluntary	Contributions voluntary	60% through fundraising & grants. Volunteer maintenance on sports fields.

7.3.4. Municipal Reserve Credit

Although **stormwater management facilities** may have amenity value (lakes or ponds visible and accessible to the general public) and may even have recreation value (“dry ponds” that can be used as play fields under normal circumstances) no municipal reserve credit shall be granted for such lands as the primary intent and function is that of a utility lot.



The degree to which open space for **trails and pathways** is granted municipal reserve credit should depend on the degree to which the facility serves a circulation as opposed to a recreation/amenity function.

A trail or walkway serves a circulation function if it is necessary as an internal or external connection within or between neighborhoods, and is not only a continuation or link in an overall trail system. It should be treated as part of the circulation dedication. Since most walkways (circulation) are approximately 6 metres (m) wide, any requirement for walkway or trail width beyond 6 m should be regarded as having an amenity or recreation function and should receive municipal reserve credit.

7.3.5. Internal Site Design

The internal layout of the components of proposed park sites should be completed at the neighborhood area structure plan stage to ensure that the future subdivision provides a site in the appropriate location and configuration.

The developers' responsibility is to retain planning professionals to design park sites when needed. Planning professionals should be involved at the district level area structure plan stage at the neighborhood level stage and, as well at the detailed design stage. If agreed, the developer may have the Town choose and work with a planning professional for park design. Public input is required for park concept design.

7.3.6. Providing School Sites

In many municipalities, the timing of the provision and development of new school/park sites is a concern. If development proceeds slowly, many early residents must wait years before their new area is served by a school/park site. In most cases, early provision of such facilities is a concern of the developer as well as the municipality. Early provision of a site benefits the developer by supporting his marketing efforts and most likely minimizing costs for developing the site.

This problem is best addressed early in the planning process (the area structure plan stage) by locating neighborhood school/park sites in the early stages of development. Early dedication of a site can be of some benefit to developers in that dedication of the site reduces their responsibility for taxes, maintenance, and legal liability for the land.

The use of developer contributions (levies) to fund park development also opens the possibility of the developer or the Town front ending the cost of development and recovering this cost as development occurs in the neighborhood. Other benefiting developers will also ultimately contribute to these recoveries through their developer contributions. All benefiting developers share equally in the cost of providing facilities.

Proper planning, the shared interest on the part of the Town and the developer in the early provision of park sites, and the use of consistent cash contributions from all developers should reduce the need for any requirement that a site and facilities be provided once a certain number of lots have been developed. Such requirements can lead to difficulties arising from fragmented ownership, where development occurs on one owner's land while the school/park site is planned to be located on another piece of land where development is not occurring. In such cases, it may be impossible for a developer to satisfy the school/park site requirement.

It should be noted that early development of a park site requires that adjacent grading/drainage be designed prior to development of the site to avoid the need for costly adjustments later on. The site will also require developed road access, although the ultimate extent of road access/exposure may not be needed for the site to be developed.

In some cases, temporary sites and facilities may be provided. However, this approach can lead to problems in terms of additional cost and objections to the removal of the temporary site or facilities from residents who become accustomed to their being available in a particular location. Consequently, as a general rule the provision of temporary sites and facilities is to be avoided.

7.4. A Resource Planning Framework

The approach to meeting current and future parks and facilities demand is presented in this section. It is a market feasibility approach and while many user groups will continue to demand expanded program parks and facilities, they should not be developed until certain prerequisites are put in place, not the least of which will be adequate financial resources.

Today's demands for parks and facilities, as well as those for the next twenty years, will be met through the renewal, expansion and / or retrofit of existing facilities as well as the building of new facilities.

The four-staged approach recommended for development is based upon the following principles:

1. Invest in current parks / facilities to prolong facility life span and reduce operating costs.
2. Ensure that adequate land / sites are set aside for and reserved for new parks / facilities.
3. Examine all park / facility use and demands annually and employ feasibility planning triggers as a means to decide when to begin planning.
4. Undertake feasibility planning and prepare facility business plans prior to investment on any facility project.

No major public investments in community park / facility infrastructure should occur without undertaking market feasibility analysis and business planning. This applies not only to initiatives forwarded by the municipality, but also to those projects led by not-for-profit groups and associations wherein public funds are required for the capital and / or ongoing operations of parks / facilities.

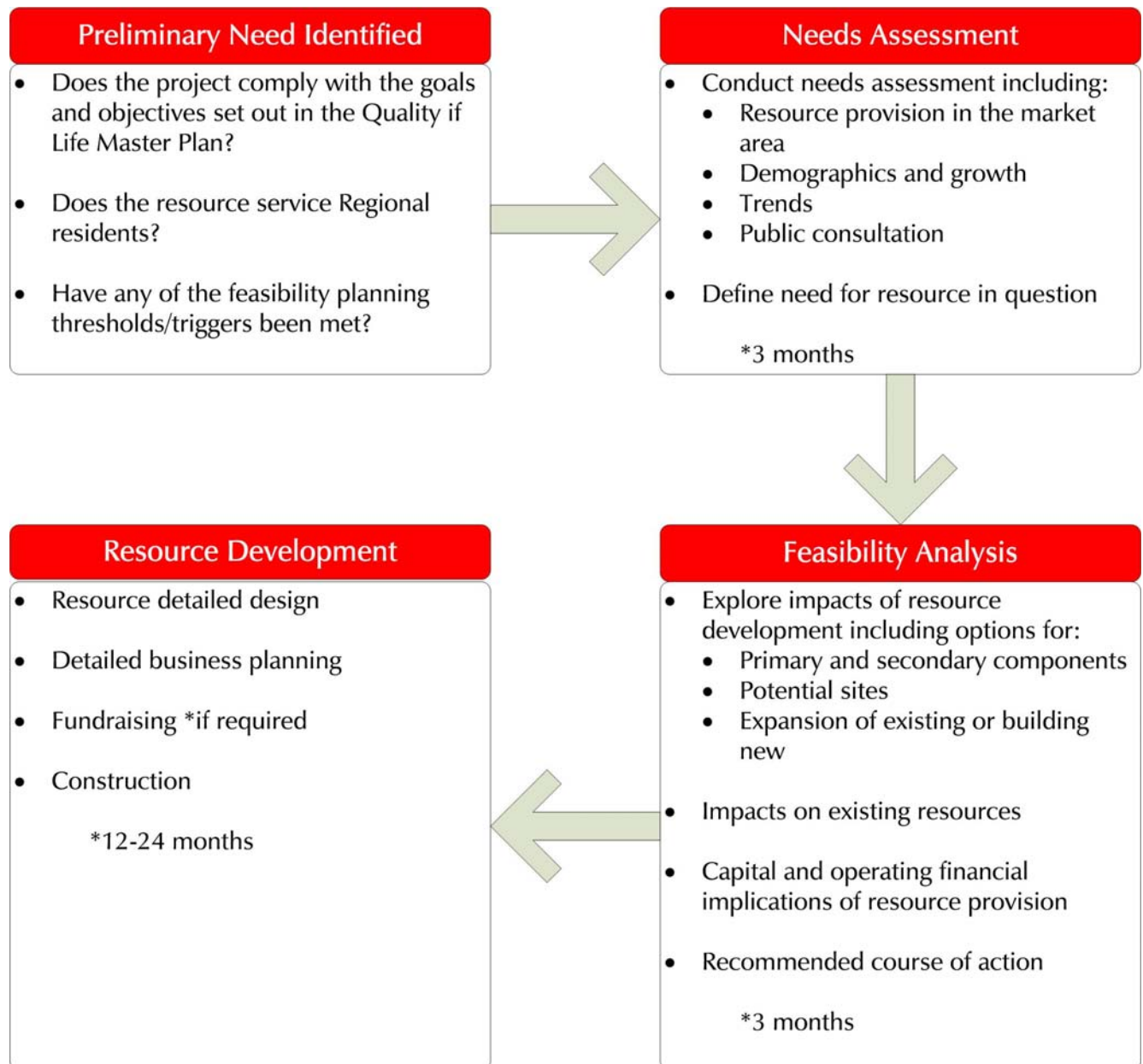
The market feasibility and business planning process typically pre-empts decisions on investment and sourcing of capital well in advance of development – often occurring up to two years prior. As such, timing for major development initiatives could take between 18 and 30 months recognizing the following steps: 1) needs assessment (including public engagement), 2) concept feasibility planning, 3) detailed design, tendering and 4) construction.

Guidelines for undertaking market feasibility and business planning:

- a) There must be public engagement in the planning process.
- b) A market assessment for component service delivery functions must be completed.
- c) A thorough and transparent site / locational analysis must be completed.
- d) There must be a biophysical / environmental impact statement.
- e) There must be a concept development plan including infrastructure planning, costs and impacts of ongoing operations.

- f) The project must conform to the Town Strategic Planning guidelines.
- g) Business planning outlining capital partners, operating partners, sources of capital, capital amortization and projection of operating costs must be completed.

The decision making process leading up to a decision to move forward with a detailed feasibility analysis is presented below:



*The time periods above indicated estimated time required for a “typical” major municipal facility planning and construction approach.

7.4.1. Feasibility Planning Triggers

The following “triggers” outline when Town administration should undertake (or facilitate in the case of a non-profit based project) feasibility analysis and business planning.

Market feasibility analysis and business planning should occur when one or more of the following criteria are met:

- a) Park / facility spaces currently being offered approach 90% to 100% utilization on a sustained basis.
- b) Parks or facility spaces currently being used have less than 25% remaining lifecycle as a functional resource (as determined by ongoing lifecycle planning).
- c) Current demands and future demands as impacted through expression of needs market growth can be proven.
- d) The park / facility in question and program services proposed provide equal access for all residents as a public service.
- e) Park / facility type and function conform to core recreation service functions of the municipality or new functional areas as contained within this Needs Study.
- f) Park / facility type and function are not currently and adequately provided through other agencies or private sector services.
- g) Operational or capital partners of any development proposed are established as registered societies and collectively represent sufficient membership or market members to sustain use of the development for the life of the development (typically set at 40 years for public buildings).
- h) Proposed public investment is contained on Town owned, publicly owned or long term lease lands (leases beyond 50 years).

7.5. A Partnering Framework

Ongoing public consultation and full engagement in recreation facility needs assessment, as well as facility site planning, will continue to be a pre-requisite of sustainable development and investment.

However, today and well into the next two decades, a far greater emphasis must be placed on a shared cost approach to increasing service capacity through the development of recreation infrastructure. This is important as public taxes alone will not support the cost of infrastructure at the same levels it has in the past.

This is a result of numerous inflationary pressures that have prompted construction cost inflation doubling within the last five years. As the economy recovers and growth continues, it can be expected that the average per square meter cost of public infrastructure to rise yet again. Energy

costs are also expected to increase. The need for shared costing is also the result of a broad public desire to focus greater investment towards spontaneous access opportunities as opposed to facilities that cater to specific needs of user groups. This calls for a greater balance in public spending with budget shifts from investing solely in minor sports venues to investing in both minor sports and spontaneous use environments.

The implication for expanded or new recreation infrastructure development is the need to:

- 1. OPTIMIZE PUBLIC SPENDING ON NEEDED INFRASTRUCTURE WHICH SUPPORTS MAJORITY NEEDS AND WHICH RESULTS IN ACHIEVING PRIORITY DELIVERY OBJECTIVES.**
- 2. CREATE NEW AVENUES OF FUNDING DERIVED FROM NOT ONLY PRIMARY USERS, BUT ALSO FROM BENEFACTORS OF QUALITY INFRASTRUCTURE INCLUDING:**
 - i. Industry (development and major resource)**
 - ii. Health care providers**
 - iii. Education institutions**
 - iv. Senior Governments**
 - v. Retailers**
 - vi. Tourists**
- 3. BUILD RELATIONSHIPS AND WIN - WIN SITUATIONS BETWEEN PRIMARY USERS AND BENEFACTORS THROUGH PARTNERSHIPS AND BUSINESS MODELS THAT OPTIMIZE RETURN ON INVESTMENT WHETHER THE RETURN IS SOCIAL, ENVIRONMENTAL, ECONOMIC OR A BALANCE OF ALL THREE.**

Past practice has created an expectation that all facilities, parks and open space resources should be funded by public tax sources (local tax revenues, senior government grants and municipal subsidies). The problem is that the “pot is only so big” resulting in competition amongst groups to access limited funding. With such a diversity of sport, culture and recreational based groups existing within the Town and most with demands and needs for more or improved facilities, the past practice of delivering resources (facilities, financial, planning and human resource assistance) has created a multitude of independent initiatives. Some are resolved, some are under-served and some are ignored. Demands of certain interest groups and the general public for more specialized services that go beyond what might be considered as “public base level services” has exacerbated the situation. This has lead to an expectation that public funding can indeed be used to support costly venues and spaces to support the training needs of relatively small numbers of developing athletes, national level competition hopefuls and more specialized interests.

“THE TOWN CANNOT BE EVERYTHING TO EVERYONE”

What is base level (to be discussed in latter sections of this plan) and what can be considered meritorious, or beyond base level supply, are key considerations in identifying responsibility for supporting the services and service levels that residents seek. Regardless of this distinction, the

Town must engage in all infrastructure investments with a clear declaration of what it will provide and what it will not. For the standard supply of parks and open space in evolving growth areas there will be little debate. When it comes to more comprehensive initiatives (such as facility multiplexes that are intended to support broad public spontaneous opportunities as well as more defined user group needs) these declarations become critical. The same applies when there is potential for the Town to become involved in the provision of more specialized outdoor group facilities such as sport field parks.



This strategy clearly supports the notion of combining spaces and places as integrated units and, if built together and operated within a shared business model, will render a more effective capital construction investment, an efficient operating model, less impact on the environment and will foster greater working relationships between stakeholders.

To move forward with well planned and jointly funded developments, the Town is advised to:

1. Encourage the formation of legitimate bodies / groups that represent common interests. This could evolve as:
 - “An Indoor Sports Foundation”
 - “An Arts and Culture Society”

This approach will:

- Reduce silos of interest and thus the number of groups and projects that now compete with one another;
 - Provide legitimate bodies to plan, negotiate and contract with when it comes to providing infrastructure;
 - Create organizations with a greater capacity to attract funding from non-tax sources (service organizations and industry are more apt to fund foundations of common good rather than individual interests); and
 - Create organizations with greater capacity to undertake business planning, volunteer recruitment and marketing.
2. Create greater opportunities for joint planning with School Boards.
 - School facility planning and recreation and culture resource planning (both indoor and outdoor) relative to joint use opportunity and access is not emphasized enough and seldom formalized in process. It occurs on a facility by facility basis as opposed to a broad strategic basis. This could be overcome through creating an open and constant dialogue between school division planners and Town recreation and culture resource planning stakeholders (as discussed in section 8.4.2. Joint Use).
 3. Create win – win opportunities with health care providers and social service agencies.
 - The recreation industry and its operators have recognized the relationships between health and wellness in designing facilities and providing programs for the public, yet health care facility designers and recreation and culture professionals are seldom “at the table” in describing and developing facilities and programs for common gain. Working together, the Health Authority and Town of Strathmore can create wellness strategies, creative facility synergies and joint programming in the best interest of the public. The Health Authority can also assist in funding projects specific to special needs of Town residents outside of health care facilities (e.g. fitness trails, wellness facilities, equipment designed for specific campaigns such as child obesity, diabetes, etc).
 4. Create innovative opportunities that attract private sector investment and tourism.
 - Public trails, parks and open spaces as well as indoor recreation facilities are most often our greatest tourist attractions.
 - Designing core public services into trails, parks and recreation facilities, while appropriate and in line with servicing mandates, enhances economic development but not at the same level as facilities that provide innovation to attract and retain participants.
 - Increasing participation and wellness through innovation in delivery is at the forefront of recreation facility development and programming today. However, business minded partners are required to minimize the risks of innovation as local governments are seldom in a position to do so.

- Both land developers and the business community (retailers, amusement tourism and hospitality operators) know the value of, and the markets for, changing lifestyles. They are key partners in building communities and they are key benefactors of public investment in parks and recreation facilities.

5. Align development initiatives with the priorities of senior governments.

- Provincial and Federal governments operate much like Strathmore in that they operate for the betterment of society and set priorities for what they will support when transferring funds to local governments.
- Strategically it makes sense in the future to align infrastructure development initiatives with senior government priorities.

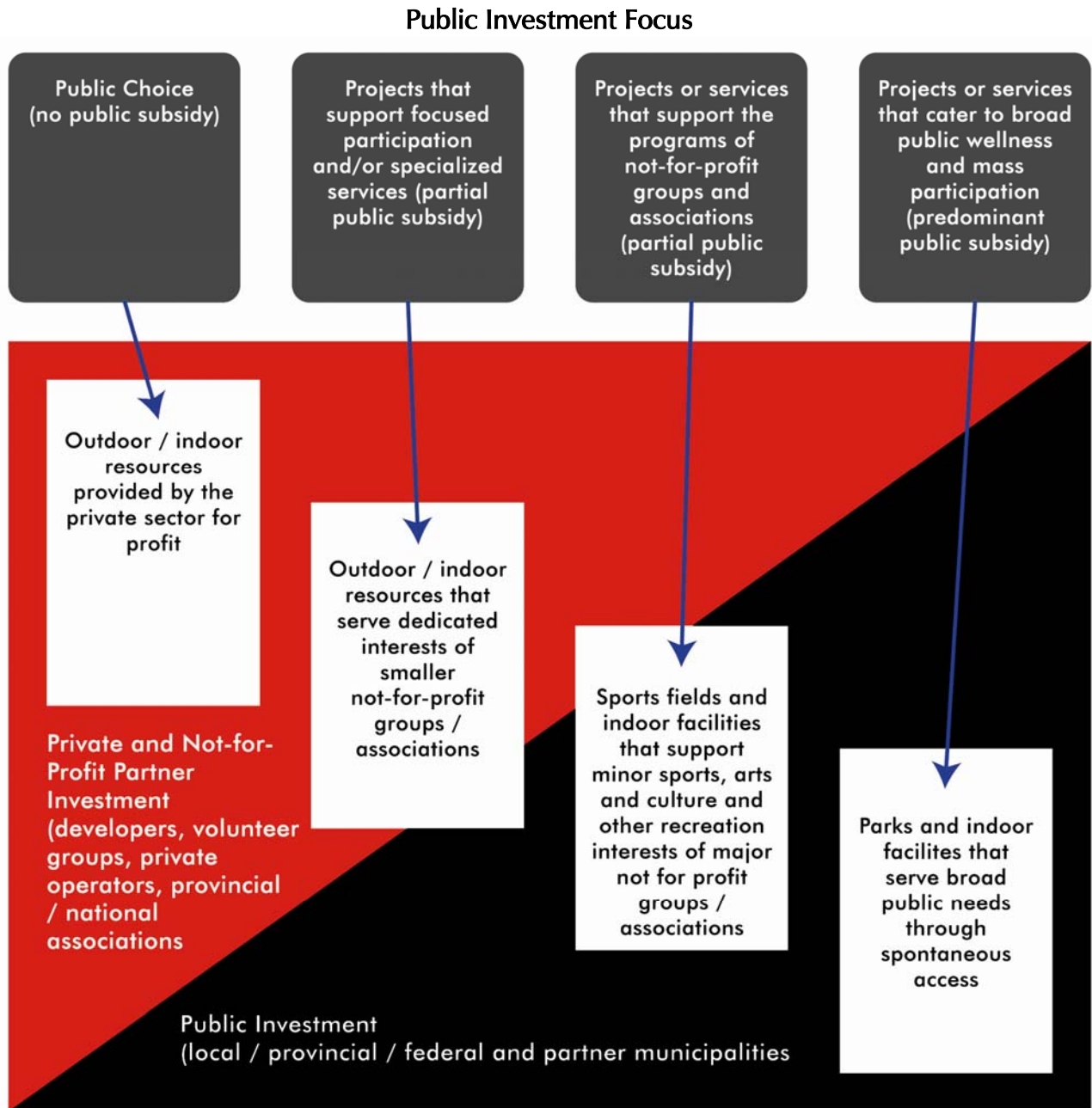
This approach will benefit Strathmore because senior governments:

- Are prone to fund partnerships than individual initiatives and encourage contribution by non-governmental industry sectors and commerce.
- Are prone to fund projects that result in environmental improvements such as natural areas, nature interpretation and education, reduced dependency on fossil fuels and reduced energy consumption.
- Are prone to fund projects that are designed to provide betterment to special populations such as seniors, youth-at-risk and children's services.
- Encourage funding for projects that are self sustaining in operation thereby ensuring that ongoing public funding for operations are minimized.
- Fund projects that incorporate and employ proven innovation in energy efficiency as well as services that support wellness and reduce health risks.

When considering other levels of government as funding partners, it is also important to fully understand the ongoing operational implications of resource development. Traditionally, government grants to municipalities for community services and facilities infrastructure is focused on one time capital injection. Municipalities must balance the benefits of these one time capital grants with the ongoing operational implications and associated sustainability prior to moving forward with development of any kind.

7.5.1. Funding Opportunity Spectrum

The following funding opportunity spectrum is presented to guide future municipal expenditure (capital and operating) on trails, parks and facility development. In a nutshell, the spectrum explains that facilities accessible by the entire community and that are within the Town's base level of service (such as walking trails, playgrounds, etc.) should be funded solely through public taxes. As parks and facilities become more specialized and less accessible by the general public (i.e. agri-rec facilities, major sports field facilities, ice arenas, etc.) funding should come from a combination of public taxes, user fees and private / non-profit investment.



8.0 Strategic Direction

Today, Town operated facilities have managed to meet the needs of the public and while improvements to some facilities are required, the development of new recreation and culture facilities, trails, parks and open spaces to meet an expanding market of users must be approached very carefully, and with an eye at ultimately achieving sustainability in operations. Designs which provide flexibility in meeting future needs are necessary; facilities built today will still be in service forty to fifty years from now.

8.1. Key Considerations in Decision Making

The following section outlines specific future strategic direction for Town of Strathmore recreation and culture facilities, trails, parks and open spaces. Prior to making any “on the ground” recommendations, a number of key considerations have been proposed to help shape future decision making in regards to future infrastructure investment.

8.1.1. A Base Level of Service

Due to the limited number of major recreation and neighborhood resources in the community, the provision of a standardized / equalized base level of recreation and culture facility, trails, parks and open space provision is not achievable in Strathmore. That is to say that every Town and regional resident is not afforded the same geographical accessibility to resources. Therefore, **the following base level targets should be treated as an ultimate goal with the understanding that some areas in the Town may not achieve the targets as outlined.** In this regard, the base level becomes more of guideline than a structured standard.

The proposed base level targets would include:

- Access to a Major Leisure Destination resource (or comparable) within 30 minutes walking distance of each residence. These resources include the Civic Centre, Family Centre and Kinsmen Park.
- At least one Local or Neighborhood Park within 5 minutes walking distance of each residence. These resources include local neighborhood parks and playgrounds.
- That the Trail network is fully accessible to all urban residents without having to walk on streets (except to cross them).

8.1.2. Recreation and Culture Together

Recreation, culture and social facilities and programs are relevant and significant contributors to quality of life in the Strathmore region. Traditional perspectives regarding recreation being sports and physical activity, culture primarily encompassing creativity and artistic expression and social being reactive efforts to right social maladies in the community have defined these three important components of quality of life as mutually exclusive. Although this is commonplace in

Alberta communities, it cannot be ignored that recreation and culture facilities and spaces, in their traditional senses, share a number of common characteristics:

- Each allow participants to differentiate and express themselves;
- Each are products of participant choice in how to spend leisure time;
- Each have been proven to have positive benefits to personal development for all ages;
- Each have been proven to promote community pride and cohesiveness; and
- Each promote and improve overall quality of life.

As this is the case, the separation of recreation and culture facilities and spaces should be avoided, especially when planning, designing and operating environments in which these activities can occur. This is not to suggest that cross-programming of recreation and culture activities can, or will ever, occur. It does, however, suggest that if the use of already limited public funds for recreation and culture infrastructure is to be optimized, the provision of environments that support and integrate these three vital components of municipal service provision as much as possible is necessary.

The concept of included elements for recreation and culture activities in facility and space development and operations does not only hold true for the development of future new public facilities spaces, but it can also be applied to existing facilities and spaces. Opportunities to showcase local artists should be explored at existing traditional recreation facilities in the region. Exposure to recreational pursuits, perhaps in themed performances or exhibits, should be hosted at existing traditional culture venues.

8.1.3. Spontaneous and Structured Uses

The popularity of spontaneous use recreation and culture opportunity is well documented throughout the Needs Assessment. Areas that offer spontaneous use in the region are well utilized. There has been a significant drop in structured recreation participation over the past 15 years¹⁸. There is an abundance of shift workers and busier lifestyles in the region. All of this has lead to a need to increase the provision of spontaneous use recreation and culture outlets for regional residents. This is not to say that traditional team sports/structured activities and the environments that support them should be ignored. Conceptually, the provision of traditional recreation and culture facilities such as ice arenas and performing arts theatres has been focused on structured rental use, and thus a large portion of



¹⁸ "Participation rates in organized sport have dropped from 45% to 28% between 1992 and 2005" Sport Participation in Canada (Statscan, 2005)

the population, those demanding spontaneous use outlets, have not been considered in major resource development.

Prudent planning for recreation and culture resources should consider both structured/scheduled use areas as well as unstructured/spontaneous use areas. Defining requirements and parameters around the planning and provision of traditional schedule use venues is relatively straightforward, as standards exist for most environments and there is an abundance of comparable facilities to look at in the Province and beyond. Spontaneous use areas, however are a relatively new concept, and the supply/demand relationship of these areas is not as straightforward as is the case with programmable/rentable spaces. This is primarily due to the fact that capacities cannot be clearly identified for spontaneous use areas as the point at which a facility is “too busy” and thereby prohibitive to participant use is subjective and based on individual perception.

That being said, there are two main types of spontaneous users. The first is the spontaneous user who participates in the activity as his/her primary intent in visiting the respective facility. For example, Jenny visits a major multiplex facility to use the fitness centre. The second is the user who participates in the activity even though it was not the initial intent in visiting the facility. For example, Jenny uses the fitness centre at the facility because she has to bring her child to play ice hockey. This user can also participate in other spontaneous use activities. For example, Jenny visits the facility to use the fitness centre, but also uses the hot tub and walking track (secondary activities).



Recognizing that spontaneous users are comprised of both user types, planning for spontaneous use facilities should consider the following:

- Spontaneous use areas provide users the opportunity to participate at irregular times, thereby enabling users to partake in physical activity or creative/social endeavors even if they cannot commit to signing up for a scheduled team or program. Therefore spontaneous use areas must provide optimal flexibility in hours of operation.
- Spontaneous use activities are best offered in clusters depending on the type of activity and the adjacent facility amenities. Therefore spontaneous use opportunities must be provided in clusters that work well together.
- Spontaneous use activity-clusters must consider cross use and convenience of potential users. Clusters that seem to work well include:
 - Fitness/wellness and child minding,
 - Fitness/wellness and major scheduled use activity (i.e. arenas, field houses, etc),
 - Fitness/wellness and therapeutic aquatics, and

- Leisure skating and ice arenas.
- Considering these points, it is apparent that many future spontaneous use spaces should piggy-back major programmable/rentable spaces. As well, many of the existing facilities that offer spontaneous use in the Region may warrant expansion.

If these things are considered in the expansion/enhancement of existing, or in the development of new, recreation and culture resources the disparity amongst structured uses and spontaneous uses and associated participants in Town facilities will be minimized.

8.1.4. Stand Alone Versus a “Multiplex” Approach

The tangible and intangible benefits associated with a “Multiplex” approach, or the leisure mall concept, are well documented. Economies of scale in facility operations, staffing, administration, purchase of supplies, contracted services, utilities and marketing have been proven in existing multiplex facilities across Alberta.

Operationally, multiplex facilities have proven to be excellent in terms of staff efficiency. The large number of activities under one management system versus a separate management system for independent facilities provides cost-reduction opportunities. Energy conservation with respect to sharing of systems between the facilities and making use of cold and warm systems to develop energy transfers provides operational savings compared to stand alone facilities of a similar size.



Perhaps the most important aspect of facility development, however, is both client / public satisfaction with the variety of activities available in the facility and how they enhance family cohesiveness and quality of life. Users of multiplex facilities have opportunities to partake in a variety of recreation and culture activities while other family members and friends are using other portions of the facility. Facility use is extended by the opportunities to not only partake in the recreation or culture activity of choice but also share in other social activities such as food, retail and professional health services and common public/social gathering areas.

The overall capital cost of multiplex facilities is also expected to be less than the comparative cost of building a number of stand-alone facilities. The efficiencies of scale and the attractiveness of the size of multiplex projects to construction industry stakeholders have resulted in excellent bidding and construction services related to these types of projects. Several millions of dollars are typically saved on the overall capital construction compared to a series of stand-alone facilities. Capital cost is, however, crystallized within a two to three year period as opposed to being phased out over a number of additional years if carried out as separate projects. The

disadvantages of the multipurpose all-in-one concept relates to the scale of the facility, its cost to construct and the amount of land that it occupies.

8.1.5. Expansion and Enhancement of Existing Versus Building New

Considering that the Town currently has a wide variety of indoor recreation and culture facilities in which the Region has made significant investment, it is important to focus on maintaining existing infrastructure and sustaining existing services prior to developing new facilities on new sites. Maintaining existing facilities first will ensure that existing service levels are sustained and that programs currently subscribed to can continue to be offered. In considering the development of new facility components, if they can be added to existing facilities then significant costs savings in site acquisition, servicing and administrative and common-area development can be achieved. Adding to existing facilities can also promote the multiplex approach at those sites, thereby enabling the benefits of this approach to facility development to be realized.

This strategy is based upon maintaining and expanding/enhancing existing sites where possible, prior to developing new facilities. Rationalization for this approach includes both protecting and enhancing existing infrastructure investment and ensuring that existing service levels and programs are sustained prior to offering new ones.



8.2. Future Indoor Facilities

The following table outlines the top ten priorities for the development of indoor recreation and culture facilities based on the findings of the needs assessment. It is important to note that although items are listed in priority, certain market conditions (including population, critical market mass, etc.) before facility development is warranted. It is also important to note that development of any of the following indoor facility priorities would require further detailed feasibility analysis studies to be completed prior to final decision making¹⁹.

All of the following facility development discussions assume that required maintenance of existing facilities, as defined in the facility assessment portions of this study, is completed prior to the development of new facilities.

Where “new sites” are indicated, it is important to note that the site criteria listed in previous sections should be considered prior to selecting a site for a Major Leisure Destination Node, Local Neighborhood Facility or Special Purpose/Themed Facility.

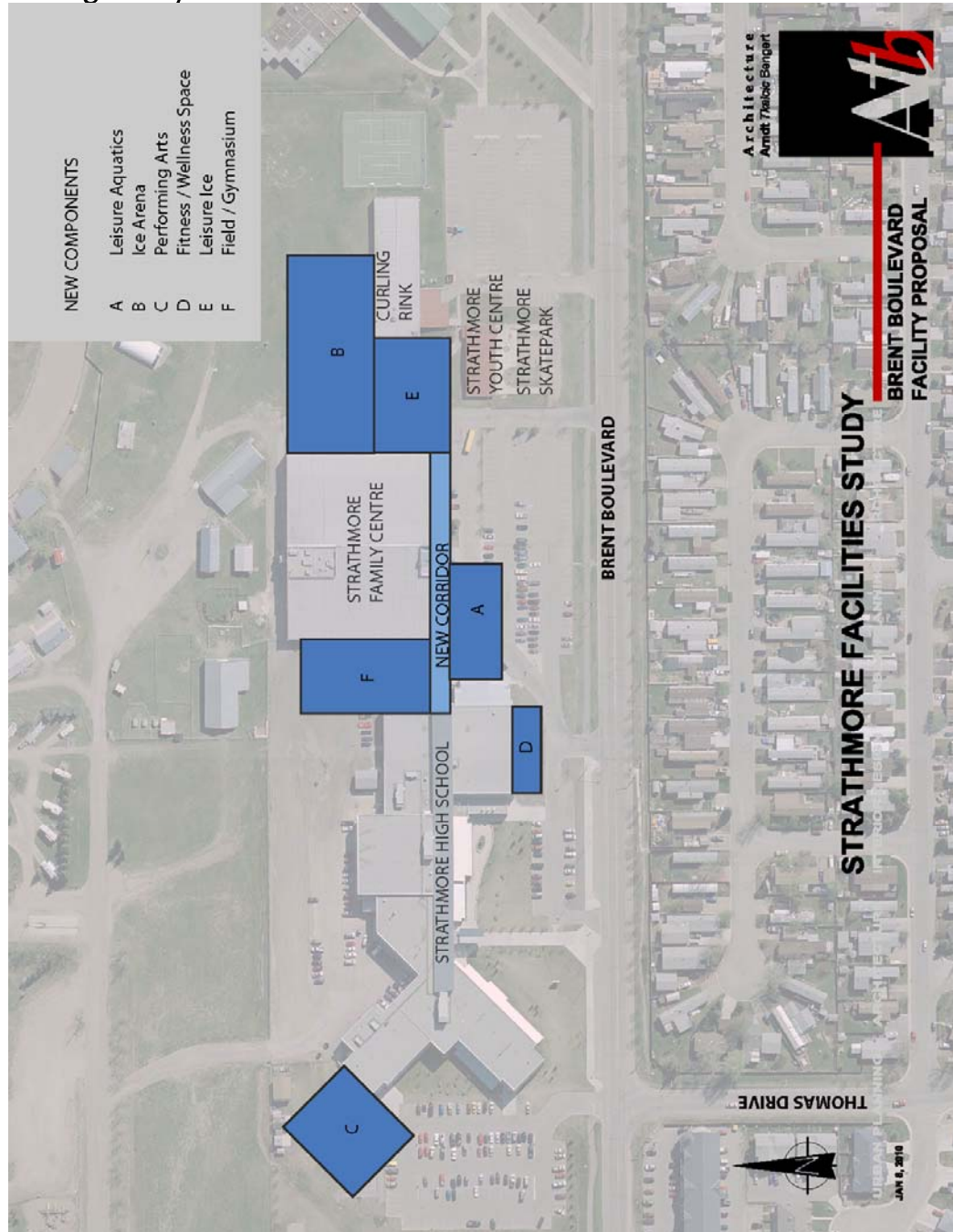
¹⁹ Refer to the Facility Development Process, described previously in this Master Plan

Indoor Priorities	Key considerations	Development Options	Triggers / Pre-requisites	Expected Timelines	Estimated Planning Costs	Estimated Construction Costs
1. Leisure swimming pools	<ul style="list-style-type: none"> Tendering is underway for the expansion of the existing aquatics centre to include leisure swimming / waterslide. Prudent lifecycle management will be required to sustain existing facility. 	<ul style="list-style-type: none"> Expand existing, build new 	<ul style="list-style-type: none"> New leisure aquatics venues will not likely be required until the Town population approaches 25,000-30,000 	<ul style="list-style-type: none"> Beyond 2020 (when population approaches 25,000 - 30,000) 	n/a	<ul style="list-style-type: none"> *Sustain existing as per life cycle management plan
2. Ice arena facilities	<ul style="list-style-type: none"> Upgrade / sustain existing 2 sheets before adding another. Prudent lifecycle management will be required to sustain existing facility. Potential for major spectator seating in an ice facility when community grows to a certain size. 	<ul style="list-style-type: none"> Upgrade existing, expand existing, build new 	<ul style="list-style-type: none"> Upgrades to existing required in immediate future. When prime time capacity approaches 95%, consider exploring feasibility of an additional sheet of ice. This is likely to occur when population approaches 15,000-20,000. Major spectator seating may be required when population approaches 30,000+. 	<ul style="list-style-type: none"> Upgrades ongoing between 2011-2020 Planning for new sheet to begin 2016-2018 (when population approaches 15,000 – 20,000) 	\$30,000	<ul style="list-style-type: none"> Upgrade costs of \$191,000 New sheet (user based) estimated capital cost range of \$7M-\$10M.
3. Performing arts show spaces	<ul style="list-style-type: none"> The Town should incorporate arts and culture activities into existing facilities where possible. There are limited existing arts and culture resources in the market 	<ul style="list-style-type: none"> Addition to existing buildings, build new 	<ul style="list-style-type: none"> Town owned and operated arts and culture facilities will likely not be feasible until population reaches 20,000+. Partnerships with groups or school board will pre-empt planning and ultimate development. Funding availability from external granting agencies may also expedite project timing. 	<ul style="list-style-type: none"> Arts and culture integration into existing facilities can occur immediately. Planning for a Town owned and operated (no partnerships) arts and culture venue to occur between 2018-2020 (when population reaches 20,000) unless partnership opportunities or grants are apparent. 	\$50,000	<ul style="list-style-type: none"> New performing and visual arts centre (250 seats with program areas) estimated capital cost range of \$12M-\$15M.
4. Fitness / wellness spaces	<ul style="list-style-type: none"> Incorporate into existing facilities but give private sector first right of refusal on potential of Town operated fitness/wellness facilities. 	<ul style="list-style-type: none"> Addition / incorporation into existing facilities, build new 	<ul style="list-style-type: none"> Demand currently exists for family fitness/wellness facilities. Partnerships with private sector may expedite development. 	<ul style="list-style-type: none"> Planning to explore existing facility retrofit or expansion to facilitate fitness/wellness to commence in 2011. 	\$30,000	<ul style="list-style-type: none"> New fitness / wellness areas estimated capital cost range of \$0.5M-\$3M depending on retrofit or expansion decision.
5. Leisure ice surfaces	<ul style="list-style-type: none"> Not currently offered in the community as a dedicated are (only through public skating times at the two ice arenas) 	<ul style="list-style-type: none"> Expand existing, new development needs to be accompanied by at least one regulation arena 	<ul style="list-style-type: none"> Monitor use of existing public skating times at arenas. Attempt to meet demand with improved / additional outdoor skating rinks. When new arena development occur, explore potential of including leisure ice. 	<ul style="list-style-type: none"> See “Ice arena facilities” above. 	n/a	<ul style="list-style-type: none"> New indoor leisure ice areas estimated capital cost range of \$2.5M-\$3M
6. Walking track	<ul style="list-style-type: none"> Not currently offered in the community. 	<ul style="list-style-type: none"> Expand existing “big boxes”, addition to gymnasium and/or field house development 	<ul style="list-style-type: none"> Demand for this type of facility is apparent now. Partnerships with school board or as “tag along” to larger project (i.e. field house or gymnasium) will preempt development. 	<ul style="list-style-type: none"> See “Gymnasiums type spaces” and “Field facilities” below. 	n/a	<ul style="list-style-type: none"> New indoor walking track areas estimated capital cost range of \$0.75M-\$2M
7. Bowling alley	<ul style="list-style-type: none"> Not currently offered in the community but not typically “municipally operated”. Demand is high likely due to previous provision of service in the market. 	<ul style="list-style-type: none"> Expand existing facilities or build new 	<ul style="list-style-type: none"> Partnerships with private or non-profit sector will be the only way this type of facility could be supported. Demand exists now but provision is dependent on third party involvement. The Town could be proactive and see if there are any partnership opportunities in the community through a “request for interest” process. 	<ul style="list-style-type: none"> n/a (dependent upon third party involvement) 	\$25,000	<ul style="list-style-type: none"> New bowling alley development estimated capital cost range of \$3.5M-\$6M.
8. Gymnasium type space	<ul style="list-style-type: none"> Currently offered through schools and access to existing could be improved. 	<ul style="list-style-type: none"> Expand existing, build new 	<ul style="list-style-type: none"> Explore improved joint use first, then partnerships with groups or school boards will preempt development. Town owned and operated development of a gymnasium facility to occur when population approaches 25,000-30,000 or when joint use of local schools cannot be remedied. 	<ul style="list-style-type: none"> Beyond 2020 (when population approaches 25,000 – 30,000) 	n/a	<ul style="list-style-type: none"> n/a
9. Field facilities	<ul style="list-style-type: none"> Not currently offered in the community. Would allow for indoor soccer, field sports and other gymnasium based activities. 	<ul style="list-style-type: none"> Expand existing facilities or build new 	<ul style="list-style-type: none"> Town owned and operated development of indoor field facilities to begin when population reaches 15,000. Partnership opportunities with school boards may expedite development. 	<ul style="list-style-type: none"> Planning to explore indoor field facilities development to commence in 2014 (when population approaches 15,000) 	\$30,000	<ul style="list-style-type: none"> New indoor field facilities estimated capital cost range of \$5M-\$8M
10. Indoor child playgrounds	<ul style="list-style-type: none"> Not currently offered in the community. Incorporate into existing facilities where possible and ideally locate with other recreation and culture facilities. 	<ul style="list-style-type: none"> Expand existing facilities or build new as part of larger complex 	<ul style="list-style-type: none"> Demand exists for indoor child playgrounds right now. Planning for potential expansion retrofit of existing facilities to ideally coincide with similar planning for fitness / wellness facilities. 	<ul style="list-style-type: none"> Planning to explore existing facility retrofit or expansion to facilitate indoor child play to commence in 2011. 	\$30,000	<ul style="list-style-type: none"> New indoor child play areas estimated capital cost range of \$0.5M-\$1.5M depending on retrofit or expansion decision.

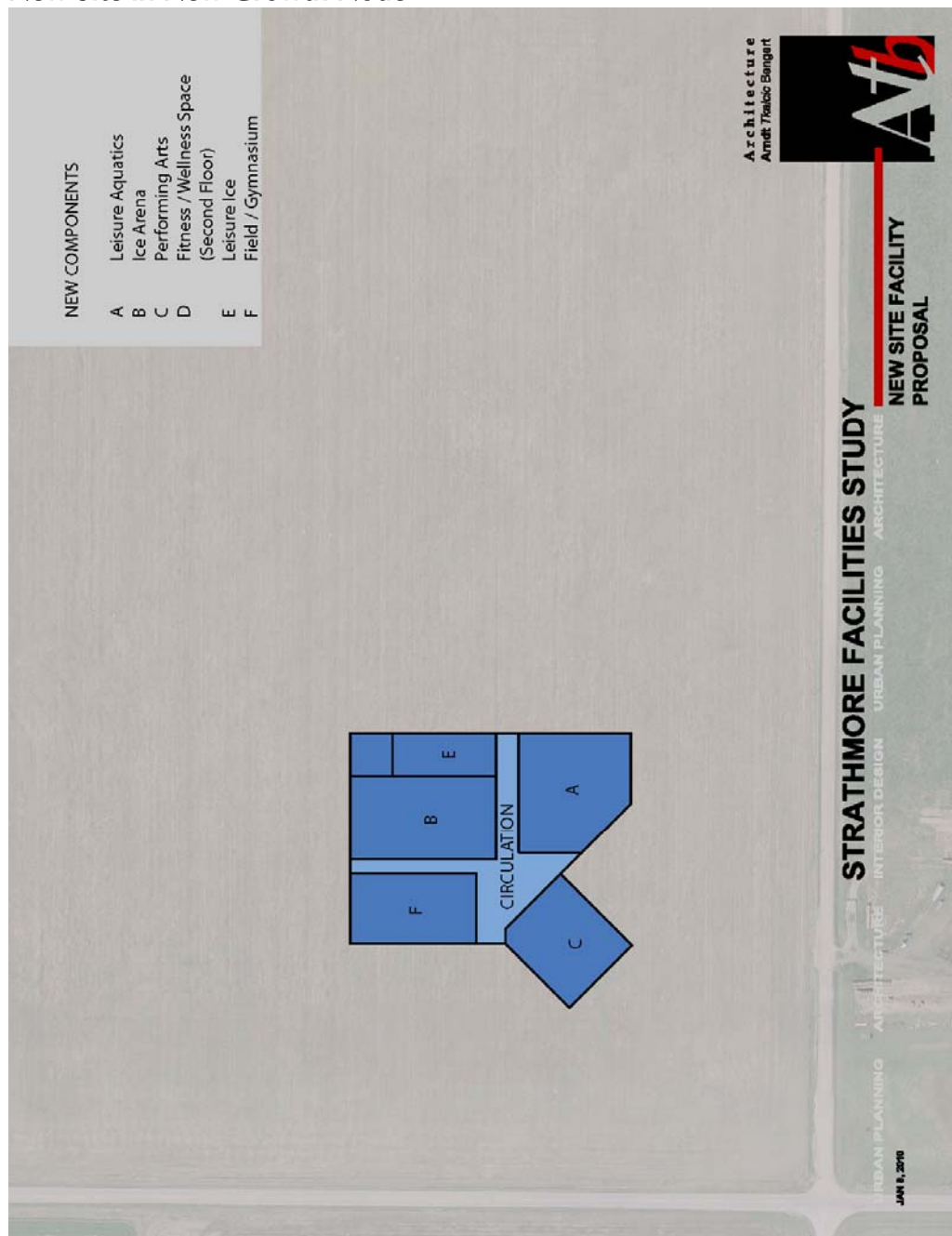
8.2.1. Potential Sites for New and / or Upgraded Indoor Facilities

In locating new, or expanded **indoor facilities** in the future, it is recommended that the Town look to promote three main Major Leisure Destination Nodes including the existing Family Centre / Civic Centre site and a new site in any of the identified growth nodes. Graphical depiction of these new and/or upgraded indoor facility possibilities are found on the following pages. ***The following site plans are preliminary and for discussion purposes only.**

8.2.1.1. Existing Family Centre / Civic Centre Site



8.2.1.2. New Site in New Growth Node



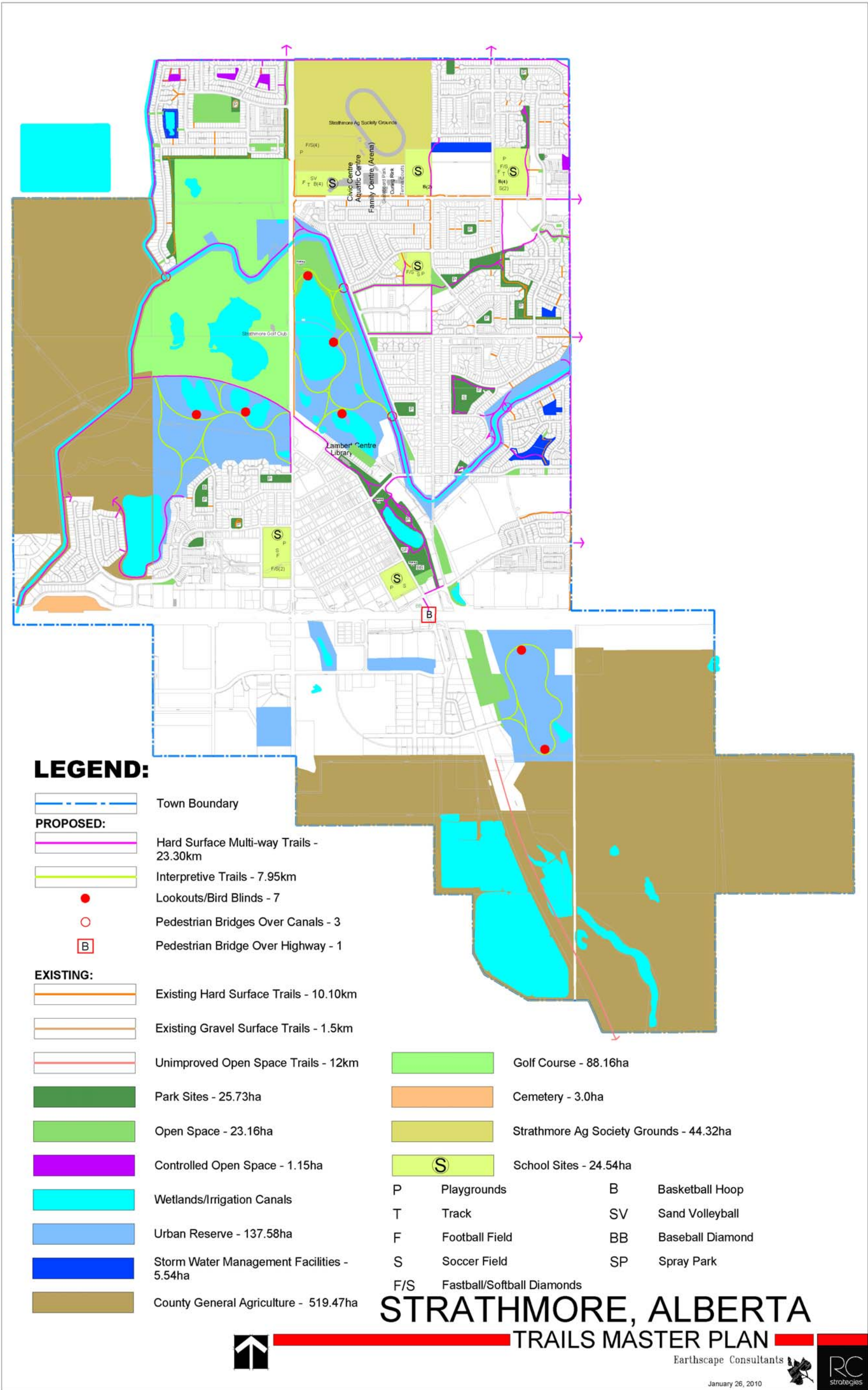
8.3. Future Parks and Open Spaces

A number of priorities have been identified to complement the existing trails, parks and open spaces already in place in Strathmore. The top ten priorities have been listed as follows along with criteria for consideration when future development.

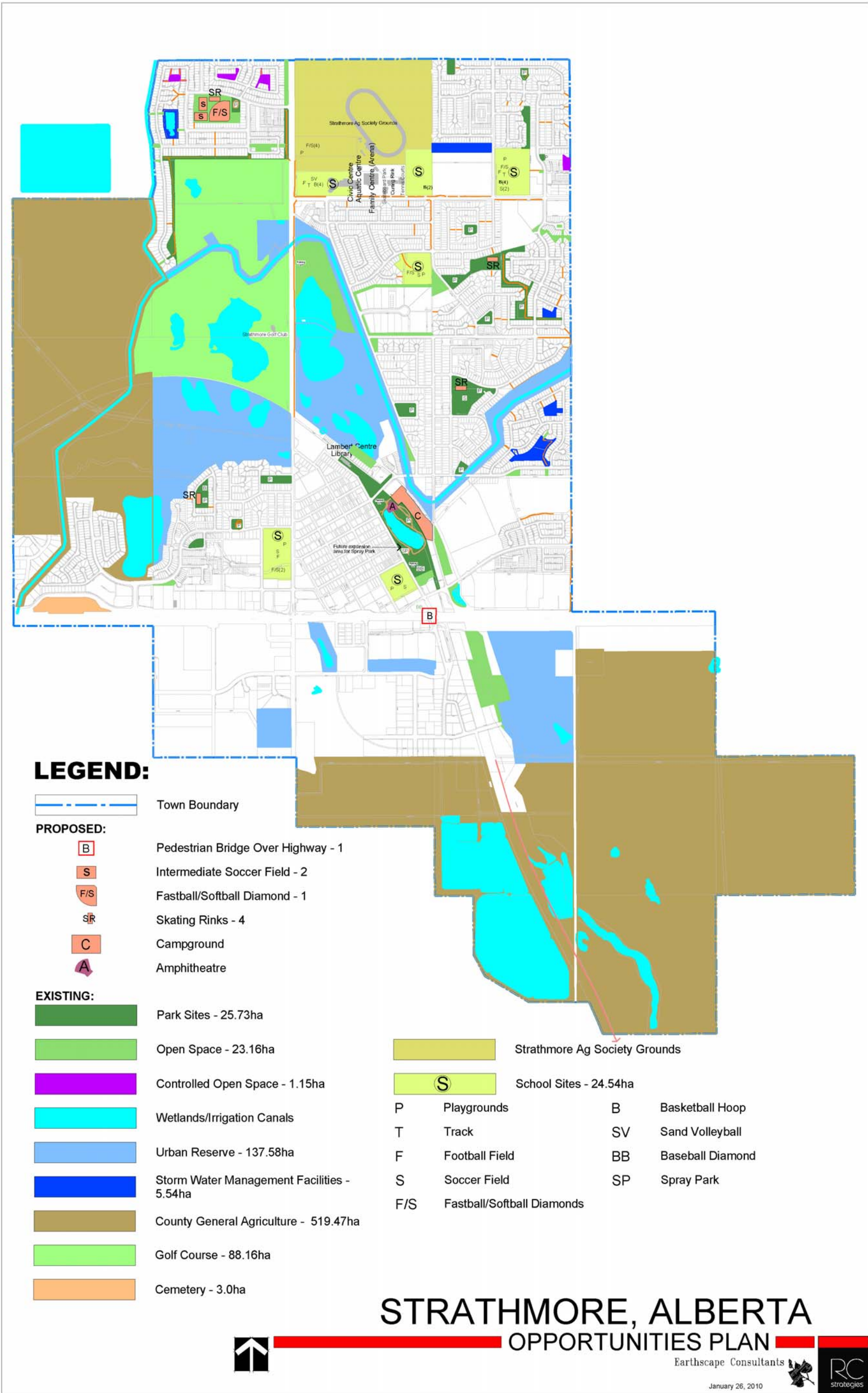
Where “new sites” are indicated, it is important to note that the site criteria listed in previous sections should be considered prior to selecting a site for a Major Leisure Destination Node, Local Neighborhood Facility or Special Purpose/Themed Trail, Park or Open Space.

Outdoor Priorities	Key considerations	Development Options	Triggers / Pre-requisites	Expected Timelines	Estimated Planning Costs	Estimated Construction Costs
1. Trail system	<ul style="list-style-type: none"> Development ongoing through the development process and linkages with existing. 	<ul style="list-style-type: none"> Upgrades to existing trails (where required). Located in new areas and through use of existing lands such as WID lands. Potential acquisition of key linkage land parcels in existing areas (See proposed Trails Master Plan map). Including hard surfaced and interpretive/nature trails, pedestrian bridges and lookouts/bird blinds. 	<ul style="list-style-type: none"> When land is developed, a portion of municipal reserve (MR) should be dedicated to trails, parks and open space. The disposition of these MR lands for trails, parks and open space should be calculated based on the theories discussed in other sections of this Plan. 	<ul style="list-style-type: none"> Ongoing through land development. Linkages in existing areas to occur on an annual phased-in basis dependent upon available resources. 	n/a	<ul style="list-style-type: none"> Capital costs estimated at \$50/m2 for asphalt linkages in new and existing areas (23.3km of asphalt and 7.95km of nature trails proposed). Pedestrian bridge capital costs \$1.0M to \$2.0M. Capital costs for linkages in newly developed areas dependent upon the agreement with developer.
2. Open spaces	<ul style="list-style-type: none"> Development ongoing through the development process and based on “guidelines” discussed in other sections of this Plan. 	<ul style="list-style-type: none"> Upgrades to existing areas (where required). Located in newly developed areas. 	<ul style="list-style-type: none"> When land is developed, a portion of municipal reserve (MR) should be dedicated to trails, parks and open space. The disposition of these MR lands for trails, parks and open space should be calculated based on the theories discussed in other sections of this Plan. 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning and capital costs associated with new open spaces through the land development process is dependent upon the agreement with developer. 	
3. Sports fields	<ul style="list-style-type: none"> Ongoing through development process and where lands are available. Best if grouped together in non-residential areas. 	<ul style="list-style-type: none"> Planned and ongoing acquisition of large parcels of land for sports “park” concept, ideally away from residential areas and through municipal reserve dedication in industrial areas. Potential location in southwest quadrant of the Town as identified on the Opportunities Plan map). 	<ul style="list-style-type: none"> A need for sports fields is apparent in Town, although a number are currently offered on school owned lands. Planning for a major sports park (including fields and diamonds) to commence in 2010 to identify capital and operating costs, land requirements and sites and potential partnerships with program groups, adjacent municipalities and school boards. 	<ul style="list-style-type: none"> Planning to commence in 2011. 	\$40,000	<ul style="list-style-type: none"> New sports field complex with field house/concession, 6 diamonds and 6 fields (ultimate build out – not including artificial turf) estimated capital costs of \$3.5-\$4.5M (not including land costs).
4. Skating rinks	<ul style="list-style-type: none"> Outdoor skating is currently offered by the Town. 	<ul style="list-style-type: none"> Outdoor skating areas can be located at different sites throughout the community. Initial increased provision should focus on appropriate sites, geographically located throughout the community. 	<ul style="list-style-type: none"> Provision of additional non-boarded outdoor skating rink (one of four identified on map) in fall 2010 without boards (perhaps in the Northeast quadrant of Town). Monitor use and determine need for more (other 3 of 4) boarded/non-boarded outdoor rinks if required for 2011. 	<ul style="list-style-type: none"> Provision of additional outdoor rink in 2011 	n/a *Planning to be considered internal	<ul style="list-style-type: none"> Construction costs of non-boarded rink minimal. Boarded outdoor rink estimated capital costs of \$0.25M-\$0.75 (without lights and change facilities).
5. Child playgrounds	<ul style="list-style-type: none"> Ongoing through development process and ensure all existing are “CSA approved”. 	<ul style="list-style-type: none"> Upgrades to existing playgrounds to ensure CSA standards are met. New playgrounds to be developed through land development process. 	<ul style="list-style-type: none"> When land is developed, neighborhood parks likely to include playground apparatus (as per guidelines and base level discussion contained herein). Upgrade of existing playground to CSA standards will be ongoing. 	<ul style="list-style-type: none"> Ongoing for development of new playgrounds. Upgrade of existing to occur annually based on available resources. 	n/a	<ul style="list-style-type: none"> Capital costs for playgrounds in newly developed areas dependent upon the agreement with developer. Upgrade costs depending on available resources.
6. Water spray parks	<ul style="list-style-type: none"> Offered in community currently. 	<ul style="list-style-type: none"> Expand existing site or build new. 	<ul style="list-style-type: none"> Plans for upgrading the existing facility/site to commence in 2011. The provision of one of these facilities in the market (when upgraded) will suffice until population expands beyond 25,000+. 	<ul style="list-style-type: none"> Planning for upgrades/additions to existing to commence in 2011 	\$20,000	<ul style="list-style-type: none"> Upgrade capital costs of \$0.25M - \$0.5M.
7. Amphitheatre / event space	<ul style="list-style-type: none"> Not currently offered in community and could be offered in conjunction with indoor arts and cultural facilities. 	<ul style="list-style-type: none"> In new area through land development or at existing Kinsmen Park site. 	<ul style="list-style-type: none"> Partnerships with private or non-profit sector expedite development of outdoor special event areas. Potential of including this type of facility at the Kinsmen Park, AG Grounds or on the site of a new arts and culture facility (planning to commence in 2018-2020). 	<ul style="list-style-type: none"> If site is available, planning to commence in 2012, if not dependent upon availability of new site (consideration to site criteria must be apparent). 	\$25,000	<ul style="list-style-type: none"> Capital costs for outdoor event area \$0.25-\$1.0M.
8. Ball diamonds	<ul style="list-style-type: none"> Ongoing through development process and where lands are available. Best if grouped together in non-residential areas. 	<ul style="list-style-type: none"> Planned and ongoing acquisition of large parcels of land for sports “park” concept, ideally away from residential areas and through municipal reserve dedication in industrial areas. 	<ul style="list-style-type: none"> A need for diamonds is apparent in Town, although a number are currently offered on school owned lands. Planning for a major sports park (including fields and diamonds) to commence in 2010 to identify capital and operating costs, land requirements and sites and potential partnerships with program groups, adjacent municipalities and school boards. 	<ul style="list-style-type: none"> Planning to commence in 2011. 	\$40,000	<ul style="list-style-type: none"> New sports field complex with field house/concession, 6 diamonds and 6 fields (ultimate build out – not including artificial turf) estimated capital costs of \$3.5-\$4.5M (not including land costs).
9. Picnic areas	<ul style="list-style-type: none"> Ongoing through development process and in existing parks and or trail destinations where appropriate. 	<ul style="list-style-type: none"> Offer at existing areas or in new parks (through development process) in conjunction with trails linkages and other community “attractions”. 	<ul style="list-style-type: none"> Upgrades of existing parks to include picnic amenities on an ongoing annual basis. Development in new areas should occur in conjunction with neighborhood parks, trails and community level parks where appropriate. 	<ul style="list-style-type: none"> Ongoing for development of new playgrounds. Upgrade of existing to occur annually based on available resources. 	n/a	<ul style="list-style-type: none"> New picnic tables estimated at \$2,950 each (with concrete pad). Capital costs for picnic areas in newly developed areas dependent upon the agreement with developer.
10. Campground	<ul style="list-style-type: none"> Not currently offered in town and should be adjacent to other community “attractions”. Potential for partnerships in development is apparent. 	<ul style="list-style-type: none"> On existing lands or through development process, cost of land should be factored into “feasibility model”. 	<ul style="list-style-type: none"> Demand exists in community for camping areas right now, however feasibility analysis will dictate whether or not this type of amenity should be offered now or if it should be postponed until the special event areas and/or future sports parks are developed. 	<ul style="list-style-type: none"> Planning to occur in 2012 	\$30,000	<ul style="list-style-type: none"> New campground area capital costs \$0.1M - \$0.4M (dependent upon # of serviced or un-serviced sites).

8.3.1. Potential Sites for New and / or Upgraded Trails



8.3.2. Potential Sites for New and / or Upgraded Parks and Open Spaces



8.4. Future Service Delivery

The intent of this Master Plan is not to audit the effectiveness of the current service delivery structure for recreation and culture facilities, trails, parks and open spaces nor the financial and human resources allocated to it. The purpose of this Plan is to focus on future service delivery and how to respond to future needs for facilities, trails, parks and open spaces and programs. That being said, the following must be considered when contemplating future service delivery:

- Future demands for indoor and outdoor facilities and parks will require increased financial and human resources as existing service provision will be expanded with through both population/community growth and new public demands. Therefore an increase in existing service provision capacity will need to be addressed when many of the recommendations continued in this Plan are implemented. This increase in capacity will be determined by Town administration when initiatives are brought forward for Council approval.
- In terms of programming, the current delivery system relies heavily on external organizations such as volunteer, non-profit and private sector groups to deliver programs for regional residents. This reliance on volunteers is healthy and should continue. However the role of the Town in supported these external groups may have to change in order to sustain what is currently happening. This is mainly due to trends in volunteerism (decreasing volunteers and the changing nature of volunteer availability/time).

In response to the findings of the needs assessment and considering the points above, the following section outlines a number of suggested initiatives meant to improve the existing service delivery model for recreation and culture facilities, trails, parks and open spaces in the Town of Strathmore.

8.4.1. Communication

Communication of existing Town sponsored recreation and culture opportunities is facilitated through local newspapers and a seasonal program guide publication.

Although these methods are successful in reaching current program participants, the level of satisfaction with communication of Town of sponsored events and program information was identified as an area requiring improvement. That being said, some potential new communication techniques that could be implemented in the community include:

- An email list server, where all residents interested in community events and programs could sign up and receive regular updates as to upcoming events and programs in the community
- A media campaign structured to promote Town sponsored programs while increasing physical activity in the community (i.e. a Mayor's Weight Loss Challenge, or a Town sponsored charity golf tournament, etc.)

- A website and media campaign with a regional wellness theme (i.e. active and creative Strathmore, etc.) with an independent website and promotional material that showcases Town sponsored programs and events.
- A leaflet/brief newsletter highlighting the salient features of the program guide without having to read through the entire document.

Although these are only a few ideas as to how communications could be improved to increase awareness of Town sponsored programs and facilities in the eyes of regional residents.

Some of the suggestions mentioned above will require investments in both time and money. An annual budget amount for these items, above and beyond what is currently allocated, may be required and may be proposed in future budget deliberations by Town administration.

8.4.2. Joint Use

In many communities the Joint Use Agreement that exists between the municipality and the school authorities are intended to optimize the use of publically funded facilities and as such, help meet the needs of school curriculum, residents and stakeholder groups. These agreements describe the portfolio of facilities and amenities of both municipalities and school authorities, the access fees for their use, booking processes and maintenance responsibilities. In Strathmore, this type of “traditional” Joint Use Agreement is not in place.

The existing Joint Use Agreement in Strathmore speaks to the shared use of the common areas (kitchen and hallways) at the Civic Centre which are used by both the school authority and the Town. There is one other Joint Use Agreement but it is simply a lease agreement with a storefront school.

Currently, community access to school gymnasias (and other school amenities) are controlled by the on site operator (each school). If the community use of school facilities is to be optimized/improved, it would be necessary for Town scheduling and programming representatives, gymnasium stakeholder groups and on site operators from the schools to collaborate to expand the components of the existing Joint Use Agreement to include more “traditional” agreement elements as discussed above. The existing agreement is already managed by a committee, however the composition of this committee may need to be changed if a broader, more encompassing Joint Use Agreement is sought, developed and implemented.

8.4.3. Land Banking

Land banking for the development of parks and open spaces occurs through the land development process, however the amount of land attained in the process (10% MR) is required to house neighborhood level parks, schools and other public facilities and is deemed insufficient to accommodate the development of Major Leisure Destination Nodes and Specialized / Themed

Facilities. For this reason strategic land banking and acquisition needs to occur in the community so as to ensure that future land requirement for parks, open spaces and facilities are met.

8.4.4. Downtown Beautification

The concept behind downtown beautification has been discussed in this Plan and associated guidelines and standards for the downtown area have been proposed in the classification system found in previous sections. Downtown beautification can extend beyond aesthetics into downtown revitalization and sustainability and can be a tool in retaining community identity and pride. If downtown beautification is a priority for the Town, a “Downtown Beautification Committee” needs to be struck. The committee would be struck, initially, to achieve the following:

- 1) A **Downtown Theme** needs to be established which may include a slogan, motto, logo and associated colors. The assistance of a third party firm specializing in marketing/communications may be required to assist with the development of the brand and associated graphics.
- 2) Once the theme is developed, architects and landscape architects should be contracted to help **develop architectural controls / guidelines**. These guidelines can follow existing facilities and can include recommendations for facility design, downtown amenities / features (i.e. benches, signage, etc.) and landscape design. It is important that these controls be developed by a professional based on the aforementioned theme. It is also important to understand that these guidelines need to include affordable finishing / styling so as not to burden the business community with excessive retrofit costs. Consistency is more important than the quality of the finishing.
- 3) Once these guidelines have been established, the Town, Downtown Beautification Committee, Chamber of Commerce, and other downtown community stakeholders (including business owners) must **invest** in achieving the theme, guidelines and associated downtown atmosphere desired. It is important that the funding model consider all partnership opportunities and ensure that all businesses asked to conform are treated in an equal and transparent fashion.

As this initiative progresses public funding will be required in part to lever other funding sources and advance the agenda of revitalizing the Downtown Core as well as guide other Town image considerations including park theming.

8.5. Usage Tracking and Quality Control

Overall municipal infrastructure and service provision encompasses both “hard” services (such as roads, water and sewer) and “soft” services (such as social services and recreation and culture facilities and services). As municipalities are perpetually cognizant of cost control and proactive prudent financial management, when services need to be decreased to meet budgetary constraints, elements of service provision in question need to be justified. This is also the case

for expanded service provision. This justification is especially important in the case of “soft” services as they are sometimes not considered a high enough priority relative to “hard” services.

For this reason, and for measuring quality and success of Town operated facilities, it is recommended that detailed use statistics be kept for all recreation and culture facilities, trails, parks and open spaces where possible. This is already being done for the ice arenas and swimming pool, mainly due to the rentals nature and safety concerns associated with each. Although these are great reasons for keeping statistics, it may be beneficial for annual reporting to proactively include usage statistics (like those compiled in the needs assessment and beyond) with annual operating budget reporting and requests. Realizing that some services, such as trails and playgrounds can be hard to measure, the following measurement criteria are proposed:

- All rental areas including, but not limited to, ice arenas, curling rinks, lap pools, meeting rooms and sport fields should be presented annually on a “percent of capacity use”. This would entail establishing a “prime time” use capacity which would fairly relate the times where each facility is most demanded by the public and associated facility use during those times. For example, ice arenas have a prime time of 4pm-11pm week nights and 9am-11pm weekends during the ice season user which runs for approximately 27 weeks from October to May.
- All spontaneous use areas including, but not limited to, trails, leisure swimming, public skating and playgrounds could be presented through brief user intercept surveys or strategically timed “head counts” by Town staff.
- Another way to measure quality of services and opportunities provided is to conduct an annual or biannual public survey, similar to that which was included in the Needs Assessment report, to measure broad public satisfaction, demand and priority. A broad public survey of this nature could also be expanded to include all municipal services, a process which is typically referred to as a “resident satisfaction survey”.

Although these initiatives may not seem a high enough priority now, proper usage statistics allow for diligent quality control and annual assessment and provide justification for sustaining existing services and/or offering new services where required.

8.6. Volunteer Support

Volunteers are a critical component of the existing recreation and culture delivery system in the Town. As per the public consultation findings and some of the background trends research information, the number of new volunteers and the willingness of existing volunteers to continue volunteering are deteriorating. This can be attributed to a number of reasons such as the busier lifestyles of Albertans (i.e. shift work, increased workloads, diverse interests, etc.), changing societal values and increased autonomy in leisure time. Regardless of the reasons why those organizations that depend on volunteer involvement to operate programs and / or facilities need to find a way to attract new and retain existing volunteers.

A first step for the Town in addressing issues dealing with volunteerism would be to create a **simple database of both volunteer opportunities and potential volunteer candidates**. Although this may not be an easy task, the Town could ask resident if they would like to participate more in volunteer pursuits by “tagging along” with other initiatives such as a community satisfaction survey (as mentioned in earlier sections) or even through sending out utility bills. Compiling a list of volunteer opportunities is a bit easier as it would be relatively the same as the listing of event and program groups in the community. In order for this database / initiative to be successful, it would have to organize potential opportunities and volunteers by interest, time commitment and availability. A successful database would enable the Town to match potential volunteers with needy organizations or events and allow groups to focus on planning programs and events rather than recruiting volunteers. To help communicate to the public about community organizations and their potential volunteer opportunities, the Town needs to continue with its REV (Registration, Education, Volunteer) event.

As the Town depends heavily on the leveraging of volunteers in the delivery of recreation and culture programs and facilities, the creation of a Volunteer Attraction and Retention program (VAR) would enable the Town to strategically recruit and reward volunteers. The development of a VAR program needs to be dynamic and ever changing much like the market for which it serves. That being said, the following initial components to the VAR program are proposed:

The hosting of a Town-wide **community volunteer forum / retreat** would enable the Town to congregate a variety of volunteer stakeholders for a two to three day event. The event could be held at a resort or hotel and would act as a perk to Town volunteers much like conferences for organizations such as the Alberta Association of Urban Municipalities or the Alberta Recreation and Parks Association. The intent of this forum would be to:

- enable the Town to communicate / dialogue with stakeholders as to how the Town could improve their role in recreation and culture program delivery,
- introduce new ideas, fundraising training, marketing and program technologies;
- enable Town recreation and culture stakeholders to share information with each other and create linkages, and
- provide Town recreation and culture volunteers with a “perk” for their ongoing involvement.

The expenses associated with this forum would range on a per person basis, depending on the type of location and quality of event, and could be recovered through a combination of private sponsorship, municipal funding and / or nominal fees to volunteers.

A **volunteer recognition program** would also create a mechanism through which the contribution of volunteers could be rewarded. Understanding that volunteers become involved for a variety of reasons, this program would also have to be dynamic. The program could entail the creation of a

volunteer points / rewards system where merchandise or financial rewards could be considered or could simply be ongoing recognition in local media.

The rewards associated with the volunteer recognition program would not have to be of significant value and would provide an incentive not only for existing volunteers to continue but also for new volunteer to enroll in activities.

Other potential volunteer recognition programs that could be implemented include involving a third party organization, such as Timeraiser²⁰, whether the Town can acquire assistance in recruiting volunteers and matching them up with opportunities.

All of these ideas for supporting volunteer groups in attracting and retaining volunteers will work, to some degree, if implemented. Any/all of these initiatives, however, will require investment by Council and administration and may require added staffing capacity and increased annual budget allotments to be successful.

8.7. Trails, Parks and Open Space Management

Trails, parks and open spaces in Strathmore provide environments that facilitate a variety of recreation and culture opportunities for residents and visitors alike. The intent of the following management objectives and service guidelines is not to “reinvent” the wheel, but to build upon successful practices already in place and provide a transparent approach to trails, parks and open space management that is understood by all stakeholders.

The following trails, parks and open space management objectives are proposed:

- To provide consistent policies and guidelines in managing use and sustaining an acceptable level of quality in trails, parks and open space maintenance.
- The Town is mandated to acquire, develop and maintain parks and open space to facilitate quality outdoor recreation and culture pursuits for residents and visitors.
- Maps, plans and brochures on community park resources will be regularly updated with full review every five years.
- Trail and pathway maintenance will be done in such a way as to provide safety for users and protection of the natural environment.
- Trees will not be felled in parks except for reasons of public safety or for the enhancement of park facilities.
- Equipment such as benches, tables, bike racks and playground apparatus shall be inspected weekly for safety of users.
- Community parks, including neighborhood parks, tot lots, sports fields, school fields, special use areas and pathway systems shall be made accessible to as wide a range of the public as possible.

²⁰ http://www.timeraiser.ca/en/how_it_works

- Turf and tree maintenance in all parks and open space resources follow annual maintenance cycles that are compatible with minimum maintenance standards including:
 - grass fields aerated and fertilized at least once per year (requirements shall be determined based upon soil testing, intensity of use, drainage and type of turf grass).
 - turf grass in all developed (non natural) park areas shall be maintained at a depth of 5 cm (2 inches) and schedule for cutting shall conform to seasonal growth conditions.
 - annual inspections (late fall) of sports fields.
- Signage for parks and trail systems shall be consistent with the selected theme of the community and/or community park system and shall follow a signage policy (to be developed) that outlines sign type, specifications, color, location criteria and maintenance protocol.

***Related to these overall management objectives, service levels and guidelines that should be targeted in trails, park and open space maintenance in the Town as well as future considerations for major elements of the trails, parks and open space system in the Town are included in the appendix.**

8.7.1. Future Programming

Currently recreation and culture programming in Strathmore is offered through local non-profit volunteer groups. Local sports groups, arts and culture program groups and service clubs provide programs that respond to resident demands throughout the year. In some cases, these non-profit program providers require both financial and human resource assistance from the Town.

The following presentation of future program priorities is meant to help guide the Town's non-profit program provision partners and help the Town understand where financial and human resource support should be allocated when required. These future program priorities are not meant to insinuate that the Town will begin to directly provide programs of any type.

That being said, if the Town is to contemplate direct program provision in the future, an important consideration in direct delivery of programming is that of perceived or legitimate competition with the private sector. **If any programs contemplated by the Town could potentially compete with the private sector, a "first right of refusal" process may be undertaken to ensure that there is no private sector interest in the community to provide such a program.** This approach would ensure that the private sector is given the opportunity to participate in program delivery and would discourage the Town competing with the private sector in program provision related to recreation and leisure.

Age specific areas for focusing future recreation and culture programs include young adults and seniors. Activities and programs sought by these groups will surface through volunteer organizations, secondary research or through further consultation with group representatives.

Programming for members of the regional population who are disabled (either physically or mentally) should be incorporated where possible into existing program delivery structures. This is not to say that intermingling may be possible in all scenarios, but it is to insinuate that program divisions for disabled individuals may be easier to conduct (i.e. program expertise, insurance, etc.) through current service providers/groups.



Specific areas of interest, demonstrated through the needs assessment process, for future recreation and leisure program emphasis should include:

- Broader public programs focused on fitness/wellness
- Broader public programs focused on nutrition and healthy choices;
- The integration, where possible, of pertinent stages of the Long Term Athlete Development Plan²¹;
- Outdoor programming for youth, promoting interaction and “building a relationship” between youth and the outdoors²²;
- Arts and culture programming, both scheduled and spontaneous in nature, including arts and crafts, performance and visual arts and music²³; and
- The continuation of traditional team sports offering for all ages groups.

²¹ A Plan developed by Canadian Sport For Life (CS4L), the Long Term Athlete Development Plan (LTADP) indicates three main stages of “physical literacy” and “active for life” that specifically pertain to municipal based public programming. For more information, please refer to:

<http://www.canadiansportforlife.ca/default.aspx?PageID=1172&LangID=en>

²² The disconnect between children and nature is apparent in today’s society and well documented. A recent paper, published by ARPA outlines a provincial dialogues discussing challenges and strategies to overcome this disconnect:

<http://www.arpaonline.ca/rr/rpts/Children%20and%20NatureFINAL.pdf>

²³ Potentially in concert with school curriculum for both youth and adults.

9.0 Financial Implications of Study Implementation

The following financial implications have been developed based on estimated costs of feasibility studies and annual budget allotments for facility, trail, park and open space upgrade / retrofit / development as well as the expected impacts of adding human resource assistance to facilitate Plan recommendations.

Capital costs for major recreation and culture facility or trails, park and open space development have been included for estimated purposes only at this point in time as feasibility studies are required for these types of resources prior to capital investment (as per the Resource Planning Framework presented herein). The inclusion of potential future development included is not binding on the Town of Strathmore nor are the future development guaranteed, in any way, to occur. It is important to note that the capital costs estimates for new and/or upgraded facility development are based upon 2010 dollars.

9.1. Capital Impacts

Capital Implications: Strategic Direction					
Area	Item	Description	2011-2015	2015-2020	2020+
Indoor facilities	Leisure swimming pool	Tendering and construction of leisure swimming addition to existing swimming pool	n/a	n/a	n/a
	Ice arena facilities	Upgrade existing arena	\$ 105,000	\$ 86,000	n/a
		Planning and construction of an additional ice sheet	n/a	\$ 30,000	\$ 10,000,000
	Performing arts show spaces	Planning and construction of a performing and visual arts centre	n/a	\$ 50,000	\$ 15,000,000
	Fitness / wellness spaces	Planning to explore potential retrofit of existing facilities to include fitness/wellness amenities	\$ 30,000	\$ 1,500,000	\$ 1,500,000
	Leisure ice surfaces	To be explored during the development of new/upgraded ice arena facilities (boarded sheets)	*See "Ice arena facilities" above		
	Walking track	To be explored during the development of new gymnasium and/or field house facilities	*See "Field facilities" below		
	Bowling alley	Exploration of "Request for Interest" from other stakeholders in partnering to provide	\$ 25,000	?	?
	Gymnasium type space	Explore improved joint use prior to development	n/a	n/a	n/a
	Field facilities	Planning and construction of indoor field facilities	\$ 30,000	\$ 8,000,000	
	Indoor child playgrounds	Planning to explore potential retrofit of existing facilities to include indoor child play areas	\$ 30,000	\$ 750,000	\$ 750,000
	Other facility life cycle costs	Civic Centre (as per architectural assessment)		\$ 15,000	
		Curling Rink (as per architectural assessment)		\$ 45,000	
		Lambert Centre (as per architectural assessment)		\$ 66,000	
Sub-total: Indoor Facilities			\$ 220,000	\$ 10,542,000	\$ 27,250,000
Outdoor trails, parks and open spaces	Trail system	Annual budget allocation for trail development, including major trail elements (amenities, pedestrian bridges, different trail types, etc...) *Does not include developer contributions	\$ 400,000	\$ 500,000	\$ 500,000
	Open spaces	Annual budget allocation for amenity additions to existing parks and open spaces (benches, signage, picnic tables) *Does not include developer contributions	\$ 25,000	\$ 25,000	\$ 25,000
	Sports fields	Planning and construction of a major outdoor sports park *Not including land costs	\$ 540,000	\$ 2,000,000	\$ 2,000,000
	Skating rinks	Provision of additional non-boarded outdoor rink in 2010, monitor use and reevaluate demand	?	?	?
	Child playgrounds	Annual budget for upgrade, maintenance of existing playgrounds *Does not include developer contributions	\$ 25,000	\$ 25,000	\$ 25,000
	Water spray parks	Planning and construction of upgrades to existing water spray park	\$ 20,000	\$ 500,000	
	Amphitheatre / event space	Planning and construction of a new outdoor special event/amphitheatre area (if existing site(s) are available)	\$ 25,000	\$ 1,000,000	
	Ball diamonds	Planning and construction of a major outdoor sports park *Not including land costs	*See "sports fields" above		
	Picnic areas	Development of picnic sites along with annual parks and open space upgrades/maintenance	*See "Open spaces" above		
	Campground	Feasibility planning for campground development, construction unknown	\$ 30,000	?	?
	Other life cycle costs	Skate Park (as per architectural assessment)		\$ 10,000	
Sub-total: Outdoor Facilities			\$ 1,065,000	\$ 4,060,000	\$ 2,550,000
Land banking	For new Major Leisure Destination Node development	Annual budget allocation	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total Capital Implications: Strategic Direction			\$ 2,285,000	\$ 15,602,000	\$ 30,800,000

The estimated capital commitment required²⁴ to meet the Quality of Life Master Plan Strategic Direction is summarized as follows:

Time Period	Total Capital Budget	Average Annual Capital Budget
2011-2015	\$5,385,000	\$1,346,250
2015-2020	\$15,602,000	\$3,120,400
2020+	\$30,800,000	\$6,160,000

²⁴ The capital cost estimates presented above are provided for future budgeting purposes. Any budget allocations presented are not binding for the Town of Strathmore or other affiliated stakeholders.

9.2. Operating Impacts

Operating Implications: Strategic Direction *Based on annual operating impact estimates					
Area	Item	Description	2011-2015	2015-2020	2020+
Indoor facilities	Leisure swimming pool	Operations of leisure swimming pool addition	\$ 50,000	\$ 50,000	\$ 50,000
	Ice arena facilities	Upgrade existing arena	n/a	n/a	n/a
		Planning and construction of an additional ice sheet	n/a	n/a	\$ (200,000)
	Performing arts show spaces	Planning and construction of a performing and visual arts centre	n/a	n/a	\$ (400,000)
	Fitness / wellness spaces	Planning to explore potential retrofit of existing facilities to include fitness/wellness amenities	n/a	\$ 50,000	\$ 50,000
	Leisure ice surfaces	To be explored during the development of new/upgraded ice arena facilities (boarded sheets)	n/a	n/a	\$ 15,000
	Walking track	To be explored during the development of new gymnasium and/or field house facilities	n/a	\$ 15,000	\$ 15,000
	Bowling alley	Exploration of "Request for Interest" from other stakeholders in partnering to provide	n/a	?	?
	Gymnasium type space	Explore improved joint use prior to development	n/a	n/a	n/a
	Field facilities	Planning and construction of indoor field facilities	n/a	\$ (100,000)	\$ (100,000)
	Indoor child playgrounds	Planning to explore potential retrofit of existing facilities to include indoor child play areas	n/a	\$ 10,000	\$ 10,000
		Sub-total: Indoor Facilities	\$ 50,000	\$ 25,000	\$ (560,000)
Outdoor trails, parks and open spaces	Trail system	Annual budget allocation for trail development, including major trail elements (amenities, pedestrian bridges, different trail types, etc...) *Does not include developer contributions	\$ (5,000)	\$ (5,000)	\$ (5,000)
	Open spaces	Annual budget allocation for amenity additions to existing parks and open spaces (benches, signage, picnic tables) *Does not include developer contributions	\$ (2,500)	\$ (2,500)	\$ (2,500)
	Sports fields	Planning and construction of a major outdoor sports park *Not including land costs	\$ (25,000)	\$ (25,000)	\$ (25,000)
	Skating rinks	Provision of additional non-boarded outdoor rink in 2010, monitor use and reevaluate demand	\$ (2,500)	?	?
	Child playgrounds	Annual budget for upgrade, maintenance of existing playgrounds *Does not include developer contributions	\$ (1,500)	\$ (1,500)	\$ (1,500)
	Water spray parks	Planning and construction of upgrades to existing water spray park	n/a	\$ (10,000)	
	Amphitheatre / event space	Planning and construction of a new outdoor special event/amphitheatre area (if existing site(s) are available)	n/a	\$ (10,000)	
	Ball diamonds	Planning and construction of a major outdoor sports park *Not including land costs		*See "sports fields" above	
	Picnic areas	Development of picnic sites along with annual parks and open space upgrades/maintenance		*See "Open spaces" above	
	Campground	Feasibility planning for campground development, construction unknown	na	?	?
		Sub-total: Outdoor Facilities	\$ (36,500)	\$ (54,000)	\$ (34,000)
Future Service Delivery	Communication	Annual budget to implementation improved communication	\$ (7,500)	\$ (7,500)	\$ (7,500)
	Joint use committee	No annual opertaing expenses expected	n/a	n/a	n/a
	Downtown beautification	Annual budget allocation to support initiatives and compliance	\$ (5,000)	\$ (5,000)	\$ (5,000)
	Usage tracking and quality control	Annual Full Time Equivalent staff required (1.0 FTE @ \$35,000/year plus 15% benefits)	\$ (40,250)	\$ (40,250)	\$ (40,250)
	Volunteer support	Annual budget for event hosting and other recognition to occur (\$3,000/year) plus annual Full Time Equivalent staff required (0.5 FTE @ \$35,000/year plus 15% benefits)	\$ (23,125)	\$ (23,125)	\$ (23,125)
		Sub-total: Future Service Delivery	\$ (75,875)	\$ (75,875)	\$ (75,875)
Total Operating Implications: Strategic Direction			\$ (62,375)	\$ (104,875)	\$ (669,875)

The estimated operating impact²⁵ to meet the Quality of Life Master Plan Strategic Direction is summarized as follows:

Time Period	Total Annual Operating Impact
2011-2015	(\$62,375)
2015-2020	(\$104,875)
2020+	(\$669,875)

²⁵ The operating cost estimates presented above are provided for future budgeting purposes. Any budget allocations presented are not binding for the Town of Strathmore house or other affiliated stakeholders.

10.0 Stakeholder Review

A public review open house was held on January 19th, 2010 from 4:00 p.m. to 8:00 p.m. in the Civic Centre's Charles Mercer Room. The Master Plan was presented to the public through display boards with members of the consulting team and the Project Steering Committee providing interpretation and answering questions.

Attendees at the open house were encouraged to provide their comments about the Master Plan by completing a feedback form. The feedback form and the presentation display boards were also available on the Town's website. Findings from the feedback forms are presented below. There were approximately forty people in attendance at the open house; thirty-six signed in at the door. Nineteen feedback forms were completed for tabulation.

Almost all of the people completing the feedback form were from Strathmore; seventeen lived in Strathmore and the other two people were from Calgary. Ten of the nineteen indicated that they are affiliated with volunteer organizations or user groups in the community. A variety of groups were identified ranging from minor sports to cultural groups, service clubs to recreational groups. Groups with the largest representation included: minor hockey, minor ball, Girl Guides, Communities in Bloom, the Agricultural Society, and Healthy Eating Active Living.

Eighteen of nineteen respondents stated that the needs of the community have completely (seven responses) or somewhat (eleven responses) been identified through the process used to develop the Quality of Life Master Plan. One said the community needs had not been identified because the process had a narrow recreation focus rather than a broader quality of life focus.

There were other comments including:

- The Master Plan should differentiate between wants and needs.
- To ensure the needs are addressed in a timely manner, the Town will need to change its historically slow approach.
- Private Public Partnerships (P3) are encouraged.

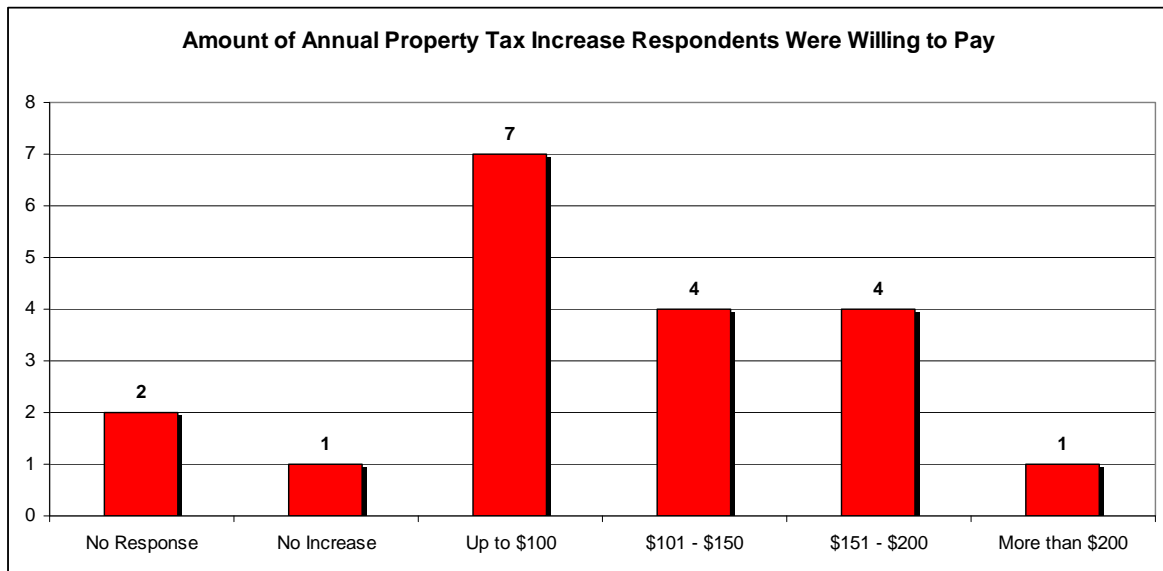
Four respondents completely agreed with the indoor facility priorities while fourteen others somewhat agreed. One respondent was unsure. Some surprise was expressed with the bowling alley's place amongst the priorities, particularly so as it was deemed as not a typical municipal service. A range of other comments were offered.

- The priorities do not provide enough for an aging population.
- Two hundred fifty seats is not a sufficient number for a performing arts theatre.
- There is an immediate need to address the facility needs of the arts community.
- Consideration should be given to combining existing facilities into a single building.
- A field facility and additional ice surfaces were considered to be of higher priority than recognized in the Plan according to some respondents.

Regarding outdoor facilities, all nineteen respondents agreed with the priorities to some extent: four completely agreed while fifteen agreed somewhat. The expansion of the trail system received support from multiple respondents; the paving of the trails was mentioned as well. Other comments included:

- There is a need for the Town and County to work together on the development and financing of facilities. This would reflect the regional usage of existing amenities.
- Some concern was expressed about the Town's ability to adequately maintain its portfolio of facilities and amenities.
- A need to better address the needs of the senior population was raised as was a need for development in the shorter term.
- There was a suggestion that the Plan should put more emphasis on the canal system in Strathmore and should reflect the reservoir.
- The need for an off-leash dog area was expressed as well.

Sixteen respondents were willing to pay increased property taxes to meet the priorities as addressed in the Master Plan. Only one respondent was unwilling to pay additional property tax, while two people did not respond. See the following figure.



Respondents provided a number of overall comments ranging from facility development funding to partnerships.

- Private Public Partnerships should be explored as a way to meet the facility priorities identified in the study.
- Partnerships with community organizations should be more fully explored by the Town in order to maximize the resources and contributions of all parties in terms of service provision and delivery.

- The Town should consider a specific recreation infrastructure levy that would be in place only as long as a facility is being developed. Any increased taxation should coincide specifically with infrastructure expenditures.
- The Town is expected to grow. Any development should be put on hold until much of this growth is realized.
- The Town needs to better manage its funds more effectively. Doing so would assist in meeting the facility needs of the community.
- Development options should be explored in the short term to capture the relatively strong purchasing power that currently exists. Waiting too long will bring inflation in construction costs into play.

11.0 Plan Implementation

The strategies presented to meet identified needs and the planning guidelines and management tools contained in this Quality of Life Master Plan will only have value if they are utilized and implemented by the Town on an ongoing basis. The application of the information contained in this Plan is explained below.

The plan vision and goals form an integral foundation for the delivery of recreation and culture facilities, trails, parks and open spaces in the Town. This foundation should be revisited any time a decision regarding service provision or future development or operation is made.

The classification systems, both for major resources and parks and open space, as well as the maintenance targets and management objectives, will help Town staff manage and maintain existing and new facilities and parks and open spaces throughout the Town.

The discussion on land reserve dedication, roles and responsibilities of all stakeholders in the development process, and the minimum development standards for parks and open space will help local planning authorities, private sector land developers and Town engineering and parks and recreation personnel collaborate on solutions that best meet the needs of the Town residents.

The resource planning framework, partnering framework and funding opportunity spectrum outline a transparent process for quality of life infrastructure development to occur on an equitable and fair basis. These management tools will promote maintain a balance between public service provision and the unique needs of special interest groups.

Finally, the recommendations regarding future indoor facilities, trails, parks and open space are included to provide the Town with valuable capital and operational budget estimates for the future. Proactively identifying resource requirements now for the future ensures that where possible, the impacts of future development on the local tax base can be minimized. These recommendations are also valuable in presenting various community needs from the Town's

perspective and relating to various stakeholders that future development of any kind will have to be a collaborative effort from the broader community.

12.0 Plan Summary

The intent of this Quality of Life Master Plan is to provide an accurate depiction of the present and future needs for recreation and culture facilities, trails, parks and open spaces in the Strathmore region and outline strategies as to how to meet identified needs in the future.

This Plan has been developed based on broad public engagement, due diligence and compilation of varying levels of internal and external qualitative and quantitative expertise. Needs identified and planning guidelines and management tools contained herein are built upon the inputs of many different stakeholders and represent a balanced approach to meeting needs with available public resources.

Although the content and recommendations contained herein are not binding once approved by Town Council, the Plan will become a key reference point in future decision making regarding recreation and culture facilities, trails, parks and open spaces. The estimated financial implications and associated timing will enable the Town and other stakeholders to plan for future resource allocation and although these estimates may have high margins of error, the fact that they are being proactively considered is invaluable.

The underlying theme in this Plan and its various recommendations and guidelines is that the delivery of recreation and culture facilities, trails, parks, opens spaces and quality of life programs is dependent upon a collaborative effort. Although the Town has overseen this Plan and many of the recommendations are most pertinent for the Town administration and staff, the fact remains that these services and facilities are a product of the dedication and perseverance of all stakeholders, including the volunteer sector, adjacent municipalities, other levels of government and the private sector.

This document is meant to aid the Town in making the right decisions for future recreation and culture facilities, trails, parks and open space in the region. The planning guidelines and management tools provided will ensure that the Town is able to deal with other delivery stakeholders in an efficient, fair and equitable fashion. As well, the indoor facility, outdoor trails, parks and open space and quality of life programming recommendations provide a strategic approach to sustaining existing service levels while provide exciting, unique and necessary environments and programs to enrich the quality of life of regional residents and visitors alike.

13.0 Appendices

1. Major Resource Classification
2. Parks and Open Space Classification System
3. Parks and Open Space Future Considerations
4. Alberta Land Stewardship Act Conservation Tools Backgrounder
5. Public Review Open House Feedback Form
6. Needs Assessment Summary Report

Appendix #1: Major Resource Classification

The following information explains the details associated with the proposed Major Resource Classification as discussed in the Quality of Life Master Plan.

Type 1: Major Leisure Destination Nodes

Description:

Facilities or facility clusters that serve a Town wide, or Regional, market and are key leisure destinations for indoor and/or outdoor activities, community services, institutional services and commerce.

Example:

Family and Civic Centre Site, Kinsmen Park

Example Indoor Elements:

- Wellness centres (including indoor walking / jogging tracks)
- Ice arenas / pads (regulation and leisure)
- Aquatics (program tanks and leisure)
- Culture (studios, exhibits, performing arts)
- Social (banquet, dance)
- Meeting / multi-use programs
- Multi-use / court sports
- Indoor field activities
- Community resource center (operations for groups and associations)
- Retail
- Food / beverage
- Leisure amusements



Example Complimentary Outdoor Elements:

- Plazas / squares
- Fountains

- Passive gardens
- Water parks
- Skateboard areas
- Village gardens
- Multi-use play spaces
- Pathways
- Outdoor Skating

Land Requirements:

- Minimum 16 hectares (approximately 40 acres) ideal for leisure infrastructure
 - 30 hectares (approximately 74 acres) ideal for entire community hub depending upon public / private partner mix

Locating Type 1 Facilities: Major Leisure Destination Nodes

Viability for this type of development is determined by market forces and plans that have yet to materialize. The fact that the Town is expected to undergo significant growth in the next 20 years suggests that pre-planning for a new site will be required.

Location planning for Type 1 facilities should consider overall land parcel size, future community growth areas and desired use of adjacent lands. These types of facilities can spur adjacent commercial and residential development and have, in some cases, been proven to increase residential land values. The nature of these facilities as potential joint facilities with health services providers and/or school boards also provide opportunity in leveraging community services investment into other complimentary areas.

Type 2: Local Neighborhood Facilities

Description:

These are facilities that serve neighborhood populations with more localized access to social venues and multi-use program space. They may or may not incorporate outdoor parks areas, but are ideally located adjacent to neighborhood parks / school facilities. These facilities function primarily for social programming but often accommodate programs of interest for local residents.

Leisure development is supported primarily with public investment and user group contributions both through fundraising and eligible grants.

Example:

Sports fields, playgrounds

Example Indoor Elements:

- Multi-use program space
- Kitchen
- Meeting / arts and crafts room
- Games room / drop-in

Example Outdoor Elements:

- Ball diamond
- Banquet deck
- Barbecue
- Skating rink or outdoor arena
- Recreational play field
- Playgrounds
- Tennis courts
- Toboggan hill

**Land Requirements:**

- 0.5 (approximately 1.2 acres) to 1.5 hectares (approximately 4 acres)

Locating Type 2 Facilities: Local Neighborhood Facilities

In the mid to long term there may be requirements to plan and locate Type 2 facilities within urban growth areas or on the periphery of existing and new urban growth areas. This determination will be made relative to growth / demand pressures and / or the possibility of changing community growth patterns. There may also be a need to preempt the development of a Type 1 Major Leisure Destination Node with the development of a Type 2 Local Neighborhood Facility. This determination rests with the rate of development planning and phased build out of urban growth areas.

Special Purpose or Themed Facilities**Description:**

Special purpose or themed facilities are those that serve regional populations with services and opportunities that are centered around a core theme or activity. While the types of programs and services provided could be part of Type 1 or Type 2 facilities, these facilities specialize in core

services that require specified, more focused program services and most often rely upon proximity to surrounding environments. Wilderness facilities, golf courses, gymnastics facilities, arts and crafts, heritage museums, interpretive centres and performing arts theatres are examples. Sometimes they are more outdoor focused in design but require public service or program facilities for support.

Leisure investment can be public, or a mix of public and private, depending upon the special type of venue and the services offered.

Example:

Curling rink, skateboard park

Example Indoor Elements:

- Museums / art galleries / studios / interpretive displays
- Multi-use program / group meeting space
- Food / beverage services / banquet services
- Ice arenas / curling rinks



Example Outdoor Elements:

- Outdoor heritage displays
- Event / program areas / social areas
- Specialized trails
- Interpretive kiosks / signage
- Golf courses
- Outdoor training circuits / demonstration areas
- Sports parks
- BMX/Skate Parks



Land Requirements:

- Variable depending upon facility type, market concentration and proximity to associated outdoor program environments.

Locating Special Purpose or Themed Leisure Facilities

For new development, this will become specific to the functional program and service intent of the facilities in question. Of importance to this strategy is the recognition there may be the emergence of new demands for major venues for sports as the population grows. As they are regional in nature, cooperative planning within the Region may prove to be the answer to meeting such demands.



Site criteria

Depending on the type of facility being contemplated (Type 1 or Type 2) the site requirements for future regional Major Leisure Destination Nodes (including associated outdoor amenities and parking) will range between 4-80 acres (Type 1: 25-80 acres and Type 2: 4-25). Aside from the overall size of the site, there are a number of site criteria that must be considered when locating these two types of facilities. The following site criteria should be considered in planning future regional recreation and culture facility development:

Accessibility to principal users by vehicle/bus/pedestrian

This criterion relates to the ease and safety with which community members can both access and egress the site. Access to population centers in the Town's urban core is favored as is access via a major transportation route for both vehicular and potential bus transportation (if applicable). Pedestrian access for a facility of this nature is considered viable within a 10-15 minute walk for major facilities (Type 1) and a 5 minutes walk for neighborhood facilities (Type 2).

Adjacent complementary uses

The type of uses directly adjacent to the site can positively influence quality of this site and of the facilities contained upon it. Existing or planned facilities for adjacent sites, which assist in the development of the recreation, leisure and community nature of the facility, are favored.

Site services installed or planned

By their nature indoor recreation and culture facilities are substantial consumers of water, sewer and power. Sites should already have these services installed or planned for installation during the projected timeline for construction of major recreation facilities.

Site use matches Zoning/Area Structure Plans (ASP)

Indoor and outdoor recreation and culture facilities should be located on sites, which are planned for such activities or are consistent with Area Structure Plans (either approved or in draft form). Where no Zoning or Area Structure Plans are currently in place, the recreation and culture facility should be reviewed as to whether it is a consistent utilization of the site.

Site development suitability

This criterion takes into account the physical characteristics of the site including soil suitability, site contouring and amount of developable area for an indoor facility. Large flat open sites are favored for recreation, parks and culture resource development.

Site ownership (municipal/public/private)

Site ownership will have an impact on development timing and cost. This will also be affected by the potential for partnering and its impact on program capability within recreation, parks and culture resources.

Economic growth potential

It is acknowledged that an adjacent indoor recreation and culture facility can act as a stimulator for a variety of growth types – commercial, institutional and major residential (high, medium or low) as well as increased property values²⁶.

Site visibility and impact

A recreation, parks and culture resource becomes a major identifier and focal point in the community and the site should reflect this community importance.

Another consideration in the development of future recreation, parks and culture resources is access to available user-markets. Although regional facilities are expected to be built primarily to serve Strathmore regional residents, the feasibility of facility development and sustainability in some cases may depend upon access to user-markets beyond the immediate region.

²⁶ A study completed by ARPA in 2007 entitled Healthy Parks, Healthy People and Communities suggests that properties adjacent or in proximity to parks and open spaces hold a value of premium of between 1% and 15%.

Appendix #2: Parks and Open Space Classification System

The following sections further explain the five service level categories recommended for parks and open space in Strathmore.

- **Community Parks & Facilities**
- **Neighborhood Parks**
- **Linear Parks & Open Space**
- **Natural Areas**
- **Special Purpose Areas**

Community Parks & Facilities

Community Parks & Facilities are designated sites that provide for the active recreational, social and cultural needs of all residents of Strathmore as well as for those living in the surrounding rural areas. Community Parks are designed for intense recreation activities such as structured sports as well as unstructured sports, relaxation and community events. These parks provide recreation facilities and amenities that compliment those provided in Neighborhood Parks, but are generally developed to a higher standard. Playgrounds in Community Parks shall be developed to serve a broad range of ages (2-14 years) and shall be accessible to all levels of ability.

Land Assembly & Development Responsibility

Sufficient land for future Community Parks & Open Space is not traditionally provided through municipal reserve dedication (as the 10% dedication is stretched in most cases to accommodate local level resources) and traditionally requires purchase/acquisition by the municipality. These Parks should be designed and approved in conjunction with the Town, School Board and community groups. The development of these sites will primarily be the responsibility of the Town in conjunction with the local school authority if it is a school site. If the land is acquired through dedication of municipal reserve, then the developer will be responsible for site grading, topsoil, seeding and planting as part of neighborhood development.

Neighborhood Parks

Neighborhood Parks are generally designed to support activities such as relaxation, socializing, active play and children's play. Neighborhood parks should include a play structure designed to meet the activity requirements of preschool aged children. Neighborhood Parks should be located on local and/or collector streets and open to the street for safety, security and public access and should be fenced along all private property.

Land Assembly & Development Responsibility

Land for future neighborhood parks will be provided during the subdivision of land with 10% of the developable land base being designated as Municipal Reserve (MR). It is the responsibility of

the developer to develop or, should the Town request, provide funding to the Town for the development of all municipal reserve land to the minimum development standards for neighborhood parks described below. The developer shall be responsible for site grading / leveling and seeding once the Town has prepared and approved the Park Site Master Plans (based on the proposed protocol explained herein).

Linear Parks & Open Space

Linear Parks & Open Space includes all developed trails, rights-of-ways, buffers, boulevards and public utility lots (P.U.L.s). With the exception of trails, Linear Parks & Open Space lands will also serve non-recreational related functions. This category is divided into three sub-categories each with specific minimum development standards: Trail Network, Boulevards & Buffers, and Utility Rights-of-Way.

Land Assembly & Development Responsibility

Land for Linear Parks and Open Space will be provided through three sources:

- 1) during the subdivision of land as part of the designated municipal reserve contribution;
- 2) during the subdivision of land as part of the utility servicing requirements (public utility lots); and
- 3) during the subdivision of land as part of the transportation network; and



The Town should not be required to provide land under this category of parks. It is the responsibility of the developer to develop all Linear Parks and Open Space to the satisfaction of the Town and to the minimum development standards for each sub-category as described below.

Trail Network

A network of trails, sidewalks and streets form an integral part of the circulation system within the Town of Strathmore. This network will serve a number of functions by promoting non-vehicular commuting, linking Community Parks & Facilities, providing exercise and relaxation, and enhancing the appreciation of the parkland setting of the Town. Conflicts between vehicular and pedestrian traffic should be minimized. All trails should be barrier free (handicapped accessible) wherever possible. Trails developed in natural areas should be designed and sited to minimize any visible disturbance to landform or vegetation. The following different types of trails are proposed.

Multi-use Trails: This trail type is made up of a series of designated asphalt trails connecting various leisure resources throughout the Town. It provides two-way traffic for multipurpose recreation and commuter use. Multi-use trails are defined as a hard-surface, off-road path for use by bike, foot, and other non-motorized traffic typically located within or along a linear park.

Side Path Trails: These trails will be the backbone of the overall trail network and will consist of wide (2.5 m) concrete sidewalks or asphalt trails which are physically separated from the road by a landscaped boulevard. Side Paths are designed to provide links between residential areas and community destinations such as parks and schools. Side paths will be a particularly important component of the Strathmore trail network since there are limited natural corridors or utility rights of way within the Town that can be developed as multi-use trails. Future arterial and collector roads should be developed with a designated side path on one side of the road. To enhance the development of a more integrated trail network, existing roads with available boulevard or setback width should be retrofitted to convert existing sidewalks into full width side paths.

Connector Trails (sidewalks): Connector trails, including sidewalks, provide great opportunities to link neighborhoods, parks, and other destinations such as the downtown area. This type of connector trail will perform an auxiliary role to the multi-use trails and the side paths, collecting and directing users to the primary routes.

Nature Trails: As part of the development in and around natural areas within the Town, designated walking and/or interpretive trails should be developed. These nature trails should be developed as low impact and low cost trails designed primarily for walking.

Boulevards and Buffers

Linear parks also include boulevards and buffer strips designed to improve the residential environment and parkland setting of the Town. Landscaping of residential boulevards, collector roadways and major entrance routes to the Town is the responsibility of the developer. Specific standards are also defined for berms and screen fences to provide proper separation between residential properties and arterial roads. It is recommended that these standards also be applied to the development of buffer strips (berms) between residential areas and future arterial roads and the railway. **Land for this sub-category of linear park should not come out of the 10% MR dedication.**

Natural Areas

It is recommended that the areas identified as Natural Areas in the Town be protected and incorporated in future subdivision development. In order to do so, the Town may need to dedicate these lands as Environmental Reserve (ER) at the time of subdivision (based on the definitions outlined in the Municipal Government Act – Section 664 2008 Consolidation) or utilize others methods ensuring natural areas are protected as outlined in the Alberta Land Stewardship Act (Backgrounder provided in the appendix). Recreational or open space use of environmental reserve dedicated areas will not be credited towards the municipal reserve dedication.

Special Purpose Areas

The following special purpose areas are important elements to the parks and open space system and are multi-purpose in that each has a recreation and “other” purpose.

Downtown Strathmore

The downtown core in Strathmore is one of the major central retail/commercial hubs in the community. Of all major retail/commercial hubs in the community, it is the oldest and thus may require aesthetic attention when compared to other commercial centres in the community.

Highway Corridors

Landscaping along the highway corridor should be designed to provide an attractive, vibrant community image. The existing landscape in the corridor integrates, on a limited basis, a parkland setting into the community.

Land Assembly and Development Responsibility

Development within the highway corridor will be restricted to future road widening and potential side path trail development in cooperation between the Town and Alberta Transportation. This may include the development of signalized crossing locations. Landscaping for the highway corridor should occur as a requirement of adjacent development through the allocation and development of minimum setbacks (required yards) for residential, commercial or industrial development. It is the responsibility of developers to develop all setbacks fronting onto the highway corridor to the standards as described below.

Highway Crossing Nodes

It is recommended that the Town work cooperatively with Alberta Transportation to develop prominent crossing nodes, where deemed necessary, which defines access to the Town, provides safe and convenient crossing of the highway, links pedestrian routes and is aesthetically pleasing. The following standards should be considered:

- Signalized intersection with pedestrian crossing signal.
- Pedestrian crossing ground markings.
- Architectural and landscape features to define the intersection but setback to preserve safe sightlines.

Stormwater Management Facilities

Although stormwater management facilities (SWM) are public utilities, both wet and dry ponds can contribute towards a municipality's functional open space system in a number of ways. In the case of a wet pond, they can serve as an aesthetic feature and they can provide a destination within the overall park system. In terms of dry ponds, it is possible for these facilities to serve as dual use sites providing space for functional playing fields and/or passive park areas within a stormwater retention facility. Although this is the case, **no municipal reserve credit should be given for stormwater management facilities as the primary use and necessity is for utility purposes.**

Parks and Open Space Facilities & Amenities

Playgrounds

The following development standards guide the development of Playgrounds in Strathmore:

- All playgrounds in neighborhood or community parks must be constructed in accordance with the most current Canadian CSA Guidelines (Z614-07).
- Construction of playgrounds in neighborhood parks may be the responsibility of the developer but may be implemented at the discretion of the Town.
- A detailed playground development plan must be submitted for formal approval to the Director of Community Services and the Town engineering department. Public involvement in parks concept and design is required. Two and three-dimensional drawings are to be submitted by the manufacturer for approval.
- All playground apparatus must be purchased from an approved playground manufacturer or their sales representative.
- Playground equipment will be designed to accommodate separate age groups as determined by most current CSA Guidelines (Z614-07).
- The Town of Strathmore may implement the installation of special needs equipment and outdoor youth/adult exercise equipment.

Sports Fields and Diamonds

The following development standards guide the development of Sports Fields in Strathmore:

- Specific sports field and diamond requirements will be determined based on current Town inventory and user needs, locations, types and sizes.
- Ensure sports fields and diamonds²⁷ do not overlap. A minimum of 3 m between fields is required.
- Preferred orientation for soccer fields and ball diamonds is a north to south direction - site conditions may dictate an alternative.
- Backstop, goal posts and benches are to be installed prior to final acceptance.
- Sports field and diamond survey pins are to be installed at time of construction. Sports field and diamond survey reference pins are to be 500 mm lengths of 15 mm diameter rebar, to a depth of 50 mm below final grade.
- Design must maximize the distance between residential lots backing onto sports fields and ball diamonds.

²⁷ Except in the case of multi-use rectangular fields utilized for both min-soccer and regular-soccer.

Fencing

The following development standards guide the development of fencing in Strathmore:

- Fencing between private property and public lands to be located 150 mm inside property line on private property.
- Final acceptance for private property fencing adjacent public lands shall be issued providing fence has been installed in accordance minimum standards and is free from deficiencies. A maintenance period is not required.
- Gates in fencing of public lands are required at controlled road system access points to allow maintenance equipment in the park.
- Gates in fencing of public lands must be provided adjacent to sport fields and diamonds.
- Fencing heights will be a minimum of:
 - 1.2 m chain link where park space is adjacent to roadway,
 - 1.5 m or 1.8 m chain link where private property abuts public property,
 - 1.8 m vinyl / concrete base fence where private property abuts public property.

Planting

The following development standards guide the installation of planting on public lands (Town owned) in Strathmore:

- For boulevard trees and trees along trails and sidewalks, 2.5 m branching height is ultimately required for all trees. Trees to provide a 1.5 m minimum branching height at time of planting.
- Coniferous trees may vary in height provided the overall average height is 2.4 m. The minimum acceptable height is 1.8 m.
- Shrubs shall be mass planted within beds and spacing appropriate to species. Minimum shrub height and spread at planting shall be 300 mm height for deciduous and 450 mm spread for coniferous.
- A minimum of 1 tree for every 133 m² of land is the basic requirement for planting in Parks & Open Space areas unless otherwise indicated. Shrubs may be substituted for trees at a rate of five shrubs to one tree, as site conditions and design may dictate.
- Trees shall be set back a minimum distance, measured from the centre of the tree trunk, from above and below grade infrastructure as follows:
 - 3.5m from light poles, fire hydrants, stop/yield signs
 - 2.0m from all other signs
 - 2.0m from deep underground utilities (storm, sanitary, water)
 - 1.5m from driveways and the curb face of all roads

- 1.5m from shallow underground utilities (power)
- Tree planting must also consider the Town of Strathmore preferred tree standards (under separate cover).

Site Amenities

The following development standards guide the installation of site amenities in Strathmore:

- Furniture shall meet and be installed in accordance with manufacturer's specifications²⁸.
- All castings to be made of aluminum for maximum strength and non-corrosiveness.
- All metal finishes to be powder-coated. Color to be selected by the Town.
- All fasteners to be tamper proof.
- All wood to be No. 1 or better oak, spruce, pine or kiln dried cedar. All wood furniture elements to be sanded or planed smooth with no sharp corners, checks or splinters. All cut ends to be treated, stained or painted in accordance with manufacturer's specifications or as directed by the Town.
- Furniture shall be set back a minimum 1m from all trails, walkways, play structures and landscaping.
- Bollards – P.U.L.'s shall have bollards installed to prevent unauthorized vehicular traffic use.
- Signage – regulatory, safety and directional signage shall be required on all Parks & Open Space sites as directed by the development officer.

Sliding (Toboggan) Hills

The following development standards guide the construction of Sliding Hills in Strathmore:

- Sliding hill and run out must be smooth and free of any fixed, collidable hazards. A single sled run land must be a minimum six metres wide. The hill should be fenced off along the sides to designate the sliding area as well as the climbing area.
- Access to the hill should be from the bottom only. The top must have a level area to allow for safe gathering and seating prior to take-off.
- The hill should be oriented to the east to protect against cold winter winds (NW), to prolong snow cover and to reduce icing related to daytime melting (sun from south).
- Lighting (metal halide) should be provided at the top of the hill. Signage should be posted to define sledding etiquette, hours of operation, location of the closest phone, and any banned sledding equipment.

²⁸ Consistency in site amenities – colors, materials, etc. - should be outlined through a Town park theming initiative

- Optional amenities located outside the fenced sliding area may include picnic tables, benches, fire pit, washrooms, change room and parking
- Slope and Length Guidelines are provided below. For each category, if slope angle is reduced, slope length can be increased. The run out length should be a minimum of two times the slope length.
 - Beginner: Slope angle 10-15%, maximum 10 m slope length
 - Intermediate: Slope angle 20-25%, maximum 20m slope length
 - Advanced: Slope angle 30-35%, maximum 40 m slope length

Appendix #4: Parks and Open Space Future Considerations

Parks and Open Space Service Levels

The following parks and open space **service levels**²⁹ should be targeted:

Activity	Service Level	Quality Standard
Grass cutting: *Ideal service levels of typical communities		
Power Mowing	10 cuts per season on sports fields with provision to add up to 2 cuts if required	Turf height cut at 5 cm. Maximum height at 12 cm, on average. Turf cut even
Trimming	4 times per year	Turf height 5 cm Reduce to 2 times per year
Turf Quality		
Fertilizing	Up to 3 times per year on premier fields, depending on need. Once per year on priority fields (high use fields identified by users)	Application is even, uniform and free of burn spots
Herbiciding	As per standards recommended in the Broadleaf Advisory Report (1997)	Turf height 5 cm No over spray or drift on non target area No herbicide allowed within 30m of any playgrounds or sports fields
Miscellaneous Turf	As required	Tops dressing – uniform application not to exceed 10 mm thickness. Irrigation – thorough soaking to the depth of root zone. De-thatching – uniform throughout, thatch removed. Edging – curbs free of overgrowth Clippings removed to prevent the killing of grass
Aerating	As required	Uniform coverage
Playing Surface		
Major Turf Repair Seeding	As required	Seed application even and uniform. Repaired areas to be at grade and flush with surrounding turf
Major Turf Repair Sodding	As required	Turf established to compatible level of surrounding area
Line Marking	Responsibility of local user groups	Responsibility of local user groups
Fixtures		
Sports Field Furniture and Fixtures	As required	Sports fixtures safe and free of damage. Goal posts are painted white and have numbers Bleachers/benches installed on a shale base Back stops have numbers and bottom safety rail
Jump Pit Maintenance	Responsibility of local user groups	Responsibility of local user groups

²⁹ As observed in other Alberta communities.

Activity	Service Level	Quality Standard
¼ Mile Track Maintenance	Maintained as needed	Ensure surface is free of all debris. Surface must remain firm underfoot when complete
Diamond Maintenance		
Line Marking	Responsibility of local user groups	Responsibility of local user groups
Premier Diamond Maintenance	Float shale diamonds as required Edged as required once per year Top up shale as required	Playing surface is in a safe level playing condition and all areas free of debris or glass. Surface must remain firm underfoot
Standard Diamond Maintenance	All standard diamonds 2 times per year (e.g. backstops / fencing)	Playing surface is free of debris / glass and all areas are in safe, level playable condition. Use shale material to fill depressions, etc.
Home Plate Maintenance	Maintained as required based on usage	All home plates installed level with existing ground surface. All home plates aligned with optimum outfield clearances along first and third base lines Rubber plate is attached to plywood base.

Parks and Open Space Turf Management Guidelines³⁰

The following **turf management guidelines** have been targeted:

Class	Land Category	Mowing	Fertilizing	Aerating	Herbiciding
A	Community Parks and Premier Sports Fields	12 times	2	1	As required
B1	Neighborhood Parks and school fields, roadways, regular sports fields	10 times	1	As required	As required
B2	Selected roadways	7 times	0	0	As required
C	Undeveloped turf	2 times	0	0	As required

Trails Considerations

The trail system should be further developed with greater interconnectedness, and which should extend to a greater degree throughout Strathmore. These looped systems will offer the user a variety of experiences from moving through neighbourhoods, along irrigation canals and wetland areas. The trail surfaces should be a hard surface, usually asphalt, so that access does not restrict the users. These trails should be developed as multi-way trails that could accommodate a variety of users such as walkers, runners and cyclists with accommodation for barrier free design. The proposed trails should be a minimum 2.4 metres to a maximum of 3.0 metres in width. This allows for a number of users to access the trails at the same time as well as service vehicle access for maintenance and emergencies.

³⁰ As observed in other Alberta communities



Advantage should be taken of the opportunity to develop a trail system along the irrigation canals that pass through town. In discussions with Town Staff, it was indicated that new agreements are in place with the Western Irrigation District (WID) where trails can be developed on the land but at no cost to the WID. This agreement offers a unique opportunity to develop a trail system along the canals connecting with wetlands and the rest of the trail system in the Town. Currently most of the canal systems

have gravel access roads running adjacent to the canals. For the most part these offer an alignment that could be used to develop the trails however; opportunities for more attractive curvilinear trail alignments should be explored. There is also a requirement to cross over the canals with small bridges to provide better trail connectivity. The Opportunities Map illustrates possible locations for the bridge connections.

Ideally an overhead pedestrian bridge linking the north to the south should be built providing safe access without potential conflicts with vehicular highway traffic on the TransCanada Highway (TCH). Consultation with Alberta Transportation regarding a potential overpass across the TCH should occur as part of initial planning. At some point in future development of the Town, access to wetlands south of the highway would present additional amenities to the trail system.

Elmer and Phyllis Gray Park could be established as the trail head for the interpretive wetland trails. At some point an Interpretive Centre could be considered that would provide information on both the wetlands and the irrigation canals. The ideal site for this would be on the north end of the park directly adjacent to the existing parking lot.

Sports Field Considerations

During the investigation of Town facilities and land it was found that there are very few opportunities for development of sport fields. Sports fields require large tracks of land that are virtually flat and are close to infrastructure such as power for lighting, water and sanitary sewer for washrooms and such.

There is currently one site in the north part of the community that could be developed with sports fields. It could not be determined from the Town's Land Use Maps and Parks and Open Space Maps whether this land was available or was slated for other use.

Another possibility for consideration in future developments is using Storm Water Management Facilities to construct sport fields on. Soccer pitches traditionally are the best alternative for this

type of development as there is virtually no damage to the pitch when it floods and is a large open flat area when it is dry.

Trails, Parks and Open Space Theming

Trails, parks and open space theming can be achieved through a variety of different mediums. Consistent park furniture/amenities (i.e. benches, signage, etc.) that are similar shapes, colors and finish can create a common atmosphere in parks as can consistent naming policies and directional signage.

Theming developed from other Town initiatives, such as special events, existing architectural guidelines (if applicable) or downtown beautification, process could be incorporated into trails, parks and open spaces; however it is recommended that the use of professional marketing / communications expertise and in the case of outdoor park, landscape architectural expertise, be incorporated into park theme development and implementation.

An annual budget amount should be allocated for park theming which would include theme development and planning, existing park retrofit and the fitting of signage and furniture in new and existing trails, parks and open spaces.

Trails, Parks and Open Space Furniture Standards

After reviewing the site furniture throughout the Town the following standards are recommended for any future development or renovation to new or existing sites.

Park Signs: There is currently no standard in place. A standard park sign should be developed and implemented into new park development and existing park renovation. It should be consistent with Park Themeing (if applicable).

Picnic Tables: Stationary and portable picnic tables are currently being used. The best options for a stationary picnic table and a portable picnic table have been chosen from what is currently being used in the Town. These are illustrated below:



For ease of future maintenance it is recommended that stationary picnic tables be placed on hard surface pads such as concrete where appropriate.

The cost to supply and install the permanent picnic table for the table alone should be budgeted at \$2,200 per table.

The cost of the concrete pad for the permanent picnic table should be budgeted at \$750 for supply and installation.

The cost to supply the portable picnic table for the table alone should be budgeted at \$1,000 per table.

Garbage Receptacles: Currently there are a couple of different types of receptacles being used. It is recommended that a Hid A Bag style receptacle be adopted as a standard especially along trail systems running through natural areas or by the canals. There are a number of different Hid A Bag options available that are being recommended as the standard. These are illustrated below:



The cost to supply and install the garbage receptacles for the receptacle alone should be budgeted at:

- Hid A Bag I - \$2,000 per receptacle.
- Hid A Bag II - \$2,500 per receptacle.
- Hid A Bag I Recycle - \$2,250 per receptacle.
- Ornamental Receptacle - \$2,200 per receptacle

The cost of the concrete pad for the garbage receptacles should be budgeted at \$250 for supply and installation.



Benches

A couple of different bench types are currently being used in the Town parks. It is recommended that the permanent bench illustrated here be adopted as the standard.

For ease of future maintenance it is recommended that benches be placed on hard surface pads such as concrete where appropriate.

The cost to supply and install the bench for the bench alone should be budgeted at \$2,200 per bench.

The cost of the concrete pad for the benches should be budgeted at \$500 for supply and installation.

Trails

There are a number of trail surfaces currently in being used: gravel, asphalt or concrete sidewalk. All gravel trails should be upgraded to asphalt trails. A Trail Map should be developed to illustrate to residents and visitors the trail systems, links and connections. Additional proposed trails have been identified on the map contained in this document.

The cost of an asphalt trail should be budgeted at \$50/m² for supply and installation.

Overhead Structures

One of the two overhead structures illustrated here should be incorporated into existing parks and new developments. Both of these structures should have a concrete floor and have permanent picnic tables within.

The cost of the closed overhead structure should be budgeted at \$15,000.



The cost of the trellis overhead structure including the concrete floor should be budgeted at \$6,000.



Appendix #5: Alberta Land Stewardship Act: Conservation Tools Backgrounder

**Government
of Alberta ■**

Backgrounder



April 27, 2009

Alberta Land Stewardship Act conservation tools

Edmonton... The *Alberta Land Stewardship Act* (ALSA) enables expanded use of conservation easements and the use of conservation directives, conservation offsets and transfer of development credits.

Conservation easements

- A conservation easement is a voluntary legal agreement between a landowner and a qualified organization, such as a land trust or government, to conserve the ecological integrity of a piece of land. The easement is registered on the land title, but landowners retain ownership of the land.
- Conservation easements have been in place in Alberta for over 10 years. Currently, around 300 square kilometres, or 0.2 per cent, of Alberta's private lands are under conservation easements.
- The legislative provisions are being moved from the *Environmental Protection and Enhancement Act* and expanded through *ALSA* to also be used to conserve agricultural land.
- The intent is to more closely align conservation efforts with land-use planning efforts in the province and to reduce the fragmentation and conversion of agricultural land to other uses.

Conservation offsets

- Offsets counterbalance the effects of an activity on both public and private land. They can be used to replace, restore or compensate for affected landscapes. For example, a company can conserve an environmentally significant area to offset its industrial activity elsewhere.
- Existing environmental standards or regulatory requirements remain in effect.
- *ALSA* sets the framework for offsets to be used for restoration, mitigation or conservation. It provides a legal basis for the government to establish an offset program and to set rules for defining and trading offsets.

Conservation directives

- ALSA enables the use of a new tool, the conservation directive, to conserve valued landscapes, ecologically sensitive areas and scenic landscapes.
- Regional plans may expressly set aside specific areas to protect, conserve and enhance land with environmental, scenic or aesthetic values or agricultural land.
- The Alberta government will compensate owners of these lands for any decrease in the market value of their land. The principles for deciding on compensation payable are drawn from the *Expropriation Act*.

Transfer of development credits (TDCs)

- TDCs help direct development away from specific areas needed to conserve ecologically sensitive, scenic, historical or agricultural areas.
- Land-use plans (regional, sub-regional or municipal) may allow the use of TDCs. Plans may designate the areas to be conserved and areas to be developed.
- TDCs have the potential to address issues such as urban and rural growth pressures and loss of agricultural land and ecological or heritage landscapes.

Conservation exchange

- A conservation exchange supports, verifies and tracks the use of market-based conservation and stewardship instruments such as conservation offsets or transfer of development credits.
- ALSA provides a legal foundation for the creation of an exchange in Alberta.
- The activities of the exchange could include:
 - facilitating the purchase and sale of offsets or credits;
 - registering and tracking trades in offsets or credits;
 - providing authentication of offsets or credits;
 - providing information on a range of market-based instruments; and
 - reporting on results from the use of these instruments.

Media inquiries may be directed to:

Carol Chawrun
Sustainable Resource Development
780-427-8636

Joan McCracken
Sustainable Resource Development
780-427-8636

Deleen Schoff
Sustainable Resource Development
Deleen.Schoff@gov.ab.ca

To call toll-free within Alberta dial 310-0000.

Appendix #5: Public Review Open House Feedback Form

Town of Strathmore Draft Quality of Life Master Plan
Public Review Open House Feedback Form



Please answer the following questions based on the information presented in the Draft Quality of Life Master Plan.

1. Where do you live? Please check [✓].

- ☐ Town of Strathmore
 ☐ Wheatland County
☐ Other (please specify): _____

2. Are you affiliated with any specific volunteer organizations/user groups (i.e. community associations, arts clubs, minor sports, adult sports, walking clubs, etc.)? Please check [✓].

- ☐ Yes
 ☐ No
 ☐ Not Sure

If "Yes", please list up to three organizations / user groups:

1	
2	
3	

3. Do you think the needs of the community have been adequately identified through the process used to develop this Draft Quality of Life Master Plan? Please check [✓].

- ☐ Yes, completely.
 ☐ Yes, somewhat.
 ☐ No
 ☐ Not Sure

Please explain:

4. Do you agree with the **indoor** facility priorities that are identified in this Draft Quality of Life Master Plan? Please check [✓] the most appropriate box.

- ☐ Completely Agree
 ☐ Somewhat Agree
 ☐ Disagree
 ☐ Not Sure

Please explain:

**Town of Strathmore Draft Quality of Life Master Plan
Public Review Open House Feedback Form**



5. Do you agree with the **outdoor** facility priorities that are identified in this Draft Quality of Life Master Plan? Please check [✓] the most appropriate box.

☐ Completely Agree

☐ Somewhat Agree

☐ Disagree

☐ Not Sure

Please explain:

6. To ensure that the priorities and initiatives outlined in this Draft Quality of Life Master Plan can be met, how much of an increase in annual property taxes would your household be willing to pay? Please check [✓] the appropriate box.

☐ No increase

☐ Up to \$100

☐ \$101– \$150

☐ \$151– \$200

☐ \$200+

7. Please provide any other comments you have concerning the Draft Quality of Life Master Plan.

Please complete this questionnaire and:

- fax it to 780.426.2734 (attention: Rob),
- email it to parks@rcstrategies.ca, or
- drop it off at the Town office (680 Westchester Road).

Thank you for completing this questionnaire. Your input is greatly appreciated.

Town of Strathmore Draft Quality of Life Master Plan



Indoor Priorities	Key considerations	Development Options	Triggers / Pre-requisites	Expected Timelines	Estimated Planning Costs	Estimated Construction Costs
1. Leisure swimming pools	<ul style="list-style-type: none"> Tendering is underway for the expansion of the existing aquatic centre to include leisure swimming / waterslide. Prudent lifecycle management will be required to sustain existing facility. 	<ul style="list-style-type: none"> Expand existing, build new 	<ul style="list-style-type: none"> New leisure aquatic venues will not likely be required until the Town population approaches 25,000-30,000 	<ul style="list-style-type: none"> Beyond 2020 (when population approaches 25,000 - 30,000) 	n/a	<ul style="list-style-type: none"> *Sustain existing as per life cycle management plan
2. Ice arena facilities	<ul style="list-style-type: none"> Upgrade / sustain existing 2 sheets before adding another. Prudent lifecycle management will be required to sustain existing facility. Potential for major spectator seating in an ice facility when community grows to a certain size. 	<ul style="list-style-type: none"> Upgrade existing, expand existing, build new 	<ul style="list-style-type: none"> Upgrades to existing required in immediate future. When prime time capacity approaches 95%, consider exploring feasibility of an additional sheet of ice. This is likely to occur when population approaches 15,000-20,000. Major spectator seating may be required when population approaches 30,000+. 	<ul style="list-style-type: none"> Upgrades ongoing between 2011-2020 Planning for new sheet to begin 2016-2018 (when population approaches 15,000 - 20,000) 	\$30,000	<ul style="list-style-type: none"> Upgrade costs of \$191,000 New sheet (user based) estimated capital cost range of \$7M-\$10M.
3. Performing arts show spaces	<ul style="list-style-type: none"> The Town should incorporate arts and culture activities into existing facilities where possible. There are limited existing arts and culture resources in the market 	<ul style="list-style-type: none"> Addition to existing buildings, build new 	<ul style="list-style-type: none"> Town owned and operated arts and culture facilities will likely not be feasible until population reaches 20,000+. Partnerships with groups or school board will pre-empt planning and ultimate development. Funding availability from external granting agencies may also expedite project timing. 	<ul style="list-style-type: none"> Arts and culture integration into existing facilities can occur immediately. Planning for a Town owned and operated (no partnerships) arts and culture venue to occur between 2018-2020 (when population reaches 20,000) unless partnership opportunities or grants are apparent. 	\$50,000	<ul style="list-style-type: none"> New performing and visual arts centre (250 seats with program area) estimated capital cost range of \$12M-\$15M.
4. Fitness / wellness spaces	<ul style="list-style-type: none"> Incorporate into existing facilities but give private sector first right of refusal on potential of Town operated fitness/wellness facilities. 	<ul style="list-style-type: none"> Addition / incorporation into existing facilities, build new 	<ul style="list-style-type: none"> Demand currently exists for family fitness/wellness facilities. Partnerships with private sector may expedite development. 	<ul style="list-style-type: none"> Planning to explore existing facility retrofit or expansion to facilitate fitness/wellness to commence in 2011. 	\$30,000	<ul style="list-style-type: none"> New fitness / wellness areas estimated capital cost range of \$0.5M-\$3M depending on retrofit or expansion decision.
5. Leisure ice surfaces	<ul style="list-style-type: none"> Not currently offered in the community as a dedicated area (only through public skating times at the two ice arenas) 	<ul style="list-style-type: none"> Expand existing, new development needs to be accompanied by at least one regulation arena 	<ul style="list-style-type: none"> Monitor use of existing public skating times at arenas. Attempt to meet demand with improved / additional outdoor skating rinks. When new arena development occurs, explore potential of including leisure ice. 	<ul style="list-style-type: none"> See "Ice arena facilities" above. 	n/a	<ul style="list-style-type: none"> New indoor leisure ice areas estimated capital cost range of \$2.5M-\$3M
6. Walking track	<ul style="list-style-type: none"> Not currently offered in the community. 	<ul style="list-style-type: none"> Expand existing "big boxes", addition to gymnasium and/or field house development 	<ul style="list-style-type: none"> Demand for this type of facility is apparent now. Partnerships with school board or as "tag along" to larger project (i.e. field house or gymnasium) will pre-empt development. 	<ul style="list-style-type: none"> See "Gymnasium type spaces" and "Field facilities" below. 	n/a	<ul style="list-style-type: none"> New indoor walking track areas estimated capital cost range of \$0.75M-\$2M
7. Bowling alley	<ul style="list-style-type: none"> Not currently offered in the community but not typically "municipally operated". Demand is high likely due to previous provision of service in the market. 	<ul style="list-style-type: none"> Expand existing facilities or build new 	<ul style="list-style-type: none"> Partnerships with private or non-profit sector will be the only way this type of facility could be supported. Demand exists now but provision is dependent on third party involvement. The Town could be proactive and see if there are any partnership opportunities in the community through a "request for interest" process. 	<ul style="list-style-type: none"> n/a (dependent upon third party involvement) 	\$25,000	<ul style="list-style-type: none"> New bowling alley development estimated capital cost range of \$3.5M-\$6M.
8. Gymnasium type space	<ul style="list-style-type: none"> Currently offered through schools and access to existing could be improved. 	<ul style="list-style-type: none"> Expand existing, build new 	<ul style="list-style-type: none"> Explore improved joint use first, then partnerships with groups or school boards will pre-empt development. Town owned and operated development of a gymnasium facility to occur when population approaches 25,000-30,000 or when joint use of local schools cannot be remedied. 	<ul style="list-style-type: none"> Beyond 2020 (when population approaches 25,000 - 30,000) 	n/a	<ul style="list-style-type: none"> n/a
9. Field facilities	<ul style="list-style-type: none"> Not currently offered in the community. Would allow for indoor soccer, field sports and other gymnasium based activities. 	<ul style="list-style-type: none"> Expand existing facilities or build new 	<ul style="list-style-type: none"> Town owned and operated development of indoor field facilities to begin when population reaches 15,000. Partnership opportunities with school boards may expedite development. 	<ul style="list-style-type: none"> Planning to explore indoor field facilities development to commence in 2014 (when population approaches 15,000) 	\$30,000	<ul style="list-style-type: none"> New indoor field facilities estimated capital cost range of \$5M-\$8M
10. Indoor child playgrounds	<ul style="list-style-type: none"> Not currently offered in the community. Incorporate into existing facilities where possible and ideally locate with other recreation and culture facilities. 	<ul style="list-style-type: none"> Expand existing facilities or build new as part of larger complex 	<ul style="list-style-type: none"> Demand exists for indoor child playgrounds right now. Planning for potential expansion retrofit of existing facilities to ideally coincide with similar planning for fitness / wellness facilities. 	<ul style="list-style-type: none"> Planning to explore existing facility retrofit or expansion to facilitate indoor child play to commence in 2011. 	\$30,000	<ul style="list-style-type: none"> New indoor child play areas estimated capital cost range of \$0.5M-\$1.5M depending on retrofit or expansion decision.

Draft Indoor Priorities

Town of Strathmore Draft Quality of Life Master Plan



Outdoor Priorities	Key considerations	Development Options	Triggers / Pre-requisites	Expected Timelines	Estimated Planning Costs	Estimated Construction Costs
1. Trail system	<ul style="list-style-type: none"> Development ongoing through the development process and linkages with existing. 	<ul style="list-style-type: none"> Upgrades to existing trails (where required). Located in new areas and through use of existing lands such as WVD lands. Potential acquisition of key linkage land parcels in existing areas (See proposed Trails Master Plan map). Including hard surfaced and interpretive/nature trails, pedestrian bridges and lookouts/bird blinds. 	<ul style="list-style-type: none"> When land is developed, a portion of municipal reserve (MR) should be dedicated to trails, parks and open space. The disposition of these MR lands for trails, parks and open space should be calculated based on the theories discussed in other sections of this Plan. 	<ul style="list-style-type: none"> Ongoing through land development. Linkages in existing areas to occur on an annual phased-in basis dependent upon available resources. 	n/a	<ul style="list-style-type: none"> Capital costs estimated at \$50/m² for asphalt linkages in new and existing areas (23.3km of asphalt and 7.55km of nature trails proposed). Pedestrian bridge capital costs \$1.0M to \$2.0M. Capital costs for linkages in newly developed areas dependent upon the agreement with developer.
2. Open spaces	<ul style="list-style-type: none"> Development ongoing through the development process and based on "guidelines" discussed in other sections of this Plan. 	<ul style="list-style-type: none"> Upgrades to existing areas (where required). Located in newly developed areas. 	<ul style="list-style-type: none"> When land is developed, a portion of municipal reserve (MR) should be dedicated to trails, parks and open space should be calculated based on the theories discussed in other sections of this Plan. 	<ul style="list-style-type: none"> Ongoing 	n/a	<ul style="list-style-type: none"> Planning and capital costs associated with new open spaces through the land development process is dependent upon the agreement with developer.
3. Sports fields	<ul style="list-style-type: none"> Ongoing through development process and where lands are available. Best if grouped together in non-residential areas. 	<ul style="list-style-type: none"> Planned and ongoing acquisition of large parcels of land for sports "park" concept, ideally away from residential areas and through municipal reserve dedication in industrial areas. Potential location in southwest quadrant of the Town as identified on the Opportunities Plan map). 	<ul style="list-style-type: none"> A need for sports fields is apparent in Town, although a number are currently offered on school owned lands. Planning for a major sports park (including fields and diamonds) to commence in 2010 to identify capital and operating costs, land requirements and sites and potential partnerships with program groups, adjacent municipalities and school boards. 	<ul style="list-style-type: none"> Planning to commence in 2011. 	\$40,000	<ul style="list-style-type: none"> New sports field complex with field house/concession, 6 diamonds and 6 fields (ultimate build out - not including artificial turf) estimated capital costs of \$3.5-\$4.5M (not including land costs).
4. Skating rinks	<ul style="list-style-type: none"> Outdoor skating is currently offered by the Town. 	<ul style="list-style-type: none"> Outdoor skating areas can be located at different sites throughout the community. Initial increased provision should focus on appropriate sites, geographically located throughout the community. 	<ul style="list-style-type: none"> Provision of additional non-boarded outdoor skating rink (one of four identified on map) in fall 2010 without boards (perhaps in the Northeast quadrant of Town). Monitor use and determine need for more (other 3 of 4 boarded/non-boarded outdoor rinks if required for 2011). 	<ul style="list-style-type: none"> Provision of additional outdoor rink in 2011 	n/a	<ul style="list-style-type: none"> Construction costs of non-boarded rink minimal. Boarded outdoor rink estimated capital costs of \$0.25M-\$0.75 (without lights and change facilities).
5. Child playgrounds	<ul style="list-style-type: none"> Ongoing through development process and ensure all existing are "CSA approved". 	<ul style="list-style-type: none"> Upgrades to existing playgrounds to ensure CSA standards are met. New playgrounds to be developed through land development process. 	<ul style="list-style-type: none"> When land is developed, neighborhood parks likely to include playground apparatus (as per guidelines and base level discussion contained herein). Upgrade of existing playground to CSA standards will be ongoing. 	<ul style="list-style-type: none"> Ongoing for development of new playgrounds. Upgrade of existing to occur annually based on available resources. 	n/a	<ul style="list-style-type: none"> Capital costs for playgrounds in newly developed areas dependent upon the agreement with developer. Upgrade costs depending on available resources.
6. Water spray parks	<ul style="list-style-type: none"> Offered in community currently. 	<ul style="list-style-type: none"> Expand existing site or build new. 	<ul style="list-style-type: none"> Plans for upgrading the existing facility/site to commence in 2011. The provision of one of these facilities in the market (when upgraded) will suffice until population expands beyond 35,000+. 	<ul style="list-style-type: none"> Planning for upgrades/additions to existing to commence in 2011 	\$20,000	<ul style="list-style-type: none"> Upgrade capital costs of \$0.25M - \$0.5M.
7. Amphitheatre / event space	<ul style="list-style-type: none"> Not currently offered in community and could be offered in conjunction with indoor arts and cultural facilities. 	<ul style="list-style-type: none"> In new area through land development or at existing Kinsmen Park site. 	<ul style="list-style-type: none"> Partnerships with private or non-profit sector expedite development of outdoor special event areas. Potential of including this type of facility at the Kinsmen Park, AG Grounds or on the site of a new arts and culture facility (planning to commence in 2018-2020). 	<ul style="list-style-type: none"> If site is available, planning to commence in 2012, if not dependent upon availability of new site (consideration to site criteria must be apparent). 	\$25,000	<ul style="list-style-type: none"> Capital costs for outdoor event area \$0.25-\$1.0M.
8. Ball diamonds	<ul style="list-style-type: none"> Ongoing through development process and where lands are available. Best if grouped together in non-residential areas. 	<ul style="list-style-type: none"> Planned and ongoing acquisition of large parcels of land for sports "park" concept, ideally away from residential areas and through municipal reserve dedication in industrial areas. 	<ul style="list-style-type: none"> A need for diamonds is apparent in Town, although a number are currently offered on school owned lands. Planning for a major sports park (including fields and diamonds) to commence in 2010 to identify capital and operating costs, land requirements and sites and potential partnerships with program groups, adjacent municipalities and school boards. 	<ul style="list-style-type: none"> Planning to commence in 2011. 	\$40,000	<ul style="list-style-type: none"> New sports field complex with field house/concession, 6 diamonds and 6 fields (ultimate build out - not including artificial turf) estimated capital costs of \$3.5-\$4.5M (not including land costs).
9. Picnic areas	<ul style="list-style-type: none"> Ongoing through development process and in existing parks and or trail destinations where appropriate. 	<ul style="list-style-type: none"> Offer at existing areas or in new parks (through development process in conjunction with trails linkages and other community "attractions"). 	<ul style="list-style-type: none"> Upgrades of existing parks to include picnic amenities on an ongoing annual basis. Development in new areas should occur in conjunction with neighborhood parks, trails and community level parks where appropriate. 	<ul style="list-style-type: none"> Ongoing for development of new playgrounds. Upgrade of existing to occur annually based on available resources. 	n/a	<ul style="list-style-type: none"> New picnic tables estimated at \$2,050 each (with concrete pad). Capital costs for picnic areas in newly developed areas dependent upon the agreement with developer.
10. Campground	<ul style="list-style-type: none"> Not currently offered in town and should be adjacent to other community "attractions". Potential for partnerships in development is apparent. 	<ul style="list-style-type: none"> On existing lands or through development process, cost of land should be factored into "feasibility model". 	<ul style="list-style-type: none"> Demand exists in community for camping areas right now, however feasibility analysis will dictate whether or not this type of amenity should be offered now or if it should be postponed until the special event areas and/or future sports parks are developed. 	<ul style="list-style-type: none"> Planning to occur in 2012 	\$30,000	<ul style="list-style-type: none"> New campground area capital costs \$0.1M - \$0.4M (dependent upon # of serviced or un-serviced sites).

Draft Outdoor Priorities

Appendix #6: Needs Assessment Summary Report



Community Development | Public Engagement | Wellness Infrastructure

RC Strategies Inc

10315 – 109 St NW
Edmonton, Alberta
Canada T5J 1N3

T 780.441.4262

F 780.426.2734

W rcstrategies.ca

Town of Strathmore

Final

Needs Assessment Summary Report

Quality of Life Master Plan

3 February 2010



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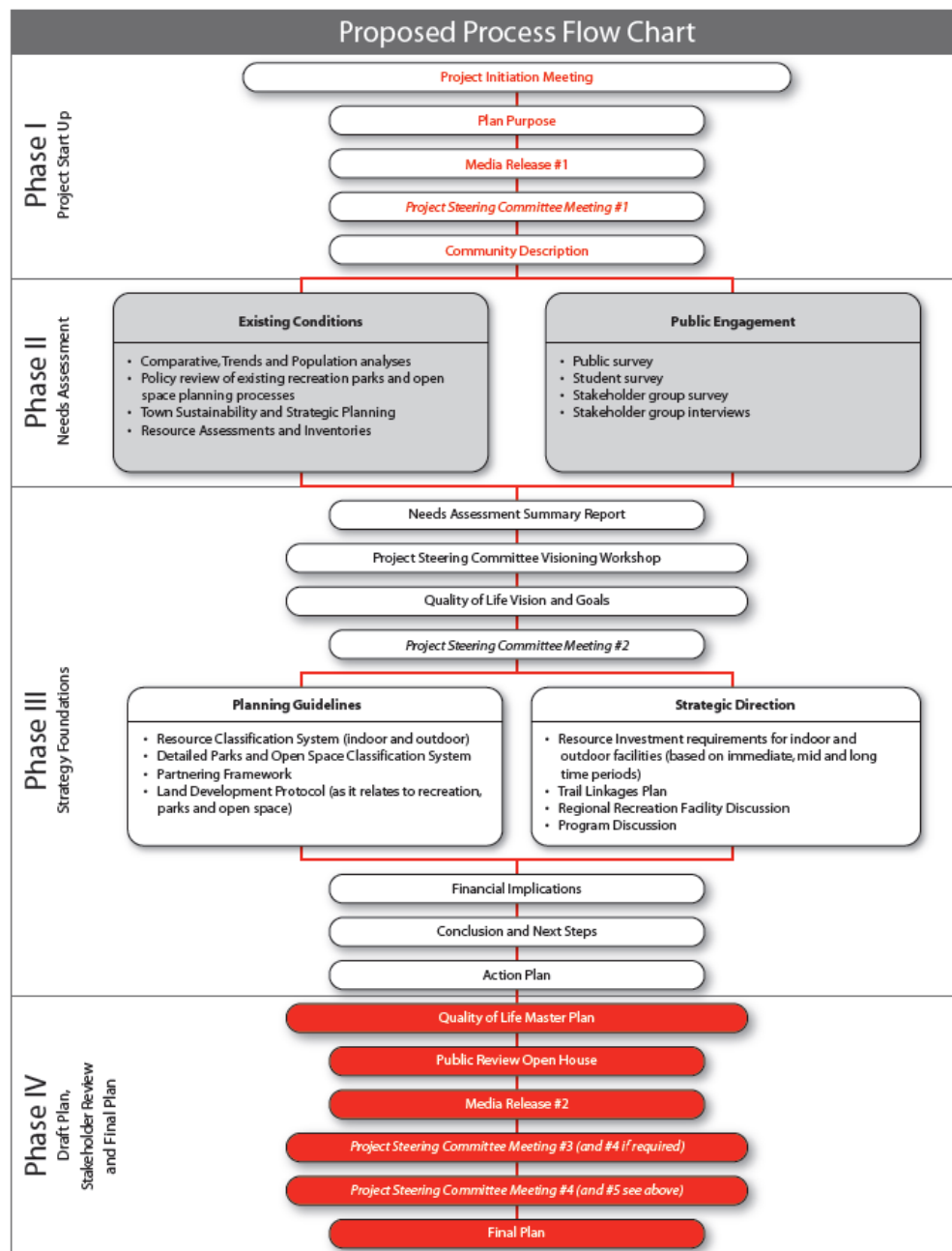
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1.0 Purpose and Methodology

In order to sustain the lifestyle of its residents and provide healthy lifestyle choices Strathmore needs to plan for the future provision of community recreation, leisure, and culture facilities and services. The Quality of Life Master Plan (QLMP) will outline future strategies for the provision of community “quality of life” facilities (indoor and outdoor) and services in the Town of Strathmore for years to come. This Needs Assessment Summary Report (Phase II) is an integral element in this planning as it provides the foundation for future strategic direction. The following chart describes the process undertaken to complete this study.



Primary research included:

- A resident survey mailed to homeowners in the Town of Strathmore;
- A stakeholder survey sent to organized groups in the region;
- A student survey administered at local schools (grades 6+); and
- Various telephone and personal interviews and / or meetings with municipal administration, elected officials and community group stakeholder representatives.

Secondary research for the project included:

- Information gathering from comparable communities regarding facility and services inventories;
- Analysis of provincially collected data describing municipal expenditures;
- A review of recreation, arts & culture, leisure and community program industry publications; and
- A review of municipal publications including, but not limited to, the Municipal Development Plan, Joint Use Agreements and other documentation (where available).

1.1. Reliability of Survey Data

The findings of the household survey are considered representative of the households in the region. In total 5,677 questionnaires were sent out and 953 returned. This level of response provides a margin of error of $\pm 2.9\%$ nineteen times out of twenty.

The results of the stakeholder group surveys and the student surveys provide insight into the priorities of each of these community segments but are not considered statistically significant or representative of the entire user group and / or student communities.

2.0 Community Profile

Located approximately 40 kilometres east of Calgary on the TransCanada Highway (Highway 1) sits the Town of Strathmore. Strathmore got its start in 1883. On July 28th the Canadian Pacific Railway (CPR) laid over six miles of track; the end point of that day's labour became Strathmore. The development of the irrigation system was the next significant milestone in the Town's development. This development enabled the hamlet of Strathmore to be relocated and centered around a sizeable rail siding. Settlers soon began arriving into Strathmore. To assist many of these settlers who would soon become farmers, the CPR developed a large demonstration farm. Soon this demonstration farm was supplying vegetables and flowers to its dining cars and to CPR hotels. While the railway left Strathmore (the last rail was removed in 1981), the irrigation system developed in the Town's early years remained, now operated under the Western Irrigation District.

Strathmore is the largest urban centre within Wheatland County; it is in the eastern portion of the County. The Town's population is 11,335¹, however its trading area is approximately 35,000². The population of Wheatland County is 8, 164³.

The economic base of the Town is composed of the primary industries of oil and gas exploration, and agriculture. As a service centre for the area there is a strong retail aspect as well. There are large feedlots in the area including the Calgary Stockyards Strathmore, in fact the area is home to numerous cattle operations. Grain farming is prevalent in the Strathmore area as well, due in part to the availability of irrigation. Downtown Strathmore is a retail destination, although there continues to be retail development along Highway 1. Some of the private operations include: Canadian Tire and Wal Mart stores, Flint Energy Services, Holiday Inn, and Landmark Feeds. In terms of the labour force, 13.8% are employed in agriculture and other resource based industries, 13.3% in business services, 12.2% in retail trade, and 10.5% in construction⁴.

Through innumerable community organizations, businesses, and the Town itself, significant efforts are made to maintain a high quality of life to residents – the Town's motto is, "Where Quality of Life is a Way of Life". A variety of leisure and recreational opportunities are available to residents. Leisure and recreational facilities include: a library, seniors' drop-in centre, a skateboard park, an indoor aquatic centre; two indoor ice surfaces, multipurpose trails, rodeo grounds, curling rink, community meeting facilities, camp grounds and a number of outdoor sports fields. There are a variety of community groups offering services to area residents. These groups range from the Strathmore Community Football Association to Strathmore Theatre Players; from the Wheatland Arts Society to Communities in Bloom to the Wheat Kings (hockey junior B).

¹ 2008 population, Alberta Municipal Affairs.

² Alberta First, Community Profile. <www.albertafirst.com>

³ 2008 population, Alberta Municipal Affairs.

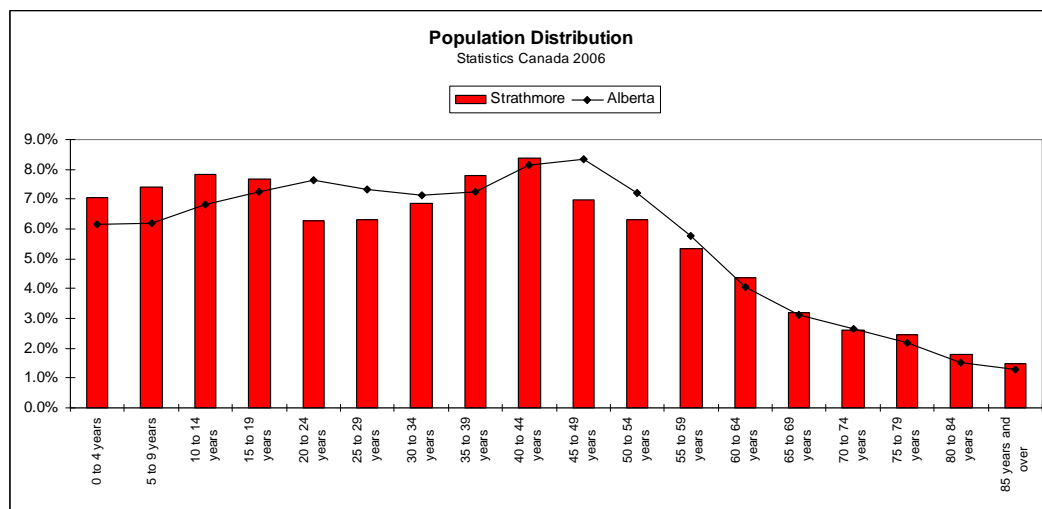
⁴ Statistics Canada. 2007. 2006 Community Profiles. 2006 Census.

The Golden Hills Regional Division No. 75 operates six schools in Strathmore including the high school which is attached to the Civic Centre and the aquatics centre. Christ the Redeemer Catholic Schools operates two schools in Strathmore.

Strathmore has a hospital which was serviced by the Calgary Regional Health Authority (now Alberta Health Services); there are also five medical clinics in town. Strathmore's fire department is composed of thirty-six volunteers and a full time paid Chief; the Town has an R.C.M.P. detachment as well.

2.1. Population Analysis and Projections

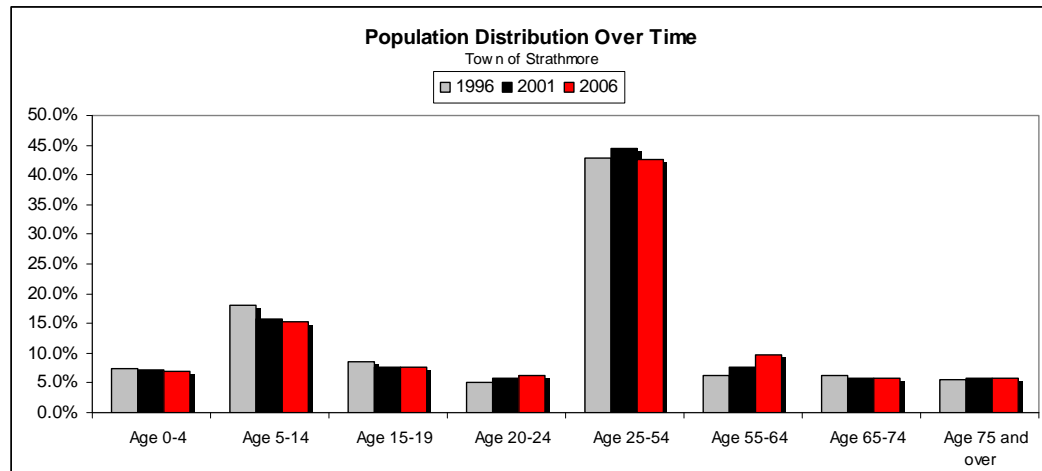
The Town of Strathmore's current population is 11,335⁵. As illustrated in the following graph⁶ Strathmore has a greater proportion of residents 19 years of age and younger (29.9%) than does the Province (26.4%). However the proportion of people 20 to 34 years is lower in Strathmore (19.4%) than seen provincially (22.1%). The median age of Strathmore is 35.4 years, slightly less than the provincial median of 36.0.



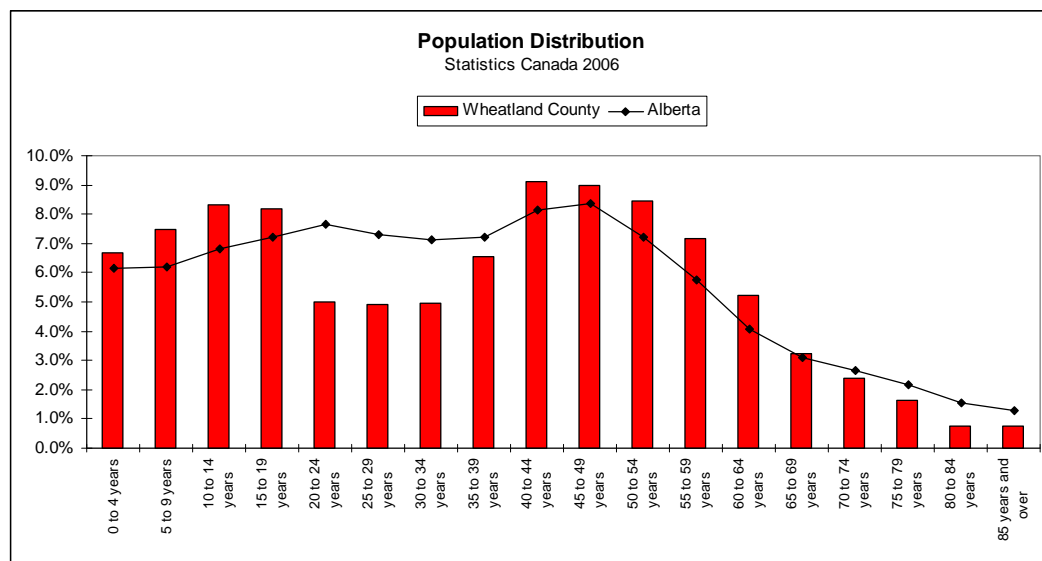
An examination of the population distribution over a ten year period illustrates some trending data – see the following figure. The proportion of children and youth (0-19 years) declined from 33.8% of the population in 1996 to 30.6% in 2001 to 29.9% in 2006. However the proportion of residents aged 20-24 years rose from 5.1% of the population in 1996 to 6.3% in 2006 while the proportion of 25-54 years has remained relatively stable (42.7% in 1996 and 42.6% in 2006). From 1996 to 2006 the proportion of residents from 55 to 64 years rose from 6.3% of the population to 9.7%.

⁵ Town of Strathmore Overview 2008 - Town's website

⁶ 2006 Census, Statistics Canada



Wheatland County's population at 8,164⁷ is less than that of Strathmore. The median age however is higher: 38.3 years for Wheatland County compared with 36.0 for the Province. The County, like Strathmore, has a greater proportion of its population under 20 years than does the Province (30.7% compared with 26.4%). Like Strathmore the proportion of the population 20 to 34 years is lower for the County than provincially. For the County however the difference is more sizeable than for Strathmore (14.9% for Wheatland County compared with 22.1% provincially).



⁷ Statistics Canada 2006.

2.1.1. Growth

The Town has experienced rapid growth over the last number of years. In fact considering a population of 7,455 in 2001, Strathmore has averaged 7.4% growth annually. In 2008 the Town commissioned a Growth Study. This study included projections for growth – the following table pulled from that Growth Study shows population projections in 2018 ranging from 18,468 to 22,298.

Town of Strathmore - Long-term Population Projection					
Year	2018	2028	2038	2048	2058
Projection #1 (Low)*	18,468	29,775	33,000	33,000	33,000
Projection #2 (Medium)**	22,298	36,321	46,493	51,358	56,731
Projection #3 (High)***	20,299	36,353	65,102	87,492	106,653

*Based on CRP Regional Servicing Study: Population Projections, Prepared by CH2M HILL Canada Limited for the Calgary Regional Partnership, March 2, 2007

**Population projection applied in the Town of Strathmore Growth Study.

***6% growth rate derived from historical average growth rate for the Town of Strathmore since 1961. This rate was applied for population projections through 2037 for the Town of Strathmore *Master Servicing Study – Annexation 2006* prepared by UMA Engineering Ltd., May 2007.

From 2001 Wheatland to 2008 Wheatland County averaged 0.5% growth per year⁸. Utilizing this growth rate, the County's population in 2018 is estimated at 8,582. Combined with the three projections for the Town, the regional population in 2018 could range from 27,050 to 30,880 (compared with the current population of 19,499).

3.0 Plan Background – Documentation Review

Through statutory requirements of the Municipal Government Act (MGA) and effective management practices, the Town of Strathmore operates with the support of numerous plans, reports, policies, and bylaws. It is important to note that the Quality of Life Master Plan is not the preeminent municipal plan, that there are others that provide an overall context for the Master Plan. The following graphic illustrates a typical hierarchy. The Town of Strathmore is currently finalizing its Sustainability Plan.

⁸ This assumes a 2001 County population of 7,889 and a 2008 population of 8,164. Town of Strathmore Overview 2008.



A number of documents that have some influence on the Quality of Life Master Plan have been reviewed in the development of this Needs Assessment. These are described below.

3.1. Town of Strathmore

3.1.1. Municipal Development Plan Bylaw # 98-11

Adopted in August 1998, the Municipal Development Plan (MDP) is a statutory document used to guide the future growth and development in the Town. Specifically, the intent of the MDP is to....

...provide the best possible human environment for the residents respecting their aspirations for quality of life, lifestyles and quality of development.

The following excerpts from the Plan's goals are particularly pertinent to the Quality of Life Master Plan.

Goal C. Community Services

1. *The Town recognizes the importance of a broad range of community and social services in adding to the quality of life in Strathmore....The Town recognizes that to achieve a healthy community, citizens and community groups should accept greater control and responsibility for the provisions and maintenance of community services.*
2. *The Town shall provide recreation facilities and community services to meet the requirements of residents of the Town based on demographics, public support, benefit to the entire Town, and budgetary constraints.*

4. *The Town will encourage the utilization and preservation of wetland and natural areas to continue to provide opportunities for the residents to observe wildlife and to enhance the spatial feelings of the Town.*
 - a. *To encourage the development of pathway linkages through the Town.*
6. *To encourage a wide range of musical, theatrical, and artistic activities in both static and dynamic fronts.*

3.1.2. Joint Use Agreement - Town and Golden Hills School Division

A Joint Use Agreement, dated November 1, 2001, is in place between the Town of Strathmore and Golden Hills School Division No. 75. The agreement pertains to the Strathmore High School and the Civic Centre and the common areas they share. In part, the two parties want to, "...maximize the utilization of the Complex by the citizens of the Town and surrounding district."

The terms of the agreement expires on December 31, 2040. It outlines the ownership and accompanying responsibilities for the management and operations of each element of the facility. Each party is responsible for the maintenance and operation of its portion of the facility: Golden Hills for the High School and the Town for the Civic Centre. The role of the Joint Use Committee is to oversee the operation of the cafeteria / food services facility and other common facilities.

3.1.3. Various Joint Use Agreements

The Town of Strathmore has entered into a number of joint use agreements with various community organizations. These agreements typically deal with lease arrangements each organization holds with the Town. The organizations vary and include:

- Strathmore and District Curling Club;
- Strathmore Full Gospel Church;
- Youth for Christ;
- Board of Trustees of the Golden Hills School Division No. 75 (store front school);
- The Strathmore Handi-Bus Association;
- The Wheatland Family & Community Support Services;
- Strathmore Municipal Library Board; and
- The Strathmore Happy Gang Society.

3.1.4. Municipal Policies

There are innumerable policies in place that guide the Town. A number of policies that are particularly related to the provision of quality of life in Strathmore are noted as follows.

Policy 6605 – Strathmore Wetland Conservation Policy (April 2007)

The policy is important for all municipal staff members involved in planning and development of wetlands, wetland areas and riparian lands. The Policy clarifies how to use and develop lands on or in proximity to wetlands, wetland areas, and riparian lands.

The Policy specifically identifies tasks for which the Town is responsible including:

- Preparing a wetland inventory of wetlands, wetland areas, and riparian lands.
- Utilizing development setbacks from wetlands.

Policies 7201, 7202, and 7203

These policies pertain to the use and fee structures of the Family Centre (7201), the Family Centre Community Room, Kitchen and Bar (7202), and the Civic Centre including the Chuck Mercer Room (7203).

3.1.5. Growth Study 2008

The Town of Strathmore commissioned a Growth Study that was completed in October 2008. The Study identified lands that are the most suitable to accommodate the Town's anticipated growth. Low, medium, and high population growth forecasts are presented out to fifty years. The objectives of the growth study were to identify:

- Population projections for the next 30 and fifty years;
- Residential, commercial, and industrial land requirements for the next 30 and 50 years;
- An evaluation of potential growth areas; and
- A proposed 50 year growth plan for Strathmore.

The Plan provides some of the supporting information required for the annexation process.

3.2. Alberta Land Use Framework

The Province of Alberta Land Use Framework is “a comprehensive strategy to better manage public and private lands and natural resources to achieve Alberta’s long-term economic, environmental and social goals. The framework provides a blueprint for land use management and decision-making that addresses Alberta’s growth pressures.”⁹

The framework is meant to promote regional cooperation in land use planning and ensure the efficient use of lands throughout the Province. The framework outlines seven regional areas geographically covering the province and requires that land use in each of the seven regions be guided by a Land Use Secretariat and Regional Advisory Council.

⁹ http://www.landuse.alberta.ca/documents/Land_use_Framework_QAs.doc

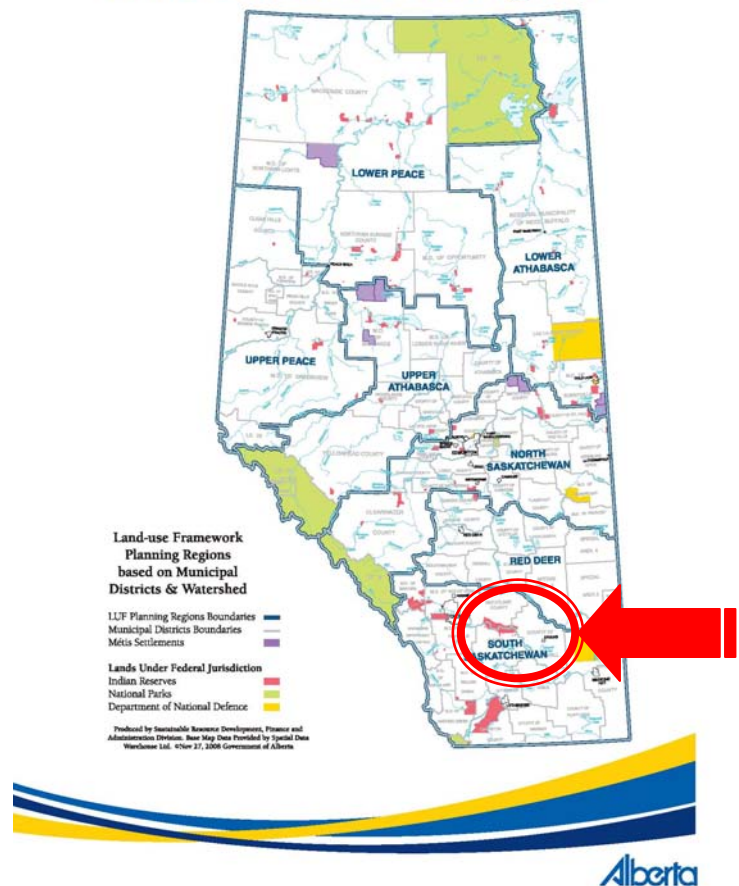
The overall intent of the framework, as it pertains to the scope of this Master Plan, is to:

“develop regional plans that will:

- *integrate provincial policies at the regional level;*
- *set out regional land-use objectives;*
- *provide direction and context for land-use decision-making in the region; and*
- *reflect the uniqueness of the landscape and priorities of each region within a planning context.”¹⁰*

Strathmore is located in the South Saskatchewan Region (as shown on the map on the following page) and will have the opportunity to get involved in the development of the regional land use plan for this region. It is important to note that this regional plan will have direct implications to current Town land use as it will require, at the very least, the Town to relate how existing land use is compliant with strategies outlined in the regional context.

Land-use Framework Regions



¹⁰ http://www.landuse.alberta.ca/documents/Land_use_Framework_QAs.doc

4.0 Inventory and Assessment of Indoor Facilities

The Town currently offers a variety of recreation and culture facilities, trails, parks and open spaces and services for regional residents via its Community Services (recreation and culture facilities) and Engineering and Operations (parks) departments. Highlights of the level of service provided include:

Indoor facilities:

- Two indoor ice arenas (Family Centre);
- A curling rink;
- A seniors centre (Lambert Centre);
- A municipal library;
- A community centre/banquet facility (Civic Centre); and
- An indoor swimming pool.



Outdoor facilities:

- 10.1 lineal kilometers of asphalt trails;
- 1.5 lineal kilometers of granular surface trails;
- Approximately 12 lineal km of unimproved open space trails;
- 5 ball diamonds (quality and size varies, provided on both school and Town lands);
- 5 rectangular fields (quality and size varies);
- 3 football fields,
- A spray park,
- 2 outdoor tracks,
- 1 sand volleyball court,
- A skateboard park; and
- 16 of playgrounds (4 on school property).



The following indoor facility assessments were conducted by representatives from Architecture|ATB in November 2009. The assessments were completed using a template that addresses structural, mechanical and electrical elements and is meant to provide a broad overview of required facility upgrades to meet building codes issues as well as sustaining and/or improving existing programming conditions. The results of the assessments should be considered order of magnitude and the capital cost estimates do not include the addition of any new facility components at any of the existing facility sites. See the Appendix C for the detailed assessments for each facility.

4.1. Curling Rink

Site

The existing site is paved and will require some minor patch and repair in the next few years, as well as some sidewalk upgrades to maintain accessibility into the curling rink.

Building Envelope

The general condition of the building envelope was acceptable at the time of review but will require some minor maintenance and repair to damaged siding and downspouts to ensure that water is directed away from the structure. Also to be noted is that minor roofing repairs and maintenance will be needed to be undertaken over the next 5 – 10 years.



Interior Finishes

The interior finishes were well maintained and in good condition and will last well into the future.

General

Owner should review the cost benefit of installing a low-emissivity (low-E) ceiling within the curling rink to reduce operational costs.

Capital costs for recommended facility upgrades are estimated at \$45,000.

4.2. Lambert Centre

Site

The site is currently paved and in generally acceptable condition. Sidewalk access is acceptable for use by the general public at this time.

Building Envelope

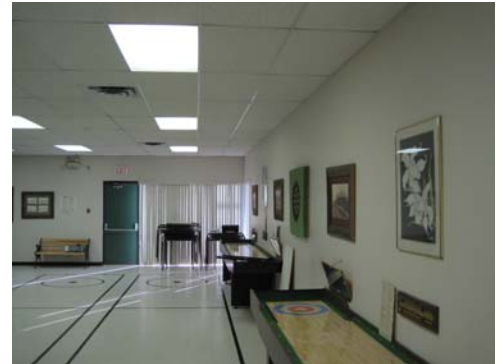
At the time of inspection there was an ongoing project related to removal of mold along one wall of the library. An assessment had been done and work was being undertaken to remediate the problem, so no investigation in this study has been allowed for, assuming that all will be repaired. Further investigation is also required regarding roof leaking, as a number of ceiling staining spots are showing up on the acoustic tiles.

Interior Finishes

In general, the interior finishes within the library were acceptable, as well as those within the Senior Centre and the FCSS component.

General

Minor upgrades may be required to the building mechanical system within the Senior's component to allow for ventilation over stoves. In general the FCSS component was functioning well at the time of review and the building seem to be in generally good condition.



Capital costs for recommended facility upgrades are estimated at \$66,000.

4.3. Skate Park



Site

The skate park has been well maintained and could use some minor sidewalk upgrades and potential landscaping added to complete the park and make it a more attractive outdoor space. Landscaping should be kept low to provide security and safety for users of the park.

Capital costs for recommended facility upgrades are estimated at \$10,000.

4.4. The Family Centre

Site

The Family Centre sidewalks are concrete with an asphalt parking lot which is generally good condition, but will require minor upgrades and ongoing maintenance over the next 5 to 10 years.

Building Envelope

The envelope for the building is showing signs of deterioration on the exterior wall and further



investigation is required to determine the source of the leaking and spalling of the concrete block on the interior face of both arena surfaces. All in all, the building has been well-maintained over its life span to-date.

Interior Finishes

The interior finishes are in generally good condition and surfaces such as the skate tile, skate flooring are being replaced in an ongoing maintenance basis.

General

In general, dressing rooms require updates to more current standards and the addition of family change rooms would be desirable. At the front entrance, a slider door would be better for traffic flows in and out of the facility with the equipment bags that are being brought in. Ice plant room upgrades are needed to meet current code and should be undertaken in the near future.

The arena steel structure paint is beginning to flake and spall onto the ice. This causes a hazard for participants. During the next shutdown the steel structure should be scraped down and refinished. The board system within both arenas will require some minor upgrades within the coming years. The chiller for the arena was replaced last summer and the condenser approximately 3-1/2 years ago, so mechanical will require ongoing maintenance for operation only.

Capital costs for recommended facility upgrades are estimated at \$191,000.

4.5. Civic Centre

Site

The Civic Centre site is currently paved with concrete blocks and is acceptable for public circulation. Ongoing maintenance and repair will be required as per usual.

Building Envelope

The building envelope was reviewed at the time of inspection and is determined to be in good condition with minimal maintenance and upgrades required. Durable finishes have been used which will ensure the longevity of the building over its life span.



Interior Finishes

The interior finishes were generally well-maintained and will be suitable for the foreseeable future.

General

The facility operates effectively in its current configuration. An expansion is being planned to allow for the enhancement of services vis-à-vis the leisure-aquatics component. Currently the

community halls function appropriately. The facility should plan for ongoing maintenance and operation.

Capital costs for recommended facility upgrades are estimated at \$15,000.

4.6. Summary of Infrastructure Costs

Facility	Improvement Areas	Estimated Cost
Curling Rink	Roofing, walls, exterior windows and doors, interior doors	\$45,000
Lambert Centre	Roof, exterior windows and doors, Seniors – flooring & millwork; Library - ceiling	\$66,000
Skatepark	Site	\$10,000
Family Centre	Site, roofing, walls, exterior doors, floors, walls, ceiling, interior doors, boards, mechanical and electrical upgrades	\$191,000
Civic Centre	Exterior and interior doors, millwork	\$15,000

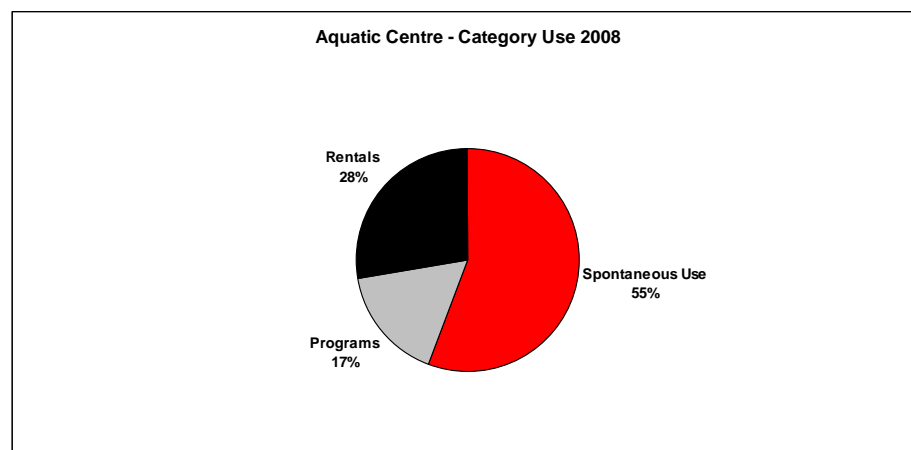
4.7. Indoor Facility Usage

The Town of Strathmore has been able to gather usage information for the Aquatics Centre, Civic Centre, and Family Centre (the arenas). This information is presented in the following sections.

4.7.1. Aquatics Centre

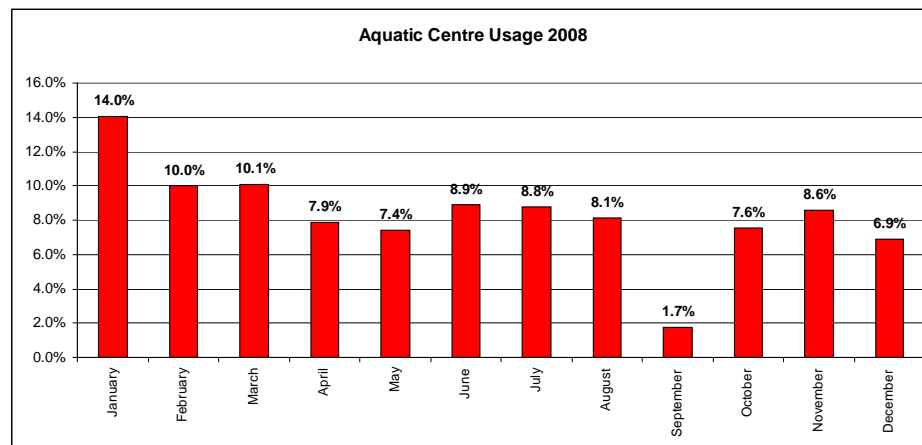
Usage information can be difficult to get for spontaneous use, however it is available for the Strathmore Aquatics Centre. There are a number of programs and services delivered from the Aquatics Centre including aquasize classes, school rentals, family swim, and lane swim to name a few. Including all programs and services, the Aquatics Centre in 2008 tallied 35,300 patron visits¹¹.

Spontaneous use accounted for over half (55%) of all visits in 2008 compared with 28% for rentals, and 17% for programs. See the following figure.



¹¹ The Aquatic Centre is typically shut down during September for maintenance.

January was the busiest month in 2008 – it accounted for 14% of all patron visits. September was the lowest with only 1.7% of the year’s visitation. See the following figure.



4.7.2. The Family Centre

The Family Centre consists of twin ice rinks – one is an NHL sized surface (called the “Blue Ice”) while the other is an Olympic size rink (“Gold Ice”). There are many community and sport organizations that utilize the two rinks including Strathmore Minor Hockey, Strathmore Ringette, the Wheat Kings (Junior B hockey), Strathmore AA hockey, the Figure Skating Club, and the schools in Strathmore. Strathmore Lacrosse uses the Gold Ice once the ice has been removed from the Gold Arena. Peak season is from September 1st through to April 30th.

Utilization rates were determined based upon an examination of the arena hours scheduled for November 3 through November 30, 2008. During weekdays, Prime Time is considered from 4:00 p.m. to 11:00 p.m. On weekends prime time is considered 9:00 a.m. to 11:00 p.m. During the study period prime time utilization was 82.6%. Use during weekdays (non prime time hours) was generally limited to the hockey school, school usage, and parent & tot skating.

4.7.3. The Civic Centre

The Civic Centre is used for a myriad of functions throughout the year. The ability to subdivide the large hall enables some groups to utilize a most appropriately sized space and for the venue to host more than one event simultaneously.

The Civic Centre is well used particularly during weekday evenings and weekends. The Centre does get some use during the day including use as an indoor walking venue. A variety of activities are hosted in the Civic Centre. Uses include programming space for community organizations like Scouts, Guides, yoga, 4H, and karate. As well, some organizations use the facility for meeting and social space (i.e. Community Football, Figure Skating). The Chamber of Commerce hosts some functions there as do a number of other businesses and organizations that require this type of space. As might be expected, the venue is host to numerous social occasions including weddings (particularly during the summer months).

5.0 Inventory and Assessment of Parks and Open Spaces

Strathmore offers a myriad of trails, parks and playgrounds, and open spaces for various activities. It also has a number of sports fields in both public land and within school properties. These amenities have been identified and are identified on the Existing Conditions map contained in Section 5.4.

5.1. Trails

There are a variety of trails in Strathmore offering different experiences including trails connecting neighbourhoods to trails along the wetlands and irrigation canals. Although some of the existing trails connect neighbourhoods there is not evidence of a strong looped trail system that could provide residents with trail access to all of Strathmore.

The newer developed areas of the Town have made allowances for trail systems and connectivity between neighbourhoods while the older neighbourhoods do not. However, in the newer developed neighbourhoods of Strathmore Lakes and Wildflower Heights there is no evidence of allowances for trail systems. This does cause issues when developing dedicated looped trail systems. In most cases this can be remedied by the use of street sidewalks that can be identified to complete a trail system. A Trail Map should be developed to illustrate to residents and visitors the trail systems, links and connections.



With the Trans Canada Highway passing through the community, the town is divided into two. This situation is not currently an issue as most of the current development south of the Highway is either commercial or industrial; traditionally there is limited trail access through commercial and industrial developments. However, with continued expansion of the commercial area some consideration will have to be given to providing pedestrian access south across the highway from the north side. Should the access cross at ground level, it should occur at an already established traffic light.

An extensive wetland system is located within the central part of town and south of the Trans Canada Highway. These wetlands offer an opportunity to develop interpretive trails that allow users to observe a wetland in a non obtrusive manner. Currently there is a small network of trails close to some of the wetlands however; there were no apparent established interpretive opportunities. Opportunities such as lookouts, bird blinds and limited shore access along with signage could



offer the users a variety of experiences to watch and study the wetland areas. Any interaction between users and the wetlands would have to be sensitive to the complex biology of a wetland. Individuals, school groups and clubs could benefit from the development of wetland interpretive trails.

5.2. Parks, Playgrounds and Open Space

Strathmore has a number of parks and open space areas. Some of the parks contain play equipment while others are open spaces. The newer developments in Strathmore offer more parks and open space than the older areas of town. There are also a number of open spaces that are dedicated as Storm Water Management Facilities (SWMF). The SWMF are either large open depressed green spaces or with open water – pond style facilities. The combination of existing parks, open spaces and SWMF offer a good balance of green space within the community and future developments should continue with this balance. The parks and open spaces reviewed appear to be adequately maintained but with increased maintenance a higher visual and functional level will be realized.



The existing playgrounds, within the parks, appear to be newer and are in good condition. The type of play equipment within each park appears to be of the correct size and type for their locations. A structured maintenance program will ensure that the play equipment continues to present a high level of usability. The school sites within the Town have larger more developed playgrounds which are typical of most town and cities and present the residents additional opportunities for varied play activities.

5.2.1. Kinsmen Park

Kinsmen Park, just east of downtown, is a well developed park within the Town. Town staff have noted that this park is highly used and a show piece for the community. This park hosts a variety of activities for all ages from quiet areas for sitting to fishing to active areas such as a playground and spray park.

Located within this park is a playground and the Town's only Spray Park. Both are good condition and appear to be correctly sized for the number of users.

The trail system through the park and around the lake requires upgrading. Presently there is a shale trail whereas a park of this stature should have asphalt trails. Perimeter trails should be developed as multi-way trails surfaced with asphalt – 2.4 to 3.0 metres wide.

There is good access to the shore with 4 dock/pier systems. There is no need to add additional shore access at this time.



There are two small building structures on site that require renovation to the exterior of the buildings. As this park is a focal point of the community the current condition of the exterior of the buildings is a distraction from the rest of park.



The exterior of the buildings could be renovated to match the pump house for the spray park located on this site.

There are two different types of overhead structures that have been employed within the park to provide protection from the elements. One structure is a completely closed roof system and functions better for protection from inclement weather while the other is an open roof style trellis. Both types of structures easily meet their intended functions and should be adopted as a standard for all future park development in Strathmore. A number of the other developed parks should have these structures located within them.



There are two parking lots servicing this park. One is located on the north and one is located on the south sides of the park. The south parking lot should also be upgraded to an asphalt surface similar to the north parking lot.

5.3. Sports Fields

Strathmore has very few sports fields for the residents or sports groups to use. There are a larger number of fields available within school property but the conditions of these fields make them virtually unusable. To immediately increase the number of usable sports fields the Town should investigate entering into agreements with the School Board(s) concerning the use and maintenance of the school fields.

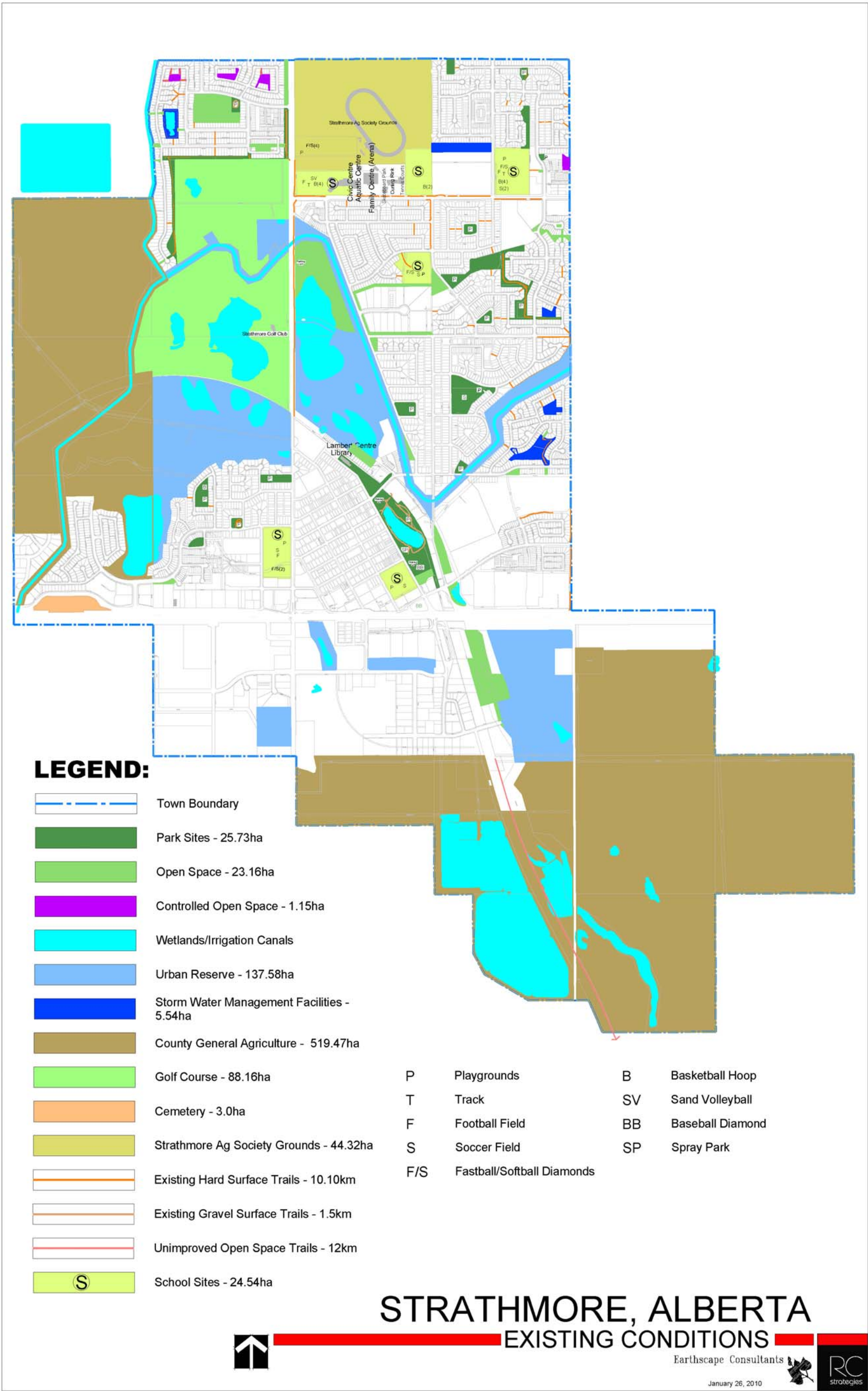
In interviews with Town Staff it was indicated that there may be land available to the southeast of the Town for future sports field development. This will take time to develop. As the Town grows land will have to be set aside to facilitate sports field development. The two soccer pitches identified as being located in Ranch Estates but could not be found during site investigation.

Existing Sports Fields Inventory

Listed below are the inventoried facilities and ownership. The locations of the fields are illustrated on the Existing Conditions Map (Section 5.4).

ITEM	School/Other	Town Facilities
Soccer Pitches	4	1
Baseball Diamonds	0	1
Fastball/Softball Diamonds	4/4	0
Football Fields	3	0
Track	2	0
Basketball Hoops	11	0
Sand Volleyball	1	0

5.4. Existing Conditions Map



5.5. Development / Redevelopment Suggestions

The trail system should be further developed with greater interconnectiveness; it should also extend to a greater degree throughout Strathmore. These looped systems will offer the user a variety of experiences from moving through neighbourhoods, along irrigation canals and wetland areas. The trail surfaces should be a hard surface, usually asphalt, so that access does not restrict the users. These trails should be developed as multi-way trails that could accommodate a variety of users such as walkers, runners and cyclists with accommodation for barrier free design. The proposed trails should be a minimum 2.4 metres to a maximum of 3.0 metres in width. This allows for a number of users to access the trails at the same time as well as service vehicle access for maintenance and emergencies.



Advantage should be taken of the opportunity to develop a trail system along the irrigation canals that pass through town. In discussions with Town Staff, it was indicated that new agreements are in place with the Western Irrigation District (WID) where trails can be developed on the land but at no cost to the WID. This agreement offers a unique opportunity to develop a trail system along the canals connecting with wetlands and the rest of the trail system in the Town. Currently most of the canal systems have gravel

access roads running adjacent to the canals. For the most part these offer an alignment that could be used to develop the trails however; opportunities for more attractive curvilinear trail alignments should be explored. There is also a requirement to cross over the canals with small bridges to provide better trail connectivity.

Ideally an overhead pedestrian bridge linking the north to the south should be built providing safe access without potential conflicts with vehicular highway traffic on the TransCanada Highway (TCH). Consultation with Alberta Transportation regarding a potential overpass across the TCH should occur as part of initial planning. At some point in future development of the Town, access to wetlands south of the highway would present additional amenities to the trail system.

Elmer and Phyllis Gray Park could be established as the trail head for the interpretive wetland trails. An Interpretive Centre could be considered that would provide information on both the wetlands and the irrigation canals. The ideal site for this would be on the north end of the park directly adjacent to the existing parking lot.

During the investigation of Town facilities and land it was found that there are very few opportunities for development of sport fields. Sports fields require large tracks of land that are virtually flat and are close to infrastructure such as power for lighting, water and sanitary sewer for washrooms and such.

There is currently one site in the north part of the community that could be developed with sports fields. It could not be determined from the Town's Land Use Maps and Parks and Open Space Maps whether this land was available or was slated for other use.

Another possibility for consideration in future developments is using Storm Water Management Facilities to construct sport fields on. Soccer pitches traditionally are the best alternative for this type of development as there is virtually no damage to the pitch when it floods and is a large open flat area when it is dry.

5.5.1. Recommended Site Furniture Standards

After reviewing the site furniture in the parks the following standards should be the goal of any future development or renovation to the sites.

Park Signs: There is currently no standard in place. A standard park sign should be developed and implemented into new park development and existing park renovation.

Picnic Tables: Stationary and portable picnic tables are currently being used. The best options for a stationary picnic table and a portable picnic table have been chosen from what is currently being used in the Town. These are illustrated below:



For ease of future maintenance it is recommended that stationary picnic tables be placed on hard surface pads such as concrete where appropriate.

The cost to supply and install the permanent picnic table for the table alone should be budgeted at \$2200.00 per table.

The cost of the concrete pad for the permanent picnic table should be budgeted at \$750.00 for supply and installation.

The cost to supply the portable picnic table for the table alone should be budgeted at \$1000.00 per table.



Garbage Receptacles: Currently there are a couple of different types of receptacles being used. It is recommended that a Hid A Bag style receptacle be adopted as a standard, especially along trail systems running through natural areas or by the canals. There are a number of different Hid A Bag options available that are being recommended as the standard. These are illustrated below:



The cost to supply and install the garbage receptacles for the receptacle alone should be budgeted at:

- Hid A Bag I - \$2000.00 per receptacle.
- Hid A Bag II - \$2500.00 per receptacle.
- Hid A Bag I Recycle - \$2250.00 per receptacle.
- Ornamental Receptacle - \$2200.00 per receptacle

The cost of the concrete pad for the garbage receptacles should be budgeted at \$250.00 for supply and installation.

Benches: A couple of different bench types are currently being used in the Town parks. It is recommended that the permanent bench illustrated here be adopted as the standard.

For ease of future maintenance it is recommended that benches be placed on hard surface pads such as concrete where appropriate.

The cost to supply and install the bench for the bench alone should be budgeted at \$2200.00 per bench.
The cost of the concrete pad for the benches should be budgeted at \$500.00 for supply and installation.



Trails: There are a number of trail surfaces currently in being used: gravel, asphalt or concrete sidewalk. All gravel trails should be upgraded to asphalt trails. A Trail Map should be developed to illustrate to residents and visitors the trail systems, links and connections.

The cost of an asphalt trail should be budgeted at \$50.00/m² for supply and installation.

Overhead Structures: One of the two overhead structures illustrated here should be incorporated into existing parks and new developments. Both of these structures should have a concrete floor and have permanent picnic tables within.



The cost of the closed overhead structure should be budgeted at \$15,000.00.



The cost of the trellis overhead structure including the concrete floor should be budgeted at \$6,000.00

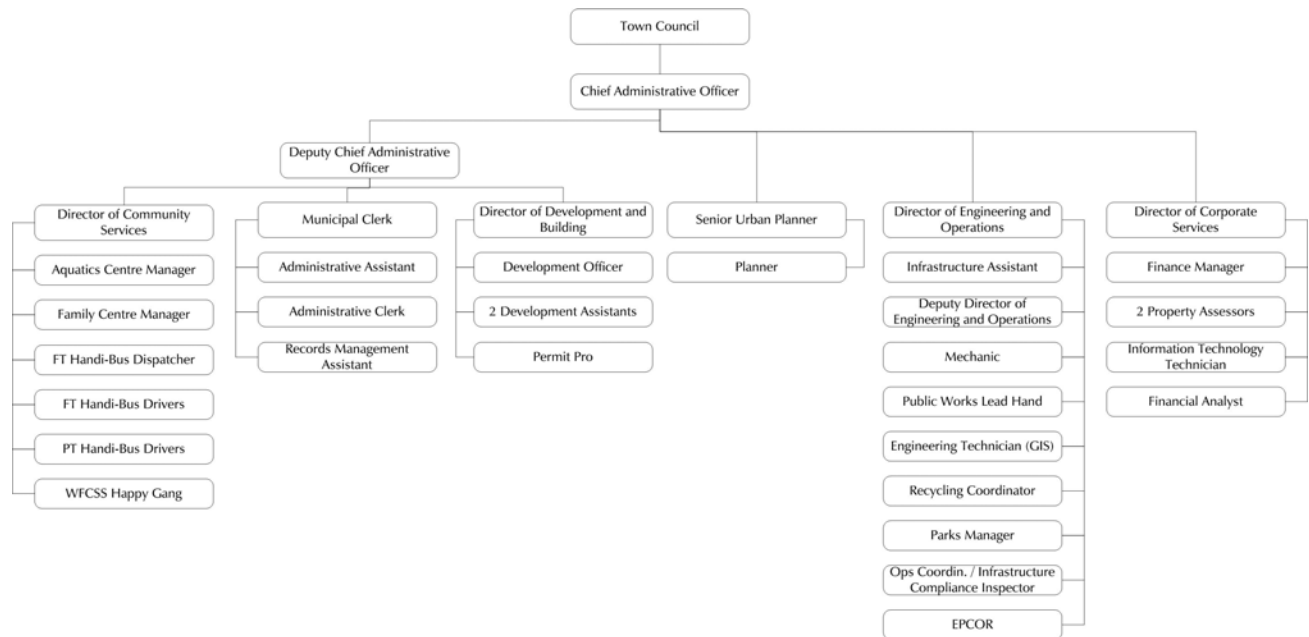
6.0 Existing Delivery System

The Town of Strathmore has a Community Services Department responsible for the operation of the two main municipal indoor recreation facilities – the Aquatic Centre and the Family Centre. The Aquatic Centre has a Manager and Assistant Manager, and three shift supervisors. The Centre also has a cadre of part-time lifeguards, instructors, and cashiers. The Family Centre also has a Manager and Assistant Manager, and three operators. There are three part-time attendants. The concession operation is contracted out. The Aquatic Centre does deliver some direct programming: swimming lessons, fitness classes, etcetera. The Community Services Department is also responsible for the operation of the Handi-Bus.

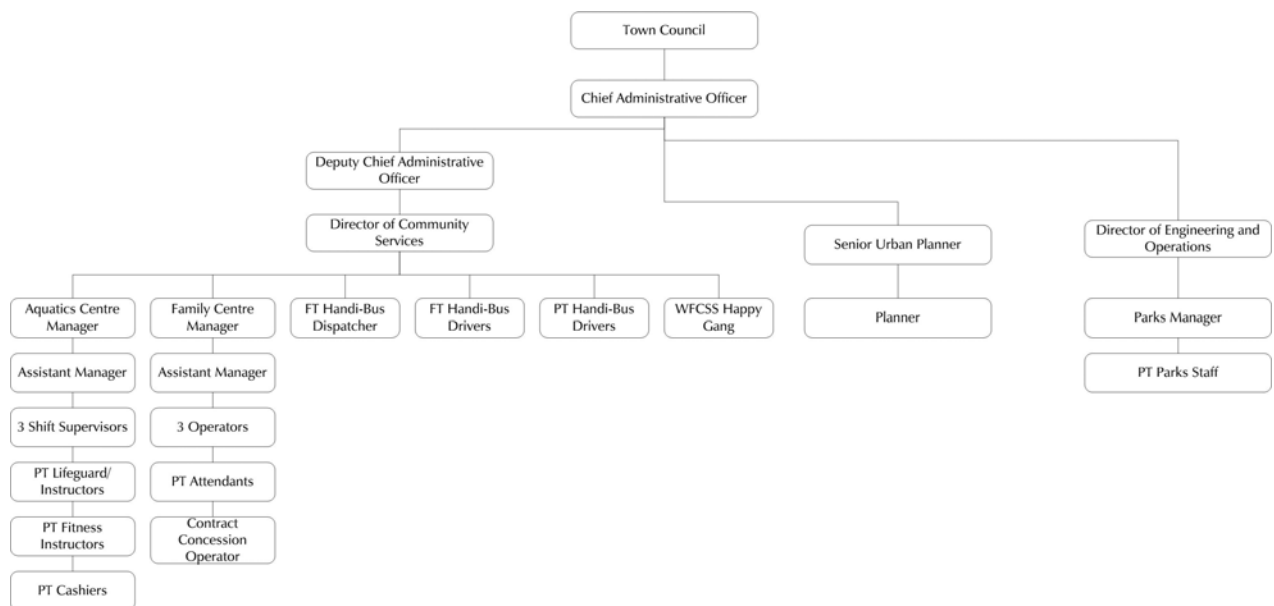
The Town does own the Civic Centre as well which it rents to various community groups. The Curling Rink and Family Centre are also both owned by the Town. The Curling Rink is leased to the Strathmore Curling Club while community organizations and teams book ice time in the Family Centre. There are three rooms in the Family Centre that can be booked from the Town.

Parks fall under the purview of the Director of Engineering and Operations. Specifically there is a Parks Manager who manages part-time parks staff. See the following figure which illustrates the delivery structure for recreation, leisure, and parks within the Town of Strathmore.

Overall Organizational Chart



Quality of Life Organizational Chart



6.1. Financial Description

In 2007 the Town of Strathmore had expenditures of \$3,226,736 on Recreation and Culture with revenues of \$1,102,898. This represents a recovery of 34.2%. For 2008, these figures were \$3,237,048 and \$918,714 respectively for a recovery of 28.4%¹². See the following table for some facility detail. Not included in the table is a concession – with revenues of \$196,500 it exceeds expenses by approximately \$6,700.

2008 Operating – Total*				
Resource	Revenues	Expenses	Net	Recovery
Parks	\$50,200	\$499,423	(\$449,223)	10%
Youth Centre	\$242,800	\$245,740	(\$2,940)	99%
Curling Rink / Tennis Court	\$20,001	\$53,500	(\$33,499)	37%
Family Centre	\$348,005	\$1,082,482	(\$734,477)	32%
Aquatic Centre	\$181,400	\$745,818	(\$564,418)	24%
Lambert Centre	\$16,706	\$43,440	(\$26,734)	38%
Library / Seniors / Canada Day	-	\$227,265	(\$227,265)	-%
Civic Centre	59,602	\$339,380	(\$279,778)	18%
Total	\$918,714	\$3,237,048	(\$2,318,334)	28%

*These figures are based upon budget documents provided by the Town.

A number of key points stem from the table:

- The Youth Centre is close to break-even (99%) recovery.
- The arena complex's (Family Centre) cost recovery is approximately 32%.
- The aquatic complex operates with a cost recovery of approximately one-quarter (24%).

¹² Town of Strathmore financial statements. The 2007 statement identified Recreation and Culture. In 2008 the line items included in the calculation included: Parks, Youth Centre, Curling Rink / Tennis Courts, Family Centre, Aquatic Centre, Lambert Centre, Library/Seniors / Canada Day, Civic Centre.

7.0 Comparative Analysis

7.1. Spending on Recreation, Culture and Parks

The Town of Strathmore can be compared to similar sized communities from across the Province in terms of Recreation, Culture and Parks resource spending. The following table explains how Strathmore compares to other municipalities of similar size within Alberta. The budget information is based on municipal submissions to Alberta Municipal Affairs (2007).

Town of Strathmore Expenditure Comparison					
	Spending on Recreation & Culture***	Total Expenditures***	Rec & Culture as a % of Total Expenditures	Population****	Per Capita Spending on Recreation and Culture
Municipalities* (7,000 to 19,500)	\$3,436,521	\$16,289,796	20.8%	11,402	\$290
Municipalities* (3,000 to 6,900)	\$1,418,844	\$6,758,798	21.4%	4,891	\$296
Comparable Communities**	\$3,607,682	\$16,347,958	22.1%	13,293	\$265
Town of Strathmore	\$2,818,664	\$12,053,528	23.4%	11,102	\$254

*Municipalities included in these categories are identified as "Towns" or "Cities" by Alberta Municipal Affairs.

**Identified by Strathmore and includes: Brooks, Cochrane, Chestermere, High River, and Okotoks.

***The spending figures for the Towns represent averages for all the municipalities.

Recreation & Culture includes: Parks and Recreation, Recreation Boards, Convention Centres, Libraries, Museums, and Halls, as well as Other Recreation and Culture

****Population figures are the 2007 figures identified by Alberta Municipal Affairs.

For the Town of Strathmore, expenditures on recreation and culture as a proportion of total municipal expenditures is larger (23.4%) than the proportion allocated by other municipalities (20.8 - 21.4%). In terms of per capita spending, Strathmore spends between 12 - 14% less per capita compared with the average of the other municipalities.

7.2. Current Facility Provision

The following chart provides insight as to how the Town provides recreation, culture and parks facilities in comparison to similar sized communities across the Province¹³. Facility sizes and utilization were not taken into consideration. The “Average Standard Ratio” is calculated considering only those communities that have a particular facility.

Recreation, Culture & Parks Facility Inventory / Municipal Comparison

	Population	Arenas (sheets)	Leisure Ice (Dedicated)	Outdoor Rinks	Curling Rinks (sheets)	Indoor 25m Pools with Lanes	Indoor Program Pools	Indoor Leisure Pools	Outdoor Pools	Outdoor Spray Park	Indoor Field House (multi-use, larger than gymnasium)	Indoor Gymnasium (non school)	Indoor Fitness / Wellness (municipally operated)	Multipurpose / Indoor Program (Combatives) Rooms	Indoor Track	Multi-use Tennis Courts (outdoor)	Football Fields (dedicated)	Outdoor Rectangular Fields	Artificial Turf Fields
Brooks	13,581	2		4	2	1	1	1		1		1	1	1	1	7		3	
Chestermere	12,589	2			4							1						3	
Cochrane	15,000	4		1	4	1	1	1			1	1		2	1	4		16	1
High River	10,716	2		1	4	1	1			1						3	2	5	
Okotoks	21,690	3		1	6	1	1	1		1		1	0		1	5		12	
Strathmore	11,335	2		1	4	1	1			1				2		2	3	5	

Population Ratio

	Population	Arenas (sheets)	Leisure Ice (Dedicated)	Outdoor Rinks	Curling Rinks (sheets)	Indoor 25m Pools with Lanes	Indoor Program Pools	Indoor Leisure Pools	Outdoor Pools	Outdoor Spray Park	Indoor Field House (multi-use, larger than gymnasium)	Indoor Gymnasium (non school)	Indoor Fitness / Wellness (municipally operated)	Multipurpose / Indoor Program (Combatives) Rooms	Indoor Track	Multi-use Tennis Courts (outdoor)	Football Fields (dedicated)	Outdoor Rectangular Fields	Artificial Turf Fields
Brooks	13,581	6,791	-	3,395	6,791	13,581	13,581	13,581	-	13,581	-	13,581	13,581	13,581	13,581	1,940	-	4,527	-
Chestermere	12,589	6,295	-	-	3,147	-	-	-	-	-	-	12,589	-	-	-	-	-	4,196	-
Cochrane	15,000	3,750	-	15,000	3,750	15,000	15,000	15,000	-	-	15,000	15,000	-	7,500	15,000	3,750	-	938	15,000
High River	10,716	5,358	-	10,716	2,679	10,716	10,716	-	-	10,716	-	-	-	-	-	3,572	5,358	2,143	-
Okotoks	21,690	7,230	-	21,690	3,615	21,690	21,690	21,690	-	21,690	-	21,690	-	-	21,690	4,338	-	1,808	-
Average Standard Ratio (average number of people per facility)	14,715	5,885	-	12,700	3,996	15,247	15,247	16,757	-	15,329	15,000	15,715	13,581	10,541	16,757	3,400	5,358	2,722	15,000
Strathmore (number of people per facility)	11,335	5,668	-	11,335	2,834	11,335	11,335	-	-	11,335	-	-	-	5,668	-	5,668	3,778	2,267	-

¹³ The communities used in this comparison were identified by the Town of Strathmore.

Recreation, Culture & Parks Facility Inventory / Municipal Comparison

	Population	Ball Diamonds	Outdoor Track	Major Outdoor Sports Park (grouping of outdoor facilities)	BMX Park	Skateboard Park	Playgrounds	Parks / Open Spaces (hectares)	Trails - Non mechanized (km)	Campgrounds	Off Leash Areas	Community Meeting Rooms	Social Banquet Spaces (over 100 person capacity)	Indoor Arts and Crafts Studios (dedicated space)	Indoor Child Play Space (dedicated)	Performing Arts Theatre Space	Museum	Library	Amphitheatre	Agri-Rec Facility
Brooks	13,581	7		1	1	1	22	52.8		1		3	3			1	1	1		1
Chestermere	12,589	3				1					1		1					1		1
Cochrane	15,000	12	2		1	1	24		30	1	2	12	2	1	2	1	1	1		1
High River	10,716	7				1	10		23	1	1	10	6	1			1	1		
Okotoks	21,690	12			1	1	45	325	45	1	1	8	1	1	1	1	1	1	1	
Strathmore	11,335	9	2	1		1	3	53	11.6	1		5	2			1		1	1	1

Population Ratio

	Population	Ball Diamonds	Outdoor Track	Major Outdoor Sports Park (grouping of outdoor facilities)	BMX Park	Skateboard Park	Playgrounds	Parks / Open Spaces (hectares)	Trails - Non mechanized (km)	Campgrounds	Off Leash Areas	Community Meeting Rooms	Social Banquet Spaces (over 100 person capacity)	Indoor Arts and Crafts Studios (dedicated space)	Indoor Child Play Space (dedicated)	Performing Arts Theatre Space	Museum	Library	Amphitheatre	Agri-Rec Facility
Brooks	13,581	1,940	-	13,581	13,581	13,581	617	257	-	13,581	-	4,527	4,527	-	-	13,581	13,581	13,581	-	13,581
Chestermere	12,589	4,196	-	-	-	12,589	-	-	-	-	12,589	-	12,589	-	-	-	-	12,589	-	12,589
Cochrane	15,000	1,250	7,500	-	15,000	15,000	625	-	500	15,000	7,500	1,250	7,500	15,000	7,500	15,000	15,000	15,000	-	15,000
High River	10,716	1,531	-	-	-	10,716	1,072	-	466	10,716	10,716	1,072	1,786	10,716	-	-	10,716	10,716	-	-
Okotoks	21,690	1,808	-	-	21,690	21,690	482	67	482	21,690	21,690	2,711	21,690	21,690	21,690	21,690	21,690	21,690	21,690	-
Average Standard Ratio (average number of people per facility)	14,715	2,145	7,500	13,581	16,757	14,715	699	162	483	15,247	13,124	2,390	9,618	15,802	14,595	16,757	15,247	14,715	21,690	13,723
Strathmore (number of people per facility)	11,335	1,259	5,668	11,335	-	11,335	3,778	214	977	11,335	-	2,267	5,668	-	-	11,335	-	11,335	11,335	11,335

As can be seen, Strathmore provides a broad spectrum of recreation, culture and parks facilities. The areas where Strathmore offers facilities to its residents in better proportions than does the average of the other “comparable” communities include:

- Multipurpose / Indoor program rooms;
- Ball diamonds;
- Social banquet spaces;
- Amphitheatre;
- Performing arts theatre space;
- Skateboard park;
- Campground;
- Library;
- Agri-recreation facility;
- Outdoor skating rinks;
- Sheets of curling ice;
- Indoor pool; and
- Rectangular fields.

It should be noted that for some of the facilities included in the list, some of the comparable communities do not offer that amenity; as such the average standard ratio is impacted. For example, only one community has an amphitheatre therefore the Average Standard Ratio is simply the ratio for that one community. In fact there are only six facilities that each community reportedly offers: arenas, curling rinks, outdoor rectangular fields, ball diamonds, stake board parks, social banquet spaces, and libraries.

There are some facilities that Strathmore does not have that at least one other community does have. They include:

- Indoor leisure pools;
- Indoor field house;
- Indoor gymnasium space;
- Indoor track;
- Artificial turf fields;
- BMX park;
- Off leash areas;
- Dedicated arts and crafts rooms;
- Indoor child play areas; and a
- Museum.

The number of playgrounds provided by Strathmore is in a poorer proportion than the comparable communities. Distance of non motorized trails shows Strathmore in a “deficit” per capita provision. Aside from Strathmore only two communities reported on hectares of parks / open spaces – Strathmore has a similar area of parkland as Brooks but much less than does Okotoks.

Although the above noted information provides some insight as to how the Town compares to other similarly sized centres in the Province, it is important to note that all communities are unique and that comparative provision ratios are only one source of information that can be utilized to determine community needs for recreation, culture and parks facilities.

8.0 Trends Analysis and Participation

Decision making for public and non-profit organizations in the Province of Alberta typically centres on the pillars of sustainability, namely economy, governance, environment, society, and culture. These pillars provide a theoretical foundation for decision makers in contemplating investment and assessing impacts to quality of life and overall sustainability. Alignment of, and balance between, these pillars is key to sustainability as initiatives that focus on one pillar as opposed to all five will ultimately not be sustainable. The following discussion explains each of the pillars, and presents the trends information in light of the pertinent pillars. There is overlap amongst the pillars particularly as considered with the trend information that is subsequently presented.

8.1. The Pillars of Sustainability

Society – This pillar considers quality of life, social inclusion, and community stability. An initiative that is in agreement with this pillar would provide opportunities for recreation and leisure activities for people. It would also provide these opportunities to a diversity of people.

Culture – This pillar refers to creating a sense of community and enhancing the heritage of an area. Initiatives that include this pillar help a community recognize and celebrate its heritage. Further, the initiative would strengthen a community’s identity.

Environment – The environment pillar considers the natural world and the world in which people live. A project that is in alignment with this pillar would be developed with minimal negative impact upon the environment and through efficient use of resources. A project that embraces this pillar would see the creation of a “sense of place” – a place with a positive feeling that would encourage and attract people.

Governance – This pillar considers decision making and leadership. If an initiative supports or promotes leadership within a community then it would encompass the governance pillar. Initiatives that encompass this pillar are ones that are developed through strong community and volunteer involvement.

Economy – This pillar refers to a flourishing and diverse local economy. An initiative could be viewed as aligned with this pillar if it supports the local business community through job and business creation. An initiative that enhances the economic environment of an area or region could be construed as congruent with this pillar.

8.2. The Social Pillar

Trends in the provision of community facilities include the delivery of spontaneous use recreational opportunities (as opposed to scheduled use), as well as the opportunity for all family members to take part in different recreation opportunities simultaneously at locations much like Southland Leisure Centre in Calgary (i.e. the leisure mall concept or “multi-plex” facilities). These development ideologies are based on trend information indicating decreases in structured / organized activities such as team sport and increases in spontaneous activity participation such as walking / jogging and fitness / wellness activities. People are increasingly becoming interested in their overall fitness including healthy eating. As well, an increasing number of activity choices for all ages suggest there is a need to provide multi-use spaces that accommodate as many different types of activities as possible that will accommodate a range of physical and mental abilities. This includes those with physical and mental challenges through to the competitive athlete.

Other activities that are showing increasing rates of participation include hiking, attendance at fairs / festivals, playing video games, and playing golf.

In terms of overall service delivery, a growing focus and reliance is being placed on partnerships in development involving the public, private and non-profit sectors. These partnership arrangements have obvious benefits in capital and operational cost savings; they also enable increased service provision to a wide range of users. Additionally, they have become a catalyst in attracting external funding (grants from other level of government).

The 2008 Alberta Recreation Survey¹⁴ identifies the top 10 recreational activities undertaken by Alberta households:

- Walking for pleasure;
- Gardening;
- Attending a fair or festival;
- Attending a sporting event as a spectator;
- Doing a craft or hobby;
- Playing video games;
- Attending a museum or gallery;
- Bicycling; and

¹⁴ Alberta Tourism, Parks and Recreation. www.tpr.alberta.ca/recreation.ars/default.aspx

- Swimming (in pools).

Trends and usage information indicates that leisure facilities must cater to a number of different programs and activities:

- Spontaneous use areas now must be considered as much a priority as dedicated user group spaces.
- Activities demanded will not only include traditional sports such as hockey, curling, baseball and soccer but also trail based activities, arts and culture programming, low impact physical activity such as walking, spectating, and therapeutic pursuits.
- Dog off leash areas are in growing demand. Communities not only are developing and providing off leash areas for their residents and their pets but they are also promoting these parks. The City of Edmonton, for example, has 40 identified parks which they promote, along with guidelines for appropriate use in its brochure "Parks for Paws". The City of Calgary lists over one hundred off leash sites in the city. According to "A Look at Leisure" Bulletin No. 55, walking a pet is a growing reason for people walking. From 1996 through 2004 the proportion of people indicating their reason for walking was to walk a pet rose over 20%.

8.2.1. Participation Trends

8.2.1.1. From Structured Participation to Unstructured Pursuits

Statistics Canada, through the 2005 research document entitled "Sport Participation in Canada, 2005", relates a number of key trends in sport participation occurring in the nation. In the period between 1992 and 2005, participation rates in organized sport dropped from 45% to 28% of the population. This drop was consistent across all age groups but was less apparent in the Maritime provinces than in the west. Other key findings showed a significantly higher participation rate in sport from Canadian born residents as compared to immigrants; and higher sport participation rates amongst students than any other age demographic. The most popular sports identified in the study included golf, ice hockey, swimming, soccer, basketball, baseball, volleyball, skiing, and cycling. The study also related that there has been a drop in active participation in sport yet an increase in volunteerism in sport (i.e. as coaches, league administrators, referees, etc).

It is clear that participation in structured activity, such as some traditional team sports, has declined in the recent past. Citizens are demanding more flexibility in timing and activity choice, moving away from structured team sports to spontaneous activities such as fitness / wellness, leisure swimming, walking, and open gymnasiums for spontaneous activities. People are seeking individualized, informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. This does not, however, eliminate the need for venues that accommodate structured activities and the user groups that utilize them. Instead, this trend suggests that planning for the general population is as important as planning for traditional structured use

environments. Analyzing the issue further, if recreation budgets do not increase to accommodate this expanded scope of spontaneous use planning, it may be necessary for municipalities to partner with dedicated use team sport organizations in the development and operations of existing or new facilities in order to ensure optimal use of public funds.

8.2.1.2. Children's Participation in Sports

In its Summer 2008 edition of Canadian Social Trends, Statistics Canada examined trends in regular sports participation of children aged 5 to 14 from 1992 to 2005. In the article entitled, "Kids' sports", participation in sports is described as having declined from 57% to 51%. Sports participation is most prevalent among children from high-income households and lowest among children from lower income households. Children of recent immigrants are less likely to participate in sports than children of Canadian born parents (55%).

In 2005, 24% of children participated in sports if their parents were not involved in sports in any way. If parents were involved, even just as spectators of amateur sports, children's participation rates more than doubled (62%). Family structure as well can influence the sports participation of children, particularly among girls. Boys' sports participation was almost the same for all family types (ranging from 54% to 58%). In contrast, girls in lone-parent families (39%) are less likely to be sport participants than girls from intact families (48%).

The top organized sports of 5 to 14 year olds in 2005 were:

- Soccer (20% from 12% in 1992);
- Swimming (12% from 17%);
- Hockey (11% from 12%); and
- Basketball (8% from 6%).

8.2.1.3. The Alberta Recreation Survey

The Alberta Recreation Survey is a research instrument developed by Alberta Community Development to analyze recreation participation patterns of Albertans. The survey has been conducted approximately every four years since 1981. The results of the latest survey, the 2008 Alberta Recreation Survey, were released in 2009 and provide interesting insight as to recreation and leisure participation trends throughout the Province.

Increasing Popularity of the Internet and Video Games

Access to the Internet and the prevalence of video games in the home has risen sharply, showing a rise in participation ranking from 13th in 1981 to 6th in 2008. Improved technology and affordability are the significant reasons for this increase in popularity. It is estimated that use will continue to grow.

Notable Participation Rates Decreasing

The 2008 Alberta Recreation Survey provides some insight as to changing levels of participation in the Province of Alberta over the past 20 years. The most notable decreases since 1988 include (percent of households claiming participation):

- Attending educational courses (45% in 1988 to 23% in 2008);
- Fishing (50% to 28%);
- Softball / baseball (34% to 12%);
- Ice skating (not hockey) (46% to 23%);
- Attending live theatre (65% to 45%); and
- Dancing (47% to 27%).

Declines in participation do not necessarily mean that provision for an activity should be discontinued. For example, while the number of households attending live theatre has declined, the participation levels remain relatively high¹⁵.

While some of the decreases are a result of an actual decrease in interest in those activities, some of the reduction is a result of access to a greater variety of activities, hence more choices available.

As well, Albertans felt that they had less time available and switched to those activities which were more time efficient or easier to fit into already busy schedules, or they stopped participating in those activities which required more structured environments, such as court sports, team sports, or special playing areas.

Some activities (e.g. Tennis; fishing; hunting) may have lost their mass appeal with only the most committed individuals continuing to participate.

Notable Participation Rates Increasing

Increases in household participation were noted as well in a number of activities from 1988 to 2008. These included:

- Playing video games (37% in 1988 to 54% in 2008);
- Attending a fair or festival (50% to 62%);
- Aerobics / fitness (30% to 45%);
- Weightlifting / body building (27% to 34%); and
- Day hiking (31% to 38%).

¹⁵ In terms of theatre attendance, the participation rates appear to be cyclical with an increase in participation anticipated based on the historical trends noted in the Alberta Recreation Survey.

Favorite Activities in 2008

The 2008 Alberta Recreation Survey identified the most frequently mentioned favorite recreation activities. They included: walking, golf, camping, reading, swimming, hiking, and bicycling.

The respondents indicated the following as primary reasons for their participation in recreation activities: for pleasure; to relax; for physical health or exercise; for a challenge; and to be with friends.

As well, 41 % of respondents identified a desire to take up a new activity. It is surmised that participation in these activities will be on the rise as demands increase. The activities identified included: gym/fitness; swimming; yoga; dancing; canoeing/kayaking; and curling.

The high level of interest in walking and cycling for leisure is also supported through research conducted by the Canadian Fitness and Lifestyle Research Institute (Local Opportunities for Physical Activity: Trends from 1999 to 2004. 2004). One out of five adults in Alberta reported bicycling and walking during the study period. This trend has not changed since 1998/99. Women were more likely to cite walking and men were more likely to cite bicycling, with bicycling cited less often in older age groups.

Barriers to Participation

There are a number of issues that can be categorized as barriers to participation in recreation programs. These include: economic barriers, time commitments, demographics, perceived ability, and family income.

Information from the Alberta Recreation Survey 2008 investigated 15 barriers to participation. The top six barriers were:

- 1) Economic barriers (entrance or registration fees) indicate the potential impact of these increasing costs on participation. There is a growing trend of increasing registration fees by municipal recreation departments as a form of revenue generation;
- 2) Time commitments associated with work, other activities, and family is a possible reflection on the baby-boom generation having their own families;
- 3) The cost for equipment, material and supplies, just to participate in the activity (e.g. hockey equipment) are the most significant barrier;
- 4) There is a growing importance of the quality of facility maintenance (aging infrastructure) as a limitation on the quality of participation;
- 5) Recreation facilities or areas are overcrowded; and
- 6) No opportunity near their home / cost of transportation.

8.2.1.4. The Benefits of Recreation

“In Alberta... Recreation and Parks Matter” (September, 2007) is a time series research document commissioned by the ARPA to study public perception on the value of local government recreation services and how it has changed between 1996 and 2007. The study clearly indicates that the majority of Albertans (68%) feel that their respective communities benefit a “great deal” from local government recreation and parks services.

Further, the study found the following:

- 47% of Albertans place leisure as a priority over work (up from 27% in 1996).
- 40% of Albertans have participated in a recreation or leisure activity that was sponsored by, or took place in, parks or facilities managed by their local government.
- 64% of Albertans would pay increased annual property taxes if improved parks and recreation services were made available.
- 97% of Albertans feel that the community benefits “a great deal” or “somewhat” from local government parks and recreation services.
- 97% of Albertans feel that recreation participation is a major contributor to overall quality of life.
- 78% of Albertans feel that recreation participation will make people less reliant on the health care system.
- 97% of Albertans feel that playgrounds and play facilities are integral to children’s development and welfare.
- 71% of Albertans feel that recreation participation is a major factor in crime prevention.

8.2.2. Aging Society

With an average age of 36.0, the provincial population is aging. Due to this factor as well as overall population aging, the next twenty year period will result in a greater number of middle aged and senior adults that will seek leisure lifestyle outlets that keep them healthy and involved. This leads to a number of planning requirements including: more adult oriented low impact sports such as indoor soccer; walking trails (inc. indoor tracks); low impact fitness / wellness outlets; increased social activities; cultural / performing arts activities; and nature activities.

8.3. The Culture Pillar

Albertans generally place a high value on culture and cultural activities. In fact approximately three-quarters of Albertans say they enjoy attending arts and cultural events¹⁶. Consider these other facts from the same study:

¹⁶ Albertans’ Perceptions of Culture & Quality of Life Survey 2005. Ipsos-Reid

- 94% of Albertans say that having a wide variety of cultural activities and events makes Alberta a better place to live.
- 86% of Albertans believe that taking part in cultural activities makes them feel good.
- 81% of Albertans say that taking part in cultural activities helps them relieve stress.

Consider the cultural and heritage activities of Albertans aged 15 and older from 1992 and 2005¹⁷:

- 38% attended a concert or performance by professional artists of music, dance, theatre, or opera (excluding cultural festivals) in 2005 down from 44% in 1992.
 - 21% attended a theatrical performance and 24% attended a popular music performance.
- 19% attended a cultural or artistic festival such as film, fringe, dance, jazz, folk, rock, buskers, or comedy. (No figure is available for 1992).
- 15% attended a performance of cultural / heritage music, theatre, or dance in 2005 down 3% from 1992.
- 32% visited a museum (all types) in 2005 down from 35% in 1992.
- 21% visited a public art gallery up from 18% in 1992.
- 36% visited a historic site in 2005 compared with 30% in 1992.

8.4. The Environment Pillar

8.4.1. Move from Urban to Rural

This has already started to occur with increased population in sub-urban areas or “rurban” country residential subdivisions. Planning for this trend requires greater emphasis in locating infrastructure like walking trails, parks and social events areas. It suggests that the greatest expenditure for regional (inter-municipal) leisure infrastructure should still be focused towards areas in proximity to, or within (in the case of major regional facilities) major centres like the Town of Strathmore.

8.4.2. Nature Deficit Disorder

Coined in 2005, nature deficit disorder¹⁸ refers to the disconnect between children and nature. The incidence of childhood obesity and statistics about diabetes in society speak to the serious impacts on the long term health of this generation and its subsequent impact upon our health system.

¹⁷ “Provincial Profiles of Cultural and Heritage Activities in 2005”, Statistical Insights on the Arts, Vol 6 Nos. 1 and 2, October 2007. Hill Strategies Research Inc.

¹⁸ Richard Louv, Last Child in the Woods: Saving Our Children from Nature Deficit Disorder. Thomas Allen & Son Ltd. Canada. 2005.

Children spend significant amounts of time inside, much of it on the computer. Society's youth, particularly those from urban areas do not understand where food comes from (other than the store) and have an increasingly difficult time linking their health with the natural world. Connecting with nature can help move people from a place of isolation to one of connection.

8.5. The Governance Pillar

8.5.1. Volunteers

The 2008 Alberta Recreation Survey states that 37% of Albertans volunteered in areas connected with culture, recreation, sports, or parks within the previous 12 months. This is down from 44% in 2000. Volunteerism is changing. As identified by Volunteer Canada, the main trends include the following points¹⁹.

Much comes from the few. One in four Canadians volunteer. Over one-third (34%) of all volunteer hours were contributed by the 5% of volunteers.

The new volunteer. Young people volunteer to gain work-related skills. New Canadians volunteer to develop work experience and to practice language skills. Persons with disabilities may volunteer as a way to more fully participate in community life.

Volunteer job design. Volunteer job design can be the best defense for changing demographics and fluctuations in funding.

Mandatory volunteering. There are mandatory volunteer programs through Workfare, Community Service Order and school mandated community work.

Volunteering by contract. The changing volunteer environment is redefining volunteer commitment as a negotiated and mutually beneficial arrangement rather than a one-way sacrifice of time by the volunteer.

Risk management. Considered part of the process of job design for volunteers, risk management ensures the organization can place the right volunteer in the appropriate activity.

Borrowing best practices. The voluntary sector has responded to the changing environment by adopting corporate and public sector management practices including: standards; codes of conduct; accountability and transparency measures around program administration; demand for evaluation; and outcome and impact measurement.

Professional volunteer management. Managers of volunteer resources are working toward establishing an equal footing with other professionals in the voluntary sector.

Board governance. Volunteer boards must respond to the challenge of acting as both supervisors and strategic planners.

¹⁹ Alberta Heritage Community Foundation. <http://www.abheritage.ca/volunteer/index.html>

Volunteer development. Volunteer development is a pro-active response to the declining numbers of volunteers. By offering opportunities for training and growth, managers of volunteer resources can recruit and engage potential volunteers while retaining current participants.

A growing practice among voluntary organizations is to have volunteers keep time sheets of their hours. In addition to helping recognize volunteers' efforts, tracking time helps organizations receive funding. Voluntary organizations could not afford to operate and provide services to benefit groups and communities without volunteers. Yet voluntary organizations still have infrastructure expenses such as paid staff, utility bills, telephone bills, insurance, office equipment, and furniture.

From the mid-eighties to the present the Province's economic position resulted in less money for municipalities and an effective downloading of public services responsibility. Local governments had limits to taxation thus a further downloading of responsibility took place to volunteer organizations.

There has been a great dependency on volunteers to deliver services and much of the assistance to these groups has been in the form of grant in aid. This has sustained delivery at certain levels, but not to the degree that meets growing and changing needs of the market. Volunteers also require training, education and marketing support to deliver quality opportunities for the families and regions that they serve.

Social services are the largest recipient of volunteer hours. Approximately one-fifth (21%) of all volunteer hours in Canada are provided to social service organizations. Sports garner 11% of volunteer hours; other recreational and social causes benefits from 10% of all volunteer hours; while arts and culture is the beneficiary of 5% of volunteer hours in Canada.²⁰

8.5.2. The Formation of Partnerships

Governments at all levels have been clear that they cannot keep pace directly funding all volunteer sectors to the degree demanded. As a result, and to maximize government funding, the provision of funding is preferred when sectors, or community groups with common interests, combine their resources to a common end.

8.6. The Economic Pillar

While Alberta's economy is expected to decline in 2009 by 2.8%, it is expected to rebound in 2010 growing by 3.0% according to RBC (formerly known as the Royal Bank of Canada)²¹. Accompanying this, Alberta's unemployment rate is expected to reach 6.6% in 2009 a level last

²⁰ "Volunteer in Arts and Culture Organizations in Canada, 05", Research Series on the Arts, Vol 2 No. 1, November 2003. Hill Strategies Research Inc.

²¹ "Provincial Outlook, September 2009" RBC Economics Research.

experienced in the late 1990s prior to the recent economic boom and is expected to rise to 7.1% in 2010²². Both international and inter-provincial migrations have been strong however the inflow of temporary foreign workers is expected to slow in 2009. Interprovincial migration is expected to remain largely unchanged (Alberta Finance and Enterprise).

The demand for indoor recreation and culture facilities will continue. Increased investment in such amenities is possible, particularly if leaders recognize their ability to enhance quality of life and expand Alberta's value added economy²³.

The economic significance of recreation and culture is on the rise. Recreational and cultural pursuits already inject \$2.239 billion into Alberta's Gross Domestic Product and provide direct employment of 22,000 full-time equivalent jobs. Privately provided recreation and culture experiences are likely growing faster than public ones, but both are growing; the demand for facilities, which remain primarily within the public sector, is also on the rise. Growth is expected to continue and even increase over the next decade. More community recreation and culture facilities are needed to meet the expectations of a population which is placing increasing importance on recreation and culture and its contribution to quality of life²⁴.

Provincial government funding of parks, recreation and culture has declined more than 40% over the past 15 years (1990-2005), leaving municipalities to spend roughly 2.5 times as much as the province.

Alberta is seeing epidemic increases in the incidence of chronic and costly illnesses such as obesity and diabetes even as evidence mounts that recreation and active living can significantly mitigate such conditions. Alberta's health depends on enriched investment in prevention and wellness services and opportunities for the fitness and wellness afforded by parks and open spaces.²⁵

Albertans enjoy high household income. With median income \$5,000 higher than the Canadian norm, individual households increased their recreation spending by 26% between 1997 and 2001. Heightened awareness of the importance of physical activity will continue to put pressure on community parks and recreation facilities. Public sector recreation and parks must be vigilant in identifying and responding to diverse recreation needs, including the needs of those who are economically disadvantaged despite Alberta's booming economy.²⁶

The gap between haves and have-nots continues to grow. Across North America, people older than 50 hold more than 50% of the wealth—this reality is softened in Alberta by young, largely urban professionals and skilled workers. The proportion of households living under the Low

²² Ibid

²³ Alberta Capital Plan, p 56

²⁴ Alberta Capital Plan.

²⁵ A Place to Grow, Alberta's Rural Development Strategy, Page 3, February 2005

²⁶ www.premier.alberta.ca/address, 2007

Income Cut-off (LICO) has gone down in some communities (e.g., Edmonton has gone from 21% in 1995 to 16% in 2000). Yet many individuals face continuing financial pressure, and the shift of wealth to the elderly continues. Seniors traditionally receive the deepest discounts for recreation and culture services; it is equally important to respond to the needs of low income younger Albertans.

8.6.1. The Value of Parks and Open Spaces

A recent study (July 2007), completed by the ARPA entitled Healthy Parks, People and Communities, was commissioned to explore the perceived impact on property values that parks and open spaces have. The study indicated that parks and open spaces in close proximity to residential properties (within 3 blocks) increased total property values (between 1% to 15% on average). Vistas of water bodies (including storm water retention ponds, lake features and ocean / established water bodies) increased property values between 10% and 100% and golf course properties indicated a premium of 25% to 30%.

9.0 Public Engagement

Public engagement for this Master Plan included a household survey, a student survey, a stakeholder group survey, and interviews with Town Administration & staff, key community stakeholders and group representatives. The following sections outline the salient findings of the public engagement process. Please note that, due to rounding, some figures do not total 100% exactly.

Method	Contacts	Responses	Response Rate	Regional Representation
Household Survey	5,677	953	17%	2,661
Student Survey	188	188	100%	188
Stakeholder Group Survey	38	15	39%	4,865
Stakeholder Group Interviews	19	19	100%	7,517

9.1. Household survey

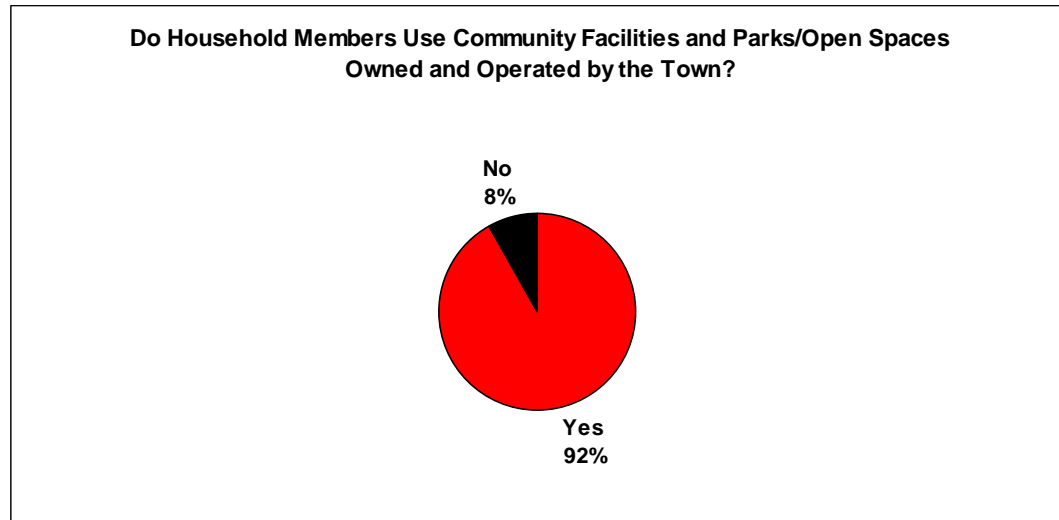
The questionnaire was developed by RC Strategies in consultation with the Town of Strathmore and the Steering Committee. Once finalized, questionnaires were delivered to residences in the Town of Strathmore and individuals with postal boxes at the Main Postal Station in Strathmore.

The Town of Strathmore mailed out copies of the questionnaire to 5,677 residences through use of unaddressed flyer mail. This method enabled residents who both own and rent their homes to receive the questionnaire. Each envelope was labeled to specifically identify it as the household questionnaire for the Quality of Life Master Plan. Included with the questionnaire was a prepaid, addressed envelope. The questionnaire instructed an adult member of the household to complete the questionnaire on behalf of all members of the household. It also instructed the respondent to return the completed questionnaire in the enclosed envelope to RC Strategies for analysis. Questionnaires were also available for pick-up at the offices of the Town of Strathmore. See Appendix A for a copy of the questionnaire.

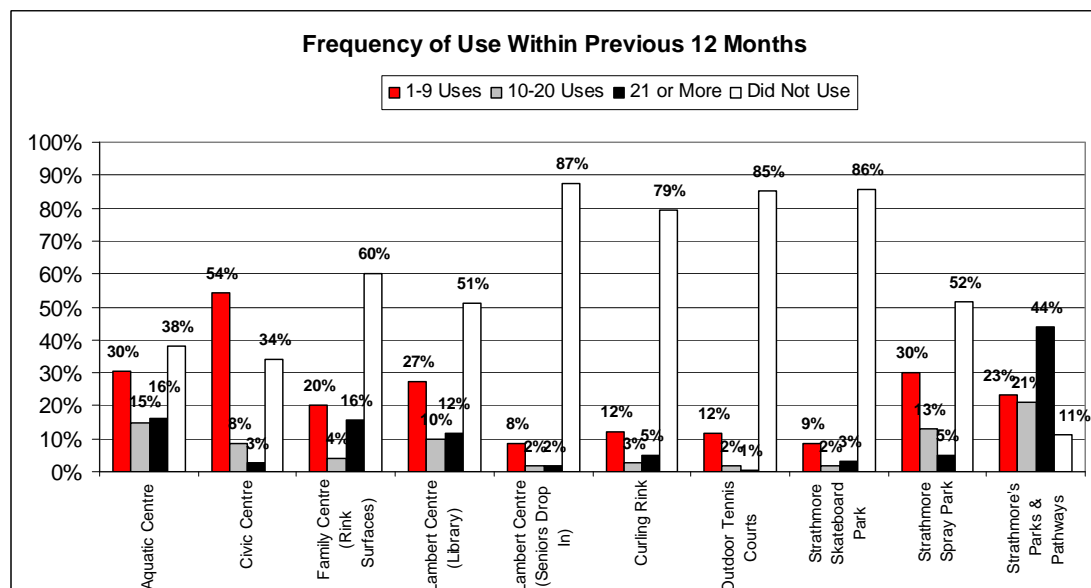
The survey was fielded from October 22, 2009 to late November 2009. In total 953 completed questionnaires were completed and returned for analysis. This provides a margin of error of $\pm 2.9\%$ nineteen times out of twenty. Overall findings are presented in the following sections.

9.1.1. Current Usage

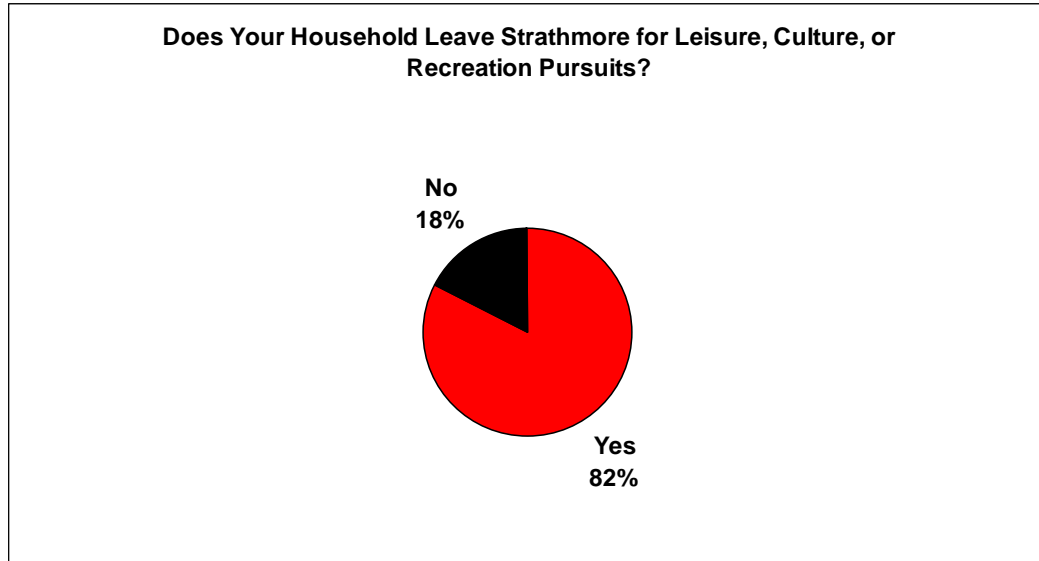
To begin, respondents were asked whether they, or members of their households, use community facilities and / or parks and open spaces owned and / or operated by the Town of Strathmore. As illustrated in the following figure, 92% of respondents said that a member of their household does use municipally owned and / or operated facilities in town.



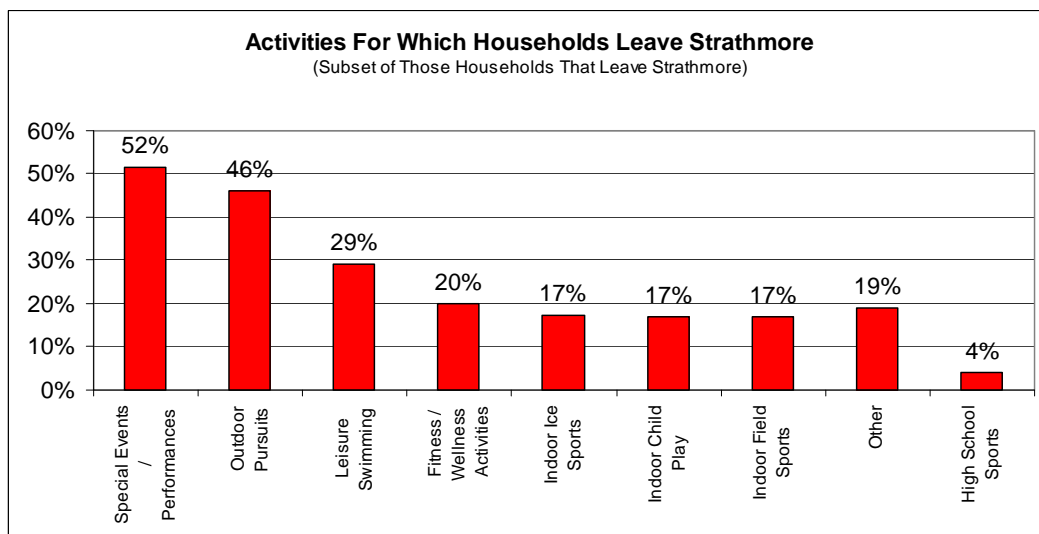
Respondents were then given a list of municipally owned and / or operated facilities within Strathmore. For each facility they were to indicate the frequency with which members of their household used it within the previous 12 months. As can be seen in the following graph, the parks and pathways in Strathmore are the most used facility or open space with 44% of respondents having used those amenities 21 or more times in the previous 12 months. Only 11% of households indicated they did not use parks and pathways. The Civic Centre and the Aquatic Centre were the next most utilized facilities. Two-thirds (66%) of respondents said their households had used the Civic Centre within the previous 12 months while 62% had used the Aquatic Centre. The seniors' drop-in, the outdoor tennis courts, and the skateboard park were the least utilized by respondents.



Respondents were next asked if anyone in their household leaves Strathmore for leisure, culture or recreation pursuits. Over three-quarters (82%) of respondents said, “Yes”. See the following graph.



Respondents were then asked to identify those activities that draw them away from Strathmore. As illustrated on the following graph, over half of respondents leave Strathmore for special events and performances, while 46% leave for outdoor pursuits. “Other” activities comprise a variety of things such as dog off leash parks, shopping, bowling, and swimming lessons. The Calgary Zoo was specifically mentioned as well.



9.1.2. Importance and Satisfaction with Town Services

Respondents were provided with a list of services and asked, in light of limited municipal resources, the importance of the Town providing each. Subsequently, they were asked to

consider the same list of services and rate their levels of satisfaction with those services as they are provided by the Town of Strathmore.

The responses are presented in a matrix that combines the importance and satisfaction scores²⁷. The cross hairs on the figure delineate the average score for both importance and satisfaction. Therefore services that fall into the **upper right quadrant** are those that have been rated as higher than the average importance rating, and higher than the average satisfaction rating for all services. These can be considered as **areas of strength**.

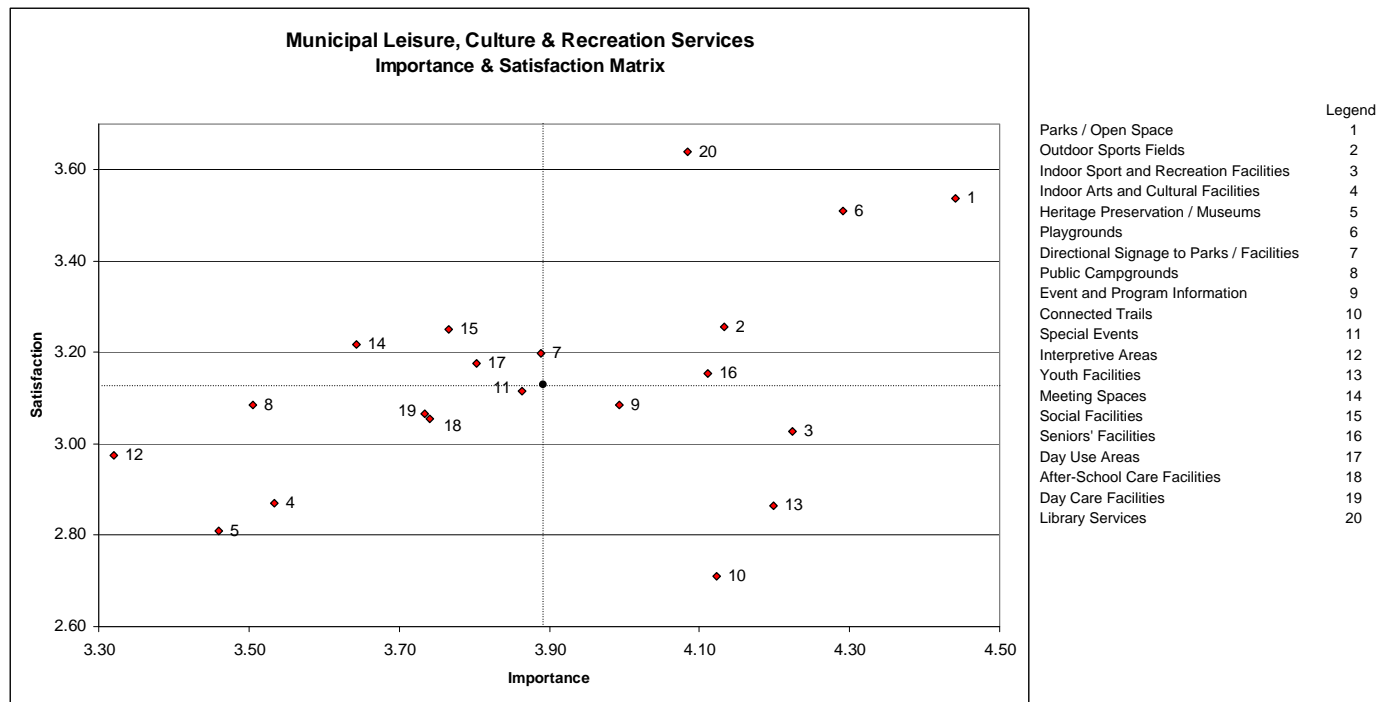
Services that fall into the **upper left quadrant** are those that respondents have rated as less than average importance and higher than average satisfaction. These services are those that residents think are relatively unimportant, however they are quite satisfied with their provision. Generally these are areas that **require little additional attention** from the municipality.

Services found in the **lower left quadrant** are those that are relatively unimportant to respondents. They also are services for which respondents rated the Town's provision of them less than satisfactory (compared to the average satisfaction rating). While the satisfaction ratings are not desirable, their importance ratings suggest these are **secondary areas of priority**.

Finally, services that fall into the **lower right quadrant** are those that **require some attention** from the Town. These services are relatively important to residents yet the delivery of these services is relatively unsatisfactory to residents (compared to the average satisfaction score).

Looking at the following figure, services 9 (Event and Program Information), 3 (Indoor Sport and Recreation Facilities), 13 (Youth Facilities), and 10 (Connected Trails) all fall within the lower right quadrant. As such they are of greater than average importance yet have received lower than average satisfaction ratings. (See the Legend and the average scores of the individual services on the following page.) They require attention from the Town of Strathmore.

²⁷ The ratings were tabulated as follows: Very Unimportant was scored a "1" through to a "5" for Very Important. Likewise Very Dissatisfied was scored a "1" through to a score of "5" for Very Satisfied.

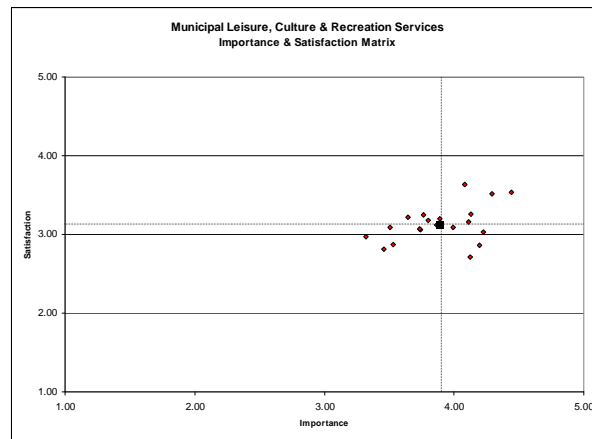


Conversely services 1 (Parks / Open Space), 20 (Library Services), 6 (Playgrounds), 2 (Outdoor Sports Fields), and 16 (Seniors' Facilities) were considered strengths of the Town with above average ratings for both importance and satisfaction. The following table identifies the service, the Legend key, and the average importance and satisfaction scores for each service.

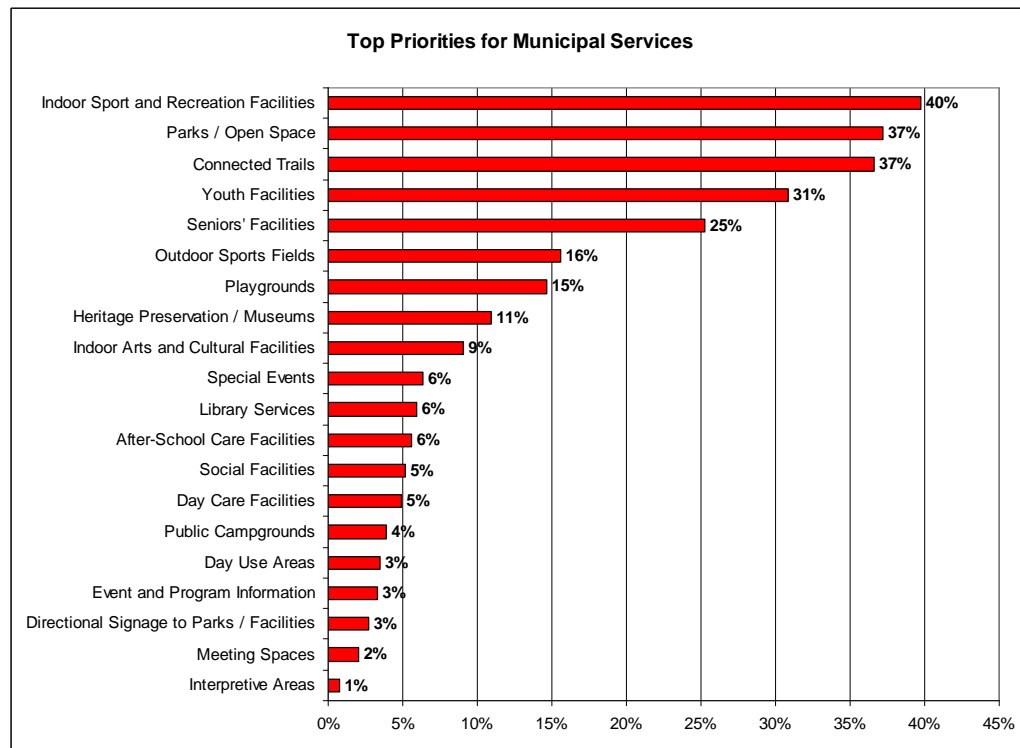
	Legend	Importance	Satisfaction
Parks / Open Space	1	4.44	3.54
Outdoor Sports Fields	2	4.13	3.26
Indoor Sport and Recreation Facilities	3	4.22	3.03
Indoor Arts and Cultural Facilities	4	3.53	2.87
Heritage Preservation / Museums	5	3.46	2.81
Playgrounds	6	4.29	3.51
Directional Signage to Parks / Facilities	7	3.89	3.20
Public Campgrounds	8	3.51	3.09
Event and Program Information	9	3.99	3.09
Connected Trails	10	4.12	2.71
Special Events	11	3.86	3.12
Interpretive Areas	12	3.32	2.97
Youth Facilities	13	4.20	2.87
Meeting Spaces	14	3.64	3.22
Social Facilities	15	3.77	3.25
Seniors' Facilities	16	4.11	3.15
Day Use Areas	17	3.80	3.18
After-School Care Facilities	18	3.74	3.06
Day Care Facilities	19	3.73	3.07
Library Services	20	4.08	3.64
overall average		3.89	3.13

It is important to note that this quadrant analysis shows relative ratings – the position of the services on the grid are relative to the average importance and satisfaction scores. The following

graph illustrates the distribution of services when showing the entire range of scores from “1” to “5”. As can be seen, the services tend towards the upper right portion of the graph.

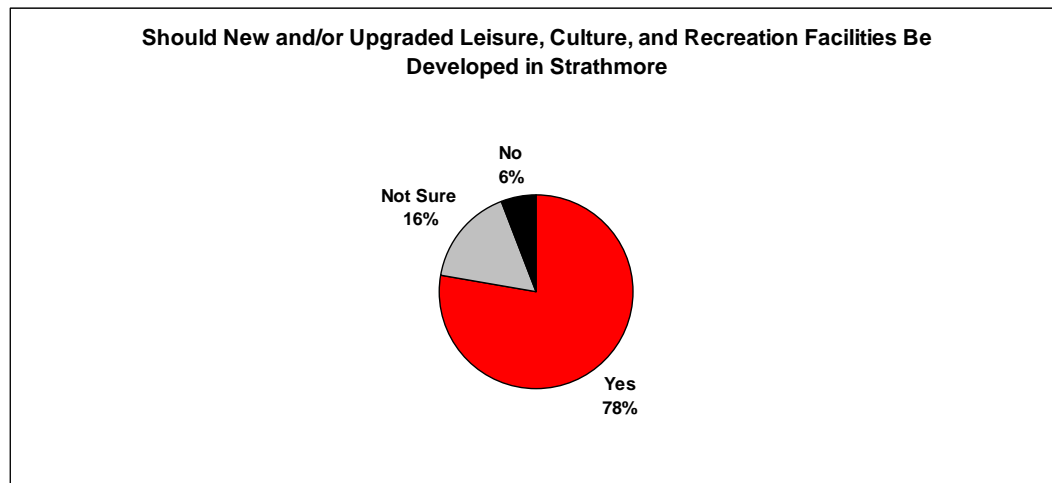


Following these ratings of importance and satisfaction, respondents were specifically asked to identify their own priorities using the same list of services. As can be seen from the following figure the top priority identified was Indoor Sport and Recreation Facilities, followed by Parks / Open Space. Many of the services listed as top priorities were identified as being of greater than average importance by all respondents.



9.1.3. New / Upgraded Leisure, Culture & Recreation Services

Respondents were asked whether new and / or upgraded leisure, culture and recreation facilities (indoor or outdoor) should be developed in Strathmore. As illustrated in the following graph, over three-quarters (78%) of respondents think new and / or upgraded facilities should be developed. Six percent did not.

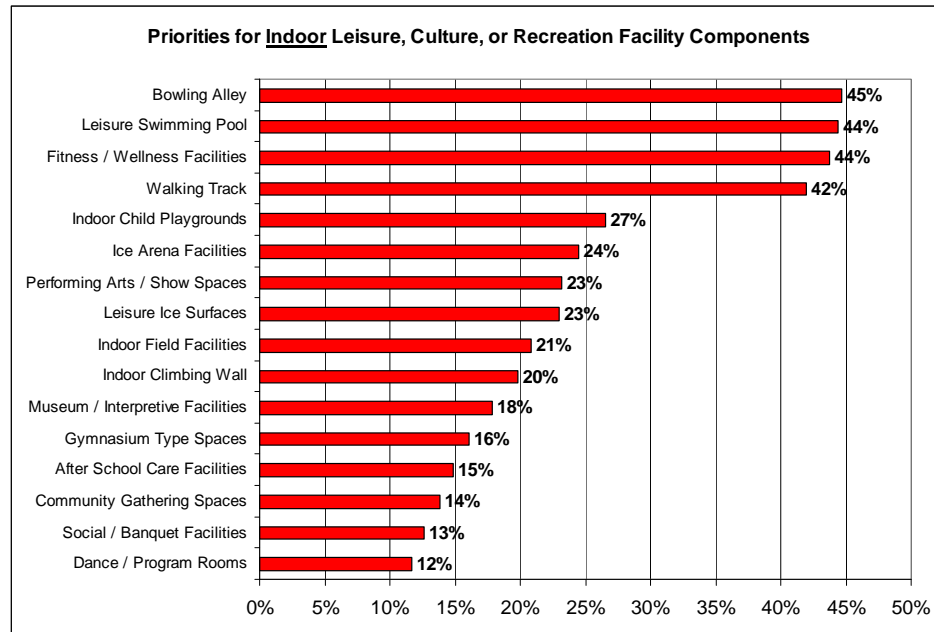


9.1.4. Preferences for Indoor Facility Components

Those respondents (n=867) who said that new or upgraded leisure facilities should be developed and those who were unsure about the need for new or upgraded facilities were asked to identify components that should be considered in future facility development in Strathmore²⁸. As illustrated in the following figure, bowling alley (45%), a leisure swimming pool (45%), fitness / wellness facilities (44%), and walking track (42%) were identified as priorities for consideration in future facility development in Strathmore²⁹. See the following figure for components that were identified as a priority by more than 10% of respondents.

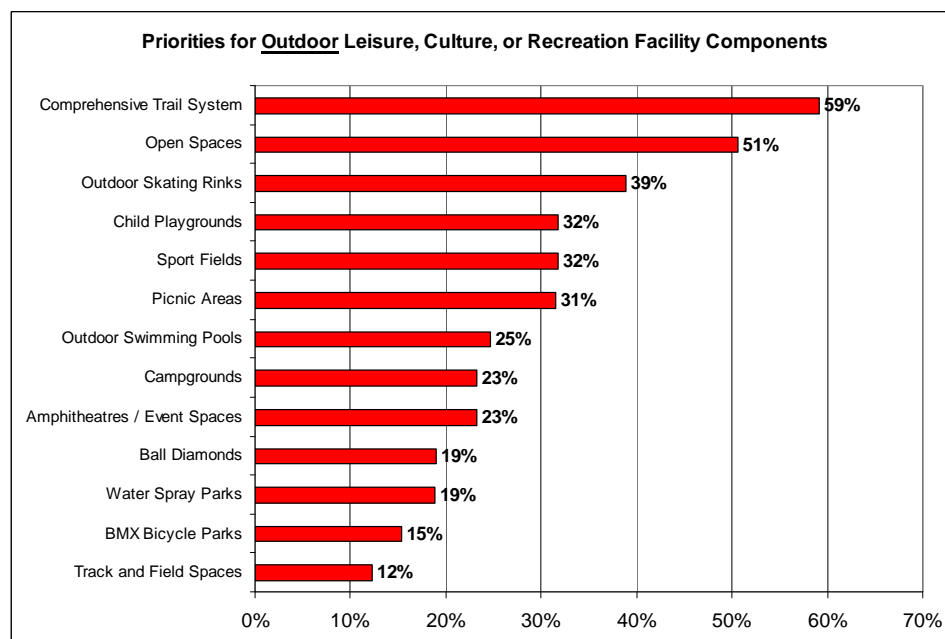
²⁸ Respondents were able to add other facility components that were not included in the seeded list.

²⁹ The process to expand the aquatic centre with leisure swimming elements is underway.



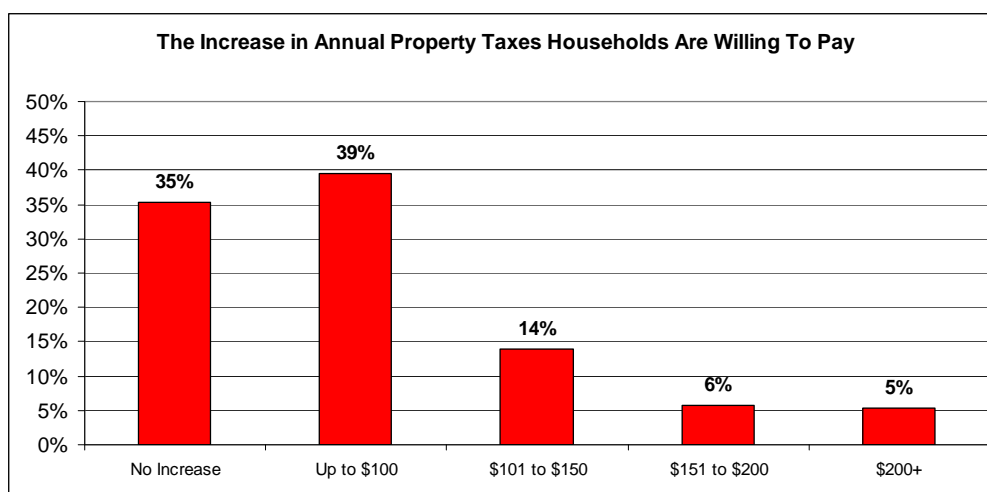
9.1.5. Preferences for Outdoor Facility Components

Respondents were also asked to identify priorities for outdoor facility components in any future facility development in Strathmore. As illustrated in the following graph, a comprehensive trail system was the top priority – identified by 59% of respondents. Approximately half (51%) of respondents identified open spaces as a priority followed by outdoor skating rinks (39%). See the following graph for outdoor leisure, culture and recreation facility components identified by more than 10% of respondents.



9.1.6. Willingness to Pay

Survey respondents were asked how much of an increase in annual property taxes their households would be willing to pay to ensure that community needs for recreation, arts and leisure facilities, parks and open spaces are better met. Approximately two-thirds (65%) of respondents were willing to pay additional property taxes with 11% willing to pay over \$150 per year in additional property taxes. Approximately one-third (35%) of respondents were unwilling to pay any additional taxes.



9.1.7. Additional Comments

Survey respondents were asked if they had any additional comments to make concerning the planning of facilities and parks in the Town of Strathmore. Less than half did provide any comments. While the comments were far ranging a number of general themes did emerge.

The topic of **trails** was raised frequently. People commented on the need to expand and further develop the trail system in Strathmore. Ensuring the trails are interconnected and that they enable their users to travel throughout the Town was deemed important, but those that were provided were far ranging. Other comments about the trails concerned their condition. Generally respondents want the trails to be paved and wide enough to allow for multiple uses.

The pool and **aquatics** was another theme that emerged. Many people commented on their desire to see the Town follow through on the renovations to the pool that they have heard about. Comments were made on the need to include leisure amenities in the pool, like waterslides and so on, that would make the facility one that is attractive to children and youth, and to families. A number of respondents complained about having to leave Strathmore to visit aquatic facilities in other communities.

Concern was expressed about the **needs of youth and children** in the community. It was felt that there are not enough facilities and services that address the needs of youth in Strathmore. Similar concerns were expressed about children and families in the community. Some suggested that addressing the needs of children and youth in the community would help address issues of crime

and vandalism, and would make Strathmore a community that would entice families to move and stay.

There were some comments regarding the **open space** and wetlands in the community. Specifically the need to ensure there are adequate parks with adequate amenities in Strathmore was identified. Some respondents identified the need to ensure the wetland areas are properly integrated into the park system and trail system.

A number of concerns were expressed about the **quantity and quality of water** in Strathmore. There were some disparaging comments about the water's odor and about the availability of water, particularly for irrigation purposes. Some even questioned the Town's use of water in its irrigation efforts, the spray park, and the residents' inability to water their lawns at their own discretion.

There were some other topics that were the focus of some respondents:

- Additional ice arena facilities are needed;
- A museum and recognition of the Town's history needs to be addressed;
- A performing arts facility is needed in Strathmore, as is a bowling alley, fitness / wellness centre, and indoor field house.

9.1.8. Respondent Profile

The following table provides a profile of the respondents surveyed.

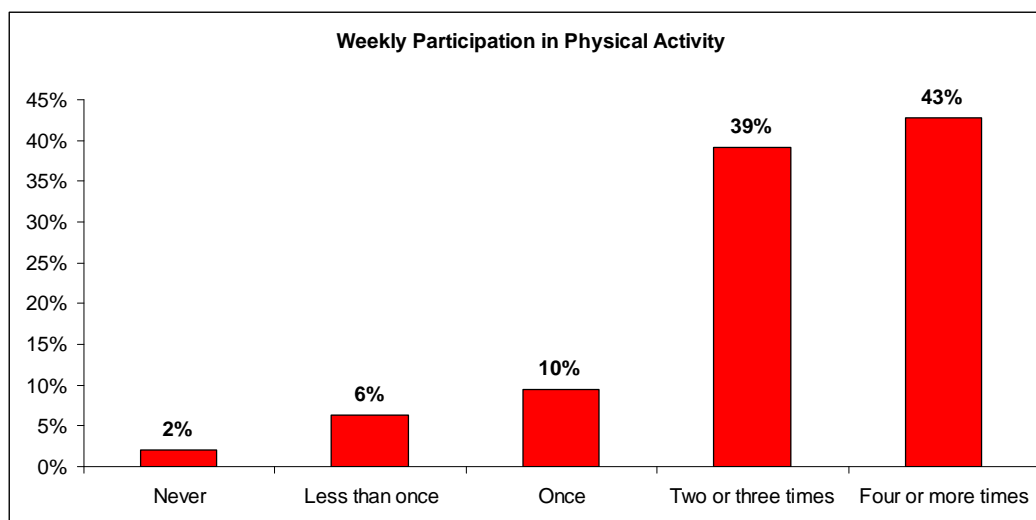
Percentage of Survey Respondents	
Tenure of Residence	
Less than 1 year	4%
1 – 5 years	30%
5 – 10 years	23%
More than 10 years	42%
Rent or Own Residence	
Rent	9%
Own	91%
Expect to be residing in area for next 5 years	
Yes	80%
No	4%
Not Sure / No Response	17%

9.2. Student Survey

A survey regarding recreation use and perceived needs was completed by 188 students aged 11 years and older in the Town of Strathmore. Survey results are summarized below³⁰.

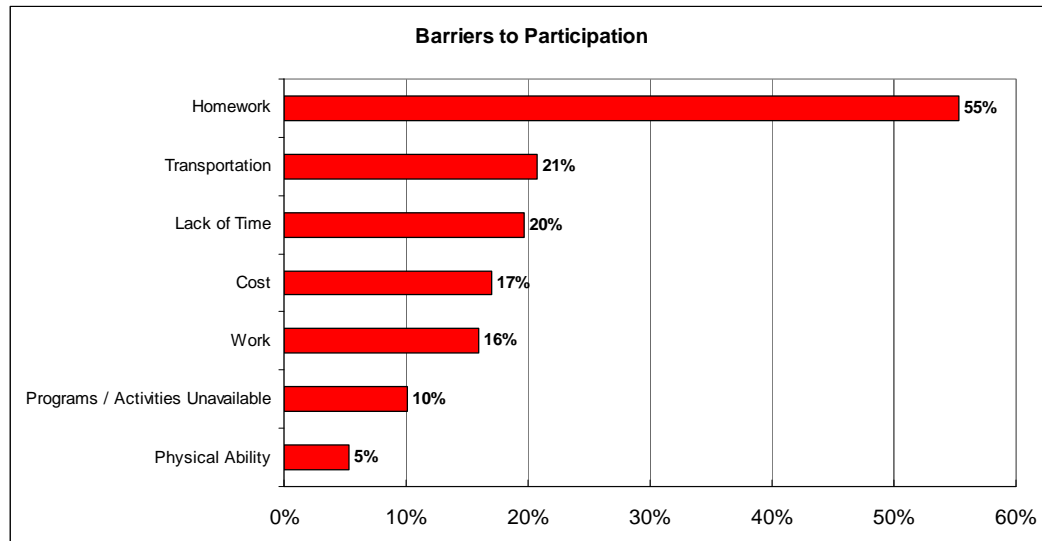
The findings of the student survey are not representative of the students (or youth) in the community. Rather the findings provide some insight into the thoughts and perspectives of youth in the community. Participation in the survey was voluntary. Each school division was contacted and provided with a description of the Quality of Life Master Plan project and the student survey. Each was also provided with a copy of the student questionnaire itself and requested to participate. Completed questionnaires are the direct result of the volunteer efforts with the school divisions, the participating schools, and the individual teachers and students. The responses of the participating students follow.

To begin, students were asked to indicate the frequency in which they participate in physical activity outside of school physical education class. As illustrated in the following graph 82% of the respondents are physically active at least twice per week with 43% active four or more times per week.

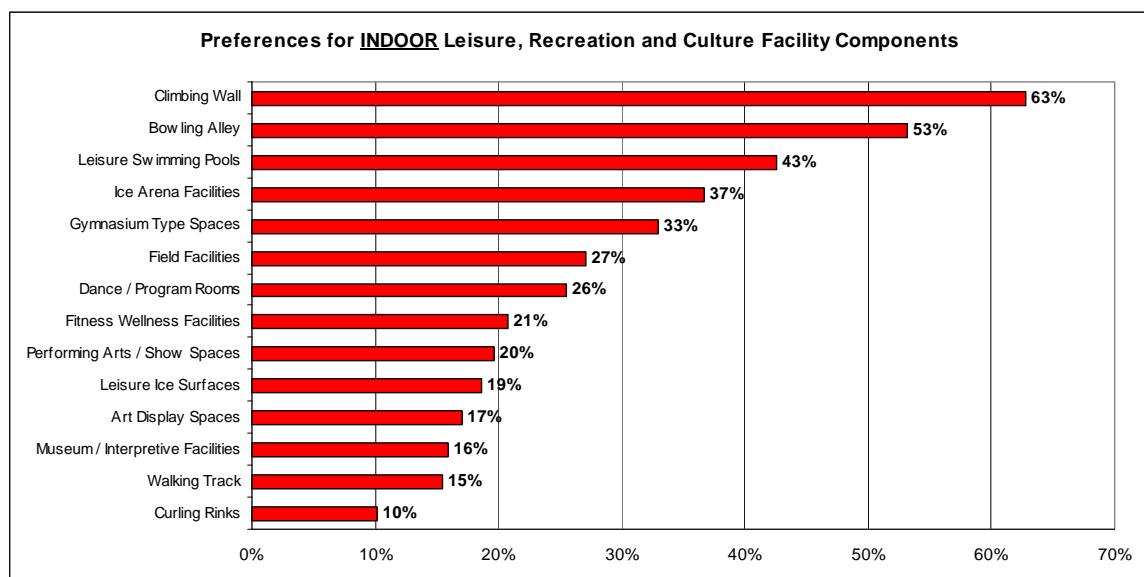


Next, the students were asked to identify barriers that prevent them from participating in physical activity. As illustrated in the following graph homework (55%) is the most predominant issue limiting the students' participation in physical activity. Aside from issues with time availability or conflicts in time, transportation (21%) and cost (17%) were the next most significant issues restricting participation in physical activity.

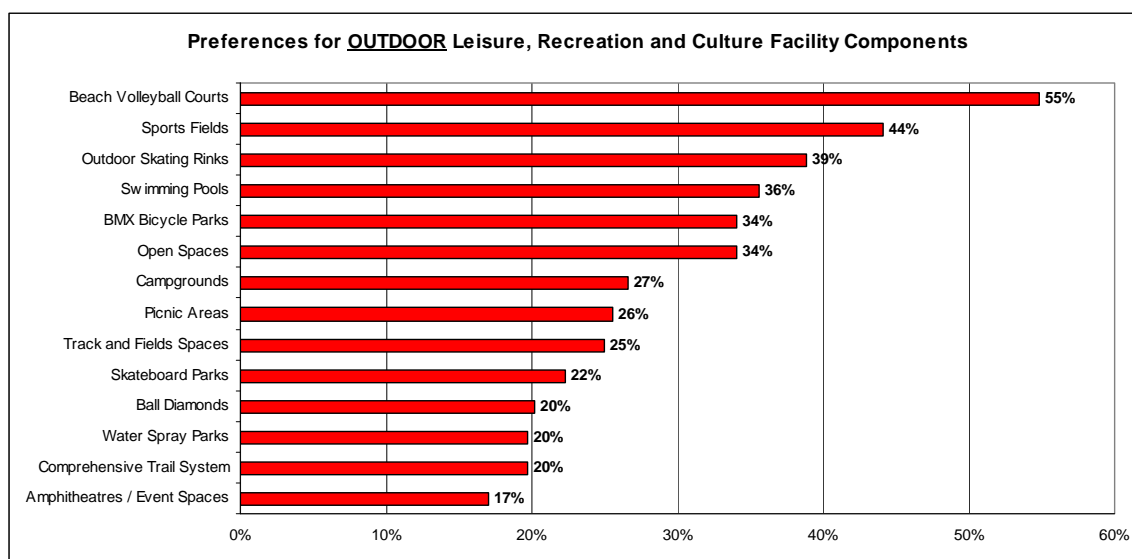
³⁰ Percentages reflect the proportion of students answering each particular question and do not include those who did not respond to a question.



The students were asked to identify a maximum of five indoor leisure, culture, or recreation facility components they thought should be considered in future facility development in the area. Almost two-thirds (63%) of students identified a climbing wall, while over half (53%) felt a bowling alley is a priority. Other facility components that were in the top five priorities included: leisure swimming pools, ice arena facilities, and gymnasium type spaces. See the following graph for all components identified by at least 10% of respondents.



The students were also asked to identify five preferences for outdoor leisure, recreation and culture facility components. The top priority was beach volleyball courts (55%). Other priorities identified by more than one-third of respondents included: sports fields (44%), outdoor skating rinks (39%), swimming pools (36%), and BMX bicycle parks and open spaces (34%). See the following graph for other responses.



Percentage of Student Survey Respondents

Residence	
Town of Strathmore	73%
Wheatland County	22%
Other	5%
Age	
11 or 12	29%
13 or 14	35%
15 or 16	26%
17 to 19	8%
20 or older	1%

9.3. Stakeholder Group Survey

As part of the Quality of Life Needs Assessment a survey was fielded with community groups and organizations. Questionnaires were distributed to thirty-eight groups in Strathmore and area – fifteen were returned. The findings from the survey are presented below³¹. It is important to note that not all questions were answered by all group respondents. See Appendix B for a list of those groups receiving the questionnaire as well as those completing it.

Facilities Usage

Each group was asked to identify the facilities and open spaces in Strathmore that it primarily uses. As might be expected, the list was varied.

³¹ Due to the sample size, findings are presented using raw numbers rather than percentages.

The Family Centre was the most frequently mentioned with four groups identifying it as a facility that they use on a daily or weekly basis. The groups expressed a high level of satisfaction with the Family Centre as well; their average satisfaction rating was 4.5 out of 5.0³². The Civic Centre was also mentioned by four stakeholder groups as something used weekly (3 groups) or yearly (1 group). Their satisfaction rating for the Civic Centre averaged 3.8.

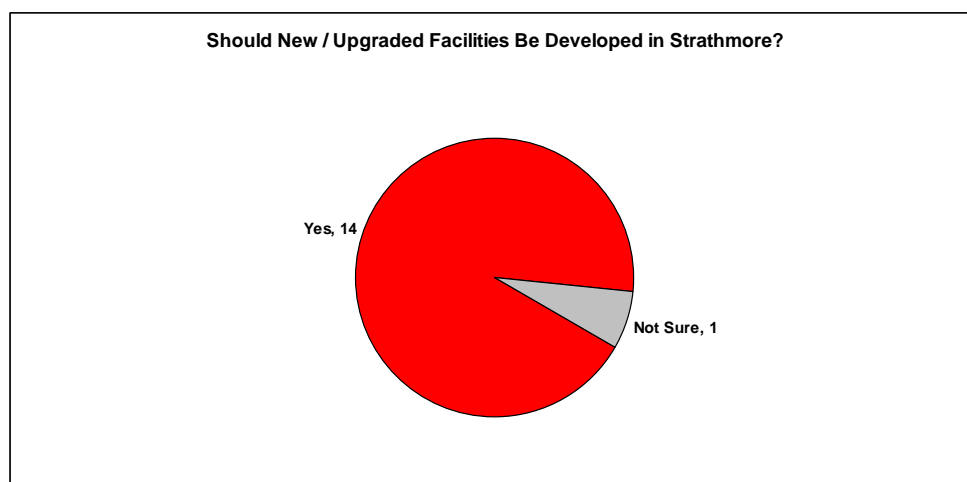
Other facilities or open spaces noted by more than one stakeholder group included:

- Kinsmen Park (including ball diamonds) – 3 mentions with satisfaction ratings of 1, 4, and 5.
- Ag Grounds (including ball diamonds) – 2 mentions with average satisfaction of 4.0.
- Library (including multipurpose room) – 2 mentions with average satisfaction of 4.0.
- Aquatics Centre – 2 mentions with score of 4.0.

Other facilities or open spaces mentioned included: school ball diamonds, high school football field and hallways, school gymnasiums, skate park, store front school, United Church, curling club, Town office, parks & open space (generally), and pathways.

New / Upgraded Facilities

Almost unanimously (14 out of 15) the groups said that new and / or upgraded leisure, culture and recreation facilities (indoor or outdoor) should be developed in Strathmore. See the following figure.



Indoor Facility Components

Each group was then asked to identify up to five indoor leisure, culture, or recreation facility components that should be considered in future facility development. Opinions from the groups varied – in fact nineteen different components were identified. Those cited most frequently by the groups included:

³² The satisfaction scale ranged from 1 (very dissatisfied) through to 5 (very satisfied).

- Ice arena facilities (5 mentions);
- Gymnasium type spaces (5);
- Community gathering spaces (5); and
- Walking track (5).

Other facility components identified by more than one group included:

- Fitness / wellness facilities (4 mentions);
- Community meeting rooms (4);
- Museum / interpretive facilities (4);
- Leisure ice (3);
- Social / banquet facilities (3);
- Art display space (3);
- Leisure swimming (3);
- Indoor field facilities (2);
- Bowling alley (2); and
- Indoor climbing wall (2).

Outdoor Facility Components

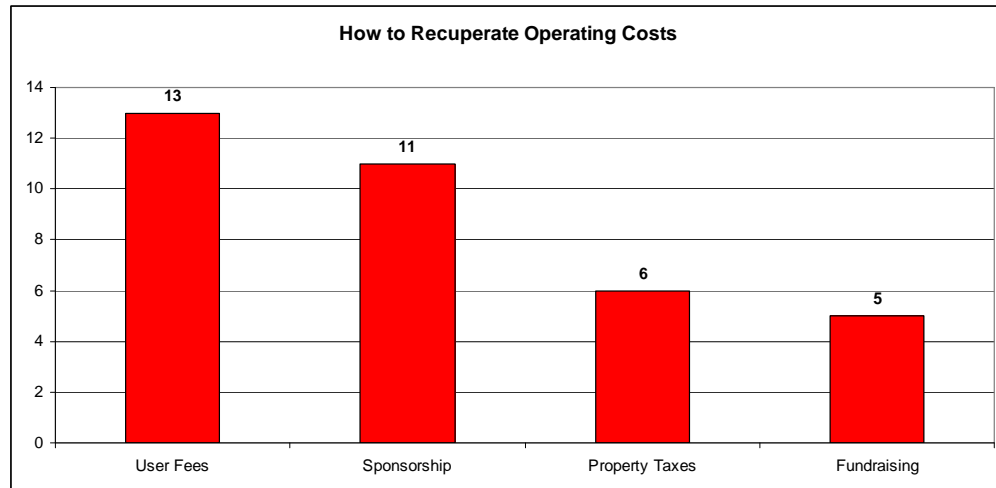
When asked to identify outdoor leisure, culture and recreation facility components to consider in future facility development there was less variation amongst the groups than seen when identifying indoor facility components. The priorities identified were:

- Outdoor skating rinks (6 mentions);
- Comprehensive trail system (6);
- Track and field spaces (5); and
- Open spaces (parks, green fields) (5).

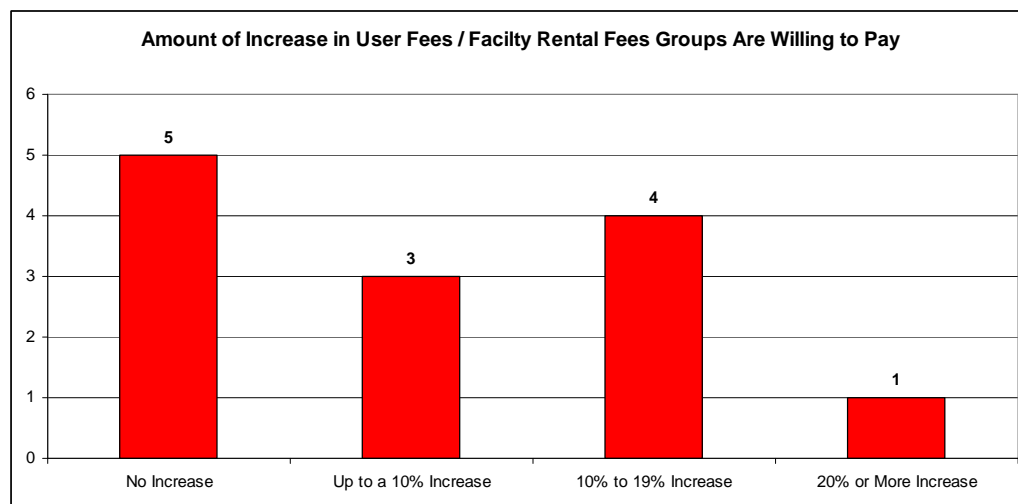
Other components mentioned by more than one group included: sports fields (3), ball diamonds (2), and amphitheatre (2).

Financial Considerations

Almost all groups (13 of 15) felt that user fees (admission / rental fees) should be used to recuperate the costs of operating indoor community facilities. Over two-thirds (11 groups) identified sponsorship as a mechanism to recoup operating costs. See the following figure.



Groups were then asked to identify the increase in user fees / facility rental fees that they would be willing to pay to ensure that community needs for community facilities in Strathmore are better met. As shown in the following figure, 8 of the 13 groups that provided an answer would be willing to pay some form of increase while 5 groups were not willing to pay any increase. One of the groups that did not provide an answer did comment that any increase in fees would be passed on to its members or participants.



Group Plans for New/Upgraded Facilities

Only one of the fifteen groups indicated that they have any plans for new or upgraded facilities. This group indicated that they are considering a partnership with the Agricultural Society to include a facility within any new Agricultural Society development. Two other groups were unsure about plans for new facilities while the remaining twelve groups had no plans.

Discussion

Groups were asked **what the Town could do that would most benefit their organizations**. A number of the groups spoke about the development of new facilities: build more ice surfaces; ball diamonds with washrooms, concessions, etceteras; larger library; indoor racquet courts;

program rooms with secure storage and dedicated washroom space, pool expansion to facilitate the hosting of swim meets, and fitness centre.

Other notions dealt with personnel issues. Specifically there was the suggestion to establish a youth coordinator position in Strathmore. The youth hold the future for the community and as such there should be a position dedicated to interacting and building the positive capacity of this group stated one individual. Other personnel suggestions including: the hiring of a full time parks manager and the hiring of a horticulturist and a landscape planner.

Financial considerations were also identified. One group want to see the per capita funding increased for library funding, while another group was hoping to see some relief with power costs.

Finally, one group provided a much broader response. This group was looking to the Town of Strathmore for the recognition that the arts are an integral part of society. While this may take a number of forms, support of community events was considered one way of showing this recognition. At its most basic level the event support could simply be official Town attendance at community events.

The groups were then asked to state the **biggest challenge** facing them in meeting their program goals. Difficulty getting programming space was a challenge mentioned by over one third of the groups. Finances and costs (particularly utility costs) were mentioned by four groups. Also mentioned by a couple of groups was the difficulty of recruiting volunteers and even new members.

At the end of the questionnaire, groups provided **other comments** concerning the future planning of community facilities and services in Strathmore. It was suggested that there would be no difficulties to fill available ice time should two new ice surfaces be built. Other facility comments included:

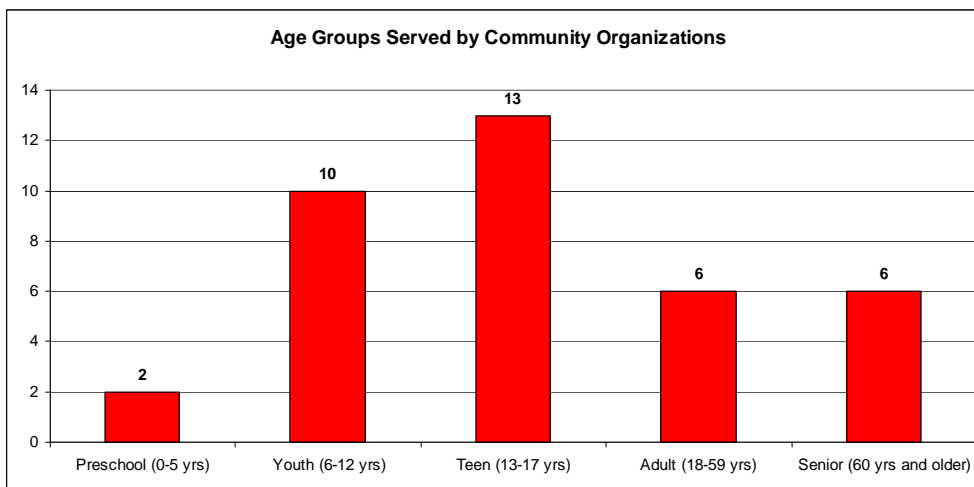
- nice to have lit sports field with change rooms;
- a dedicated dog off leash area is needed;
- new ice facility should have in-house fitness and conference facilities with seating to accommodate a Junior A hockey team;
- any new facility should have a fitness centre and indoor track;
- existing facilities need to be properly maintained prior to building new; and
- rents in municipal facilities needs to be affordable.

There were some comments that are more pertinent to the study itself. One group suggested that other communities and their successes should be considered as plans are developed for Strathmore. Still one other group suggested reviewing the good work produced by the Town's Sustainable Development Committee.

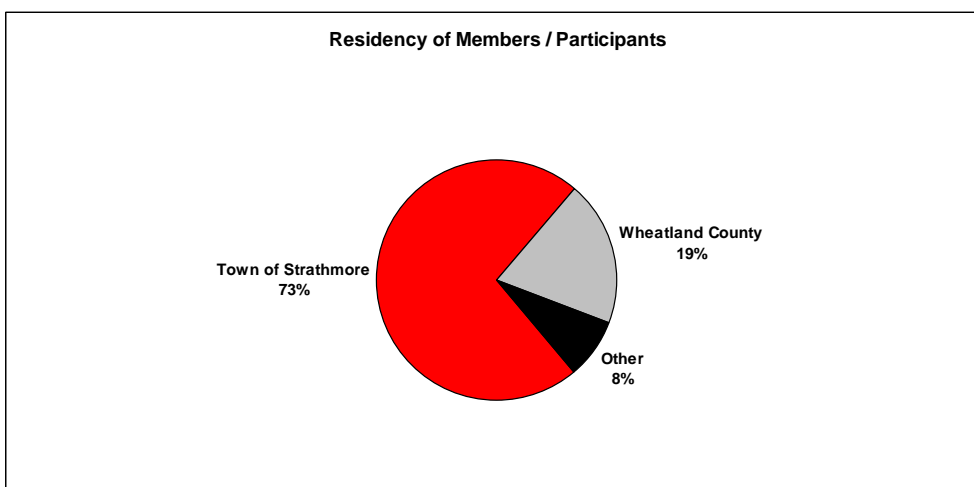
Respondent Profile

Fifteen groups completed the questionnaire. Over half (9) of the responses were from sports groups however recreation and leisure groups and cultural groups provided responses as well.

A large majority (13 out of 15) of the groups provide services to teens, while youth are serviced by two-thirds of respondent organizations. See the following figure.



When considering expectations for participation / membership over the next few years, the groups were evenly split. Eight of the fifteen thought they would remain stable while seven had expectations for growth. Approximately three-quarters (73%) of each group's membership originated in the Town of Strathmore. See the following graph.



9.4. Stakeholder Group Interviews

As part of the Needs Assessment interviews were convened with a range of stakeholder groups. The intent was to use these interviews to augment the information gathered through the stakeholder group survey. All groups interviewed were provided with the opportunity to participate in the survey. In total nineteen community groups / organizations were interviewed. See Appendix B for the complete list.

Profile

Sporting activities were represented by 11 organizations (8 of whom are traditionally winter sports). Three of the groups could be considered arts and culture organizations, while two offer recreation and leisure programs to age specific groups. Of the remaining three groups, one has a social focus, another environmental, while the third is a fraternal service organization.

All groups rely on volunteers to operate, many have a volunteer board. A few of the groups have paid staff. The size of each group varies when considering direct participants and those involved through less active means (spectating for example). The sizes range from less than ten up to the thousands, however active participant levels were typically from 20 to 250.

The groups provided services for all ages in the community. While many had a focus on youth (primarily the sport groups), a couple of groups were for adults or seniors. A few of the groups were for all ages.

On average, approximately three-quarters of the groups' members or their participants were from the Town of Strathmore. The balance (approximately one-quarter) was from Wheatland County or other communities.

Facility Usage

The groups utilize a variety of facilities within Strathmore, including municipal and private venues. Some groups also use out-of-town venues. The facilities most often identified as being used were:

- The Family Centre's two sheets of ice (blue ice – 5 groups; gold ice – 5 groups)
 - Meeting room and Community Room
- The Civic Centre (including the Chuck Mercer Meeting Room) – 5 groups

Other facilities used included:

- school gymnasiums and rooms (6);
- the high school field and hallways (2);
- the store front school (2);
- aquatic centre (2); and
- the library, Town Hall chambers, parks & open spaces, golf club, rodeo grounds, private business (cafes, hotels), churches, youth facility and seniors facility, and out of town rinks and fields.

Facility Need

During the interviews the organizational representatives were asked to identify the needs for indoor and outdoor leisure, cultural, and recreational facilities in Strathmore. While a variety of facilities were identified, there were some that were identified by multiple groups. These included:

- Group meeting space –group representatives spoke about the need for additional space in the community to convene organizational meetings. While there are a number of venues currently available in Strathmore and identified as being utilized for meetings, their suitability and availability was not always accommodating. (5 groups).
- Cultural venue – a designated facility that would act as a centre for arts and culture in Strathmore was identified by a number of groups (4). Specific desires for art display space were mentioned as was a dedicated museum in Strathmore.
 - A *performing arts theatre* was identified as a need in the community. This facility would be designed with lighting and acoustics in mind, and would enable the sale of refreshments. While there was acknowledgement of venues that are currently utilized (the high school, Civic Centre, hotels, and churches) the need for a dedicated facility was stressed.
- Ice sheets – four groups expressed a desire for additional ice time for both practices and games. Some groups have been utilizing ice at out-of-town venues in order to accommodate the needs of their participants. The need for additional ice time was described as a limiting factor to growing participant levels, for some groups.

Other facility needs identified by more than one group included:

- Gymnasium and fitness / wellness space, in particular for dry land training;
- Bowling alley;
- More, interconnected trails throughout the Town;
- Storage space; and
- Tourist information centre.

The development of a new Town Hall was seen as a solution to some of these facility needs. It was seen as a space that could include space that community groups could utilize for meetings, a museum, tourist information, and a place for some community events.

Organizational Challenges

Aside from the challenges the organizations face due to facility needs, issues related to volunteerism presented the greatest challenge. Specific issues included the recruitment and retention of board members, coaches, and event specific or committee workers. While typically the organizations have looked within (from its membership or parents of participants for example), a combination of the multiple demands upon an individual's time and the demands placed on the volunteers have impinged on the ability of organizations to gather sufficient volunteers.

Financial demands have been a significant challenge for some groups. Facility costs (including utilities or rental costs) have put a strain on some of the organizations. For one group in

particular, its financial position has hampered its ability to fully develop its annual programming and has resulted in an event to event mentality.

Considerations When Identifying Priorities

During the interviews the groups were asked to consider criteria with which the Town should consider the multitude of facility needs expressed through the consultation activities. Consideration of the condition and lifespan of existing facilities was seen as an important factor when determining facility development priorities. The most commonly mentioned mechanism was to consider the broadest community benefit that could be derived from a new facility. It was suggested that facilities benefiting single focus type organizations or those that would be typically utilized only for certain times of the year would be lower priorities.

Other Thoughts

As the interviews ended many of the organizational representatives left parting comments. While there were a variety of items mentioned, one comment that was heard a number of times was a concern for vandalism in Strathmore. While this concern was voiced by a minority, those that did make the comment considered it an issue that required special attention. Other comments voiced included:

- A perception that sports, hockey in particular, seems to receive preferential treatment in the community. The broader community needs (i.e. social and cultural) are not being adequately met.
- There is a need for activities and programs in Strathmore that are available to youth from low income families.
- Greater clarity and communication of the support for and services available to all community organizations, from the Town, would be beneficial. This could include support around grant applications, municipal applications, and event and organizational promotion.
- Town Council and the Town's staff were specifically identified as being supportive and helpful by a couple of organizations.

10.0 Needs Assessment Summary

The Needs Assessment is important in developing a strategic vision and recommendations for future leisure facilities (indoor and outdoor), parks, and services as the findings are based on public input and sound background research.

10.1. Existing Delivery System

The Town of Strathmore has a Community Services Department responsible for the operation of the two main municipal indoor recreation facilities – the Aquatic Centre and the Family Centre. The Community Services Department is also responsible for the operation of the Handi-Bus.

The Town does own the Civic Centre as well which it rents to various community groups. The Curling Rink and Family Centre are also both owned by the Town - the Curling Rink is leased to the Strathmore Curling Club.

The outdoor facilities fall under the purview of the Director of Engineering and Operations. Specifically there is a Parks Manager who manages part-time parks staff.

10.2. Comparative Analysis

Spending Levels

- At \$254 per capita, the Town of Strathmore spends less on recreation, culture and parks than do other municipalities (populations 3,000 to 19,500) including the average of the comparable communities of Brooks, Cochrane, Chestemere, High River, and Okotoks.
 - At 23.4%, the Town of Strathmore does spend more of its total budget than do municipalities with a population between 3,000 and 19,500 (including the five comparable communities).

Provision of Facilities and Services

- Strathmore offers facilities to its residents in better proportions than does the average of the “comparable” communities in the following areas: multipurpose / indoor rooms; ball diamonds; social banquet space; amphitheatre; performing arts theatre space; skateboard park; campground; library; agri-rec facility; outdoor skating rink; sheets of curling ice; indoor pool; and rectangular fields.
- There are some facilities that Strathmore does not have that at least one other “comparable” community does have: indoor leisure pool; indoor field house, indoor gymnasium space, indoor track, artificial turf fields, BMX park, off leash area, dedicated arts and crafts rooms, indoor child play areas, and a museum.

10.3. Consultation Summary

The findings from the consultation are instrumental in identifying indoor and outdoor leisure, culture, and recreation facility priorities in Strathmore.

Household Survey

- 953 questionnaires analyzed is statistically representative of Strathmore with a margin of error of $\pm 2.9\%$ nineteen times out of twenty.
- 92% of households have members that use municipally owned / operated facilities, parks and open spaces
 - 89% used parks and pathways in the previous 12 months
 - 66% used the Civic Centre

- 62% used the Aquatic Centre
- A number of services require the attention of the Town as respondents considered them of relative importance yet they were relatively dissatisfied with the Town's provision of them.
 - Event & Program Information; Indoor Sport & Recreation Facilities; Youth Facilities; and Connected Trails
- Respondents rated some services highly, considering them relatively important and indicating that they were relatively satisfied with the Town's provision of them.
 - Parks / Open Space; Library Services; Playgrounds; Outdoor Sports Fields; and Seniors' Facilities
- 78% of respondents said new and / or upgraded leisure, culture, and recreation facilities should be developed in Strathmore.
 - Indoor preferences: bowling alley (45%); leisure swimming pool (44%); fitness / wellness facilities (44%); walking track (42%)
 - Outdoor preferences: comprehensive trail system (59%); open spaces (51%); skating rinks (39%)
- 65% were willing to pay additional property taxes to ensure that community needs for recreation, culture and leisure facilities, parks & open space are better met

Student Survey

- Priorities for future indoor facility development included:
 - Climbing wall (63%)
 - Bowling alley (53%)
 - Leisure swimming (43%)
 - Ice arena facilities (37%)
- Priorities for future outdoor facility development included:
 - Beach volleyball (55%)
 - Sports fields (44%)
 - Skating rinks (39%)
 - Swimming pools (36%)

Stakeholder Group Survey / Interviews

- A majority of groups surveyed said new / upgraded facilities should be developed in Strathmore (14 of 15)
- Indoor facility development priorities included:

- Ice arena; gymnasium space; community gathering space; walking track; cultural venue (performing arts venue, art display space, museum); ice sheets
- Outdoor facility development priorities included:
 - Skating rink; comprehensive trail system; track & field space; open spaces
- 8 of 13 who answered the question would pay additional user or rental fees to ensure that community needs for facilities are better met

10.4. Community Values

The Town has shown a **commitment to quality of life** and will continue to do so as reflected in its new sustainability plan – currently being finalized, and in this study. There has been new investment in planning and renewing facilities. Town expenditures on recreation, culture, and parks as a percentage of total municipal expenditures are higher than the average for towns in Alberta.

There is a strong **community spirit** in the broader community. This is evident through the plethora of programs and activities in the community – many requiring impressive commitment and enthusiasm from their volunteers. Representatives from the organizations providing input spoke passionately about their programs and services which reflected the spirit in the community. They also spoke about their organizational challenges and needs.

The community has shown a **willingness to provide quality feedback** and relay priorities regarding community leisure services needs. This has been evident in the levels of participation of the public in the engagement activities and the interest the municipal administrators and Councils have in further engaging their citizenry. Continued public engagement will be important as the Master Plan is finalized and implemented.

The Town of Strathmore is an **active community** with 92%³³ of the population claiming use of local community facilities, and 82% of students claiming that they are physically active at least twice per week³⁴. This suggests that facilities and programs that promote and accommodate active living are important to residents, and that the provision of these environments adds to quality of life in the region.

³³ Based on the results of the household survey

³⁴ Based on the results of the student survey

10.5. Indoor Facility Priorities

A broad array of indoor leisure services are currently being offered in the area. However, in order to sustain existing indoor facilities, the facility assessments indicated that current indoor facilities required some investment. The following chart outlines specific indoor facility priorities for future consideration in Strathmore.

The top priorities, as identified in the following table, include:

1. Leisure swimming pools;
2. Ice arena facilities;
3. Performing arts show spaces;
4. Fitness / wellness spaces;
5. Leisure ice surfaces;
6. Walking track;
7. Bowling alley;
8. Gymnasium type space;
9. Field facilities; and
10. Indoor child playgrounds.

Indoor Facility Priority	Household Survey	Stakeholder Group Survey & Interviews	Student Survey	Facility Physical Assessment	Municipal Comparatives	Population Growth & Facility Usage	Industry Trends
Indoor Spontaneous Use							
Leisure Swimming Pools	✓	✓	✓		✓	✓	✓
Fitness / Wellness Spaces	✓	✓	✓				✓
Leisure Ice Surfaces	✓	✓	✓				✓
Walking Track	✓	✓			✓		✓
Bowling Alley	✓	✓	✓				
Gymnasium Type Space		✓	✓		✓	✓	✓
Child Playgrounds	✓				✓		✓
Art Display Spaces		✓				✓	✓
Community Gathering Spaces		✓				✓	✓
Museum / Interpretive Facilities		✓			✓		✓
Climbing Wall	✓		✓				
Library				✓			
Indoor Scheduled Use							
Ice Arena Facilities	✓	✓	✓	✓		✓	
Performing Arts / Show Spaces	✓	✓	✓			✓	✓
Field Facilities	✓		✓		✓		✓
Social / Banquet Facilities		✓				✓	✓
Dance / Program Rooms			✓		✓	✓	✓
Community Meeting Rooms		✓				✓	
Curling Rinks				✓		✓	
Competition Swim Tanks							
After School Care Facilities							
Preschool Facilities							

10.6. Outdoor Facilities, Parks and Open Space Priorities

The Town currently offers a broad spectrum of outdoor facilities, parks and open spaces ranging from natural parks to sports fields and ball diamonds. The existing compliment of assets meet many of the needs expressed by those in the community, however there are a number of new and / or upgraded outdoor facilities, parks and open spaces identified. The table on the following page outlines specific outdoor priorities for future consideration in Strathmore.

The top priorities as illustrated in the following table include:

1. Comprehensive trail system;
2. Open spaces;
3. Sports fields;
4. Skating rinks;
5. Child playgrounds;
6. Water spray parks;
7. Amphitheatre / event space;
8. Ball diamonds;
9. Picnic areas; and
10. Campground.

Outdoor Facilities, Parks and Open Space Priority	Household Survey	Stakeholder Group Survey & Interviews	Student Survey	Facility Physical Assessment	Municipal Comparatives	Population Growth & Facility Usage	Industry Trends
Outdoor Spontaneous Use							
Comprehensive Trail System	✓	✓		✓		✓	✓
Open Spaces (parks, green fields)	✓	✓	✓			✓	✓
Skating Rinks	✓	✓	✓				
Child Playgrounds	✓					✓	✓
Water Spray Parks	✓					✓	✓
Picnic Areas	✓		✓			✓	
Swimming Pools	✓		✓				
Skateboard Parks			✓			✓	✓
Dog Off Leash Park					✓		✓
BMX Bicycle Parks			✓		✓		
Outdoor Scheduled Use							
Sports Fields	✓		✓	✓	✓	✓	✓
Amphitheatres / Event Spaces	✓					✓	✓
Ball Diamonds	✓			✓		✓	
Campgrounds	✓		✓			✓	
Track and Field Spaces		✓	✓			✓	
Beach Volleyball Courts			✓				

Appendices

Appendix A – Household Survey Instrument

Appendix B – Stakeholder Group Interviews & Survey Participants

Appendix C – Indoor Facility Assessment Reports

Introduction

The Town of Strathmore invites your household to provide feedback on its community leisure, culture, and recreation facilities and services. Your responses will be used in the development of a Quality of Life Master Plan for the Town. The Master Plan will include recommendations for the provision of leisure, culture, and recreation facilities, amenities, and programs throughout Strathmore. Please have an adult in the household answer the questionnaire by considering the needs of **all** members of your household.

It is important that we receive your responses in a timely manner. Please seal your completed questionnaire in the enclosed self-addressed envelope (no postage necessary) and mail it by **October 31, 2009**. Alternatively you can **place it** in the drop box at the **Town Office** (680 Westchester Road) or at the **Strathmore Municipal Library** in the Lambert Centre (85 Lakeside Boulevard) during operating hours. Scanned questionnaires can be emailed to parks@rcstrategies.ca.

As a token of thanks for completing and submitting this questionnaire, two draws will be made. One free hour of private pool time will be awarded as will one free hour of private ice time. To be included in the draw, please complete the information at the end of the questionnaire.

If you have any questions, please call Carole Engel (Director of Community Services – Town of Strathmore) at 403.934.3204 extension 228 or Rob Parks (RC Strategies) at 780.441.4266.

Section I: Current Usage

1a) Do you, or members of your household, use community facilities and / or parks and open spaces owned and/or operated by the Town of Strathmore? Please check [✓].

☐ Yes

☐ No

1b) Using the list below, please indicate how frequently members of your household used each within the previous 12 months. Please check [✓] the appropriate space.

Facility or Open Space	1 – 9 Uses	10 – 20 Uses	21 or more uses	use in previous 12
Aquatic Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civic Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family Centre (rink surfaces)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lambert Centre (library)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lambert Centre (Seniors Drop-In)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Curling Rink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor Tennis Courts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strathmore Skateboard Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strathmore Spray Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strathmore's Parks & Pathways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2a) Do you, or members of your household leave Strathmore for leisure, culture, or recreation pursuits?

☐ Yes

☐ No

b) If "Yes", for which of the following do you leave Strathmore? Check [✓] all that apply.

- | | |
|--|---|
| <input type="checkbox"/> Fitness / wellness activities | <input type="checkbox"/> Indoor field sports |
| <input type="checkbox"/> Leisure swimming | <input type="checkbox"/> Special events / performances |
| <input type="checkbox"/> High school sports | <input type="checkbox"/> Indoor ice sports |
| <input type="checkbox"/> Indoor child play | <input type="checkbox"/> Outdoor pursuits (i.e. skiing, quadding, hiking) |
| <input type="checkbox"/> Other (please specify): _____ | |

Section II: Importance & Satisfaction with Town Leisure, Culture & Recreation Services

3) The Quality of Life Master Plan will provide direction for the Town to provide various facilities and services. Recognizing that municipal resources are limited, how important is it that the Town of Strathmore provides each of the following services. Please put a checkmark [✓] in the appropriate box.

How important is it that the Town of Strathmore provide....

	Very Unimportant	Somewhat Unimportant	Neither Important nor Unimportant	Somewhat Important	Very Important
Parks / Open Space (wetlands / natural parks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor sports fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor sport and recreation facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor arts and cultural facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heritage preservation / museums	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Directional signage to parks and facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public campgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Event and program information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Connected trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpretive areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social facilities (banquet / dance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seniors' facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Day use areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After-school care facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Day care facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Library services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strathmore Quality of Life Master Plan

Household Survey

- 4) Please rate your level of satisfaction with each service as it may be provided by the Town of Strathmore. Please put a checkmark [✓] in the appropriate box.

How satisfied are you with the Town of Strathmore's provision of....

	Very Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Somewhat Satisfied	Very Satisfied
Parks / Open Space (wetlands / natural parks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor sports fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor sport and recreation facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor arts and cultural facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heritage preservation / museums	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Directional signage to parks and facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public campgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Event and program information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Connected trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpretive areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social facilities (banquet / dance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seniors' facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Day use areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After-school care facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Day care facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Library services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 5) Considering the services identified above, what do you think should be the **top 3 priorities** for the Town of Strathmore?

1.

2.

3.

Section III: New / Upgraded Leisure, Culture & Recreation Services

- 6) Answering on behalf of your entire household, do you think that new and / or upgraded leisure, culture, and recreation facilities (indoor or outdoor) should be developed in Strathmore? Please check [✓].

☐ Yes

☐ Not Sure

☐ No (If "No", please proceed to question # 9)

7) Answering on behalf of your entire household, please check [✓] up to five indoor leisure, culture, or recreation facility components that you think should be considered in future facility development in Strathmore.

- | | |
|--|---|
| <input type="checkbox"/> Fitness / wellness facilities | <input type="checkbox"/> Gymnasium type spaces |
| <input type="checkbox"/> Walking track | <input type="checkbox"/> Community gathering spaces |
| <input type="checkbox"/> Leisure swimming pools | <input type="checkbox"/> Leisure ice surfaces |
| <input type="checkbox"/> Indoor child playgrounds | <input type="checkbox"/> Indoor climbing wall |
| <input type="checkbox"/> After school care facilities | <input type="checkbox"/> Museum / interpretive facilities |
| <input type="checkbox"/> Ice arena facilities | <input type="checkbox"/> Community meeting rooms |
| <input type="checkbox"/> Curling rinks | <input type="checkbox"/> Performing arts / show spaces |
| <input type="checkbox"/> Competition swimming tanks | <input type="checkbox"/> Dance / program rooms |
| <input type="checkbox"/> Indoor field facilities | <input type="checkbox"/> Social / banquet facilities |
| <input type="checkbox"/> Art display spaces | <input type="checkbox"/> Preschool facilities |
| <input type="checkbox"/> Bowling Alley | <input type="checkbox"/> Other (please specify) _____ |

8) Answering on behalf of your entire household, please check [✓] up to five outdoor leisure, culture and recreation facility components that you think should be considered in future facility development in Strathmore.

- | | |
|---|--|
| <input type="checkbox"/> Track and field spaces | <input type="checkbox"/> Child playgrounds |
| <input type="checkbox"/> Comprehensive trail system | <input type="checkbox"/> Water spray parks |
| <input type="checkbox"/> Open spaces (parks, green fields) | <input type="checkbox"/> Outdoor skating rinks |
| <input type="checkbox"/> BMX bicycle parks | <input type="checkbox"/> Skateboard parks |
| <input type="checkbox"/> Picnic areas | <input type="checkbox"/> Outdoor swimming pools |
| <input type="checkbox"/> Amphitheatres / event spaces | <input type="checkbox"/> Beach volleyball courts |
| <input type="checkbox"/> Sport fields (i.e. soccer, football, etc.) | <input type="checkbox"/> Campgrounds |
| <input type="checkbox"/> Ball diamonds | <input type="checkbox"/> Other (specify) _____ |

Section V: Willingness to Pay

9) To ensure that community needs for leisure, culture, and recreation facilities, parks and open spaces and programs in the Strathmore area are better met, how much of an increase in annual property taxes would your household be willing to pay? Please check [✓] one.

- ☐ No increase
 ☐ Up to \$100
 ☐ \$101-\$150
 ☐ \$151-\$200
 ☐ \$200+

Comments:

Section VI: General Comments

- 10) Do you have any additional comments to make concerning the future planning of facilities and parks in the Town of Strathmore?

Section VII: Respondent Profile

- 11) What is your postal code?

Please specify: _____

- 12) Do you rent or own your home?

☐

Own

☐ Rent

- 13) How long have you lived in the Town of Strathmore?

☐

Less than 1 year

☐ 1-5 years

☐ 5-10 years

☐ 10+ years

- 14) Do you expect to be residing in the Town of Strathmore for the next five years?

☐

Yes

☐ Not Sure

☐ No

- 15) Please describe your household by recording the number of members in each of the following age groups. (Please do not forget yourself!)

Age 0 to 9

Age 10 to 19

Age 20 to 29

Age 30 to 39

Age 40 to 59

Age 60+

Draw Entry Form

Name (First Name Only) _____

Phone Number _____

This information will be provided separately to the Town of Strathmore for purposes of the draw. It will not be reported in connection with the responses you have provided but will be kept in confidence. Only the winners whose names are drawn will be contacted. The draw will be made by January 2010.

Appendix B

Stakeholder Group Survey & Interviews

Group Sent Group Survey Questionnaire	Participated in Interview	Participated in Survey
Strathmore Community Football Association	✓	✓
Strathmore Musical Arts Society	✓	
Hope Bridges	✓	
Strathmore & District Curling Club	✓	✓
Communities in Bloom	✓	✓
Wheatland Society of Arts	✓	✓
Alberta Freemasons – Strathmore Lodge	✓	
Strathmore Municipal Library	✓	✓
Strathmore Minor Ringette Association	✓	
Strathmore Figure Skating Club	✓	✓
Strathmore Minor Hockey Association	✓	✓
Strathmore Hockey AA	✓	✓
Strathmore Lacrosse	✓	
Strathmore Minor Soccer	✓	
Strathmore Bisons (Midget AAA)	✓	✓
Silver Sharks (swim club)	✓	✓
Wheatland Kings Junior B Hockey	✓	
Happy Gang (seniors club)	✓	✓
Strathmore Youth Centre		✓
Strathmore Air Cadet Squadron #903		
Strathmore Lions Club		
Jumphouse Gymnastics Club		
Wheatland Whirlers Square Dance Club		
Strathmore Ladies Ringette		
Strathmore Theatre Players		
Victory Martial Arts Studio		
Strathmore Basketball / Volleyball		
Strathmore Kinsmen Club		
Strathmore Badminton Association		✓
Strathmore & District Ag Society		
Strathmore Minor Baseball		✓
Merry-Go-Rounders (Round Dance Club)		
Strathmore & District Child Development Society		
Strathmore Elks		
Strathmore Fun Runners		
Strathmore Girl Guides		✓
Strathmore Golf Club		
Strathmore Racquet Club		
Strathmore Scouts		

Appendix C

Indoor Facility Assessment Reports

PROJECT NAME: STRATHMORE STUDY

CHART RATING DEFINITIONS:

Existing Facility Evaluation

- | | |
|-------|---|
| (1) | Critical: Unsafe, high risk of injury or critical system failure. |
| (2) | Poor: Does not meet requirements, has significant deficiencies. May have high operating / maintenance costs. |
| (3) | Marginal: Meets minimum requirements, has significant deficiencies. May have above average operating maintenance costs. |
| (4) | Acceptable: Meets present requirements, minor deficiencies. Average operating / maintenance costs. |
| (5) | Good: Meets all present requirements. No deficiencies noted. |
| (6) | Excellent: As new / state-of-the-art, meets present and foreseeable requirements. |
| (FI) | Requires further investigation |
| (N/A) | Not applicable |
| (CU) | Currently being upgraded |

Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

Building Planning Strategies

- Location Strategy: Is the building located strategically to capture market.
- Reinvestment Strategy: Minor upgrades to the building required to maintain facility.
- Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.
- Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

BUILDING: CIVIC CENTRE

ARCHITECTURAL / STRUCTURAL

Component Reference	Rating (1-6)	FI	Life Expectancy (<5, 5-10, >10)	Priority (H, M, L)	Life Safety Code Infringe- No / Yes	Cost to Upgrade (+/- \$5,000)
1 SITE						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
2 BUILDING ENVELOPE						
2.1 Roofing						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
2.2 Walls						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
2.3 Exterior Windows						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
2.4 Exterior Doors						
	4		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
3 INTERIOR FINISHES						
3.1 Flooring						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.2 Walls						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.3 Ceiling						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.4 Interior Windows						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.5 Interior Doors						
	4		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
3.6 Millwork						
	4		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
4 MECHANICAL						
4.1 Mechanical						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
5 ELECTRICAL						
5.1 Electrical						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
TOTAL						\$ 15,000.00

**STRATHMORE STUDY
CURLING RINK**

Site

The existing site is paved and will require some minor patch and repair in the next few years, as well as some sidewalk upgrades to maintain accessibility into the curling rink.

Building Envelope

The general condition of the building envelope was acceptable at the time of review but will require some minor maintenance and repair to damaged siding and downspouts to ensure that water is directed away from the structure. Also to be noted is that minor roofing repairs and maintenance will be needed to be undertaken over the next 5 to 10 years.

Interior Finishes

The interior finishes were well maintained and in good condition and will last well into the future.

General

Owner should review the cost benefit of installing a low-emissivity (low-E) ceiling within the curling rink to reduce operational costs.

CHART RATING DEFINITIONS:

Existing Facility Evaluation

- | | |
|-------|---|
| (1) | Critical: Unsafe, high risk of injury or critical system failure. |
| (2) | Poor: Does not meet requirements, has significant deficiencies. May have high operating / maintenance costs. |
| (3) | Marginal: Meets minimum requirements, has significant deficiencies. May have above average operating maintenance costs. |
| (4) | Acceptable: Meets present requirements, minor deficiencies. Average operating / maintenance costs. |
| (5) | Good: Meets all present requirements. No deficiencies noted. |
| (6) | Excellent: As new / state-of-the-art, meets present and foreseeable requirements. |
| (F) | Requires further investigation |
| (N/A) | Not applicable |
| (CU) | Currently being upgraded |

Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

Building Planning Strategies

- (a) Location Strategy: Is the building located strategically to capture market.
- (b) Reinvestment Strategy: Minor upgrades to the building required to maintain facility.
- (c) Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.
- (d) Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

BUILDING: CURLING RINK

ARCHITECTURAL / STRUCTURAL

Component Reference	Rating (1-6)	FI	Life Expectancy (<5, 5-10, >10)	Priority (H, M, L)	Life Safety Code Infringe- No / Yes	Cost to Upgrade (+/- \$5,000)
1 SITE						
	4		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
2 BUILDING ENVELOPE						
2.1 Roofing						
Metal	4		5-10	M	N	\$ 5,000.00
Rollod Roofing	3		5-10	M	N	\$ 10,000.00
	SUBTOTAL					\$ 15,000.00
2.2 Walls						
Metal	4		5-10	M	N	\$ 10,000.00
	SUBTOTAL					\$ 10,000.00
2.3 Exterior Windows						
	5		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
2.4 Exterior Doors						
	5		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
3 INTERIOR FINISHES						
3.1 Flooring						
Sheet Vinyl	5		>10	L	N	\$ -
Carpet	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.2 Walls						
General	5		>10	L	N	\$ -
Metal Building	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.3 Ceiling						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.4 Interior Windows						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.5 Interior Doors						
	4		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
3.6 Millwork						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
4 MECHANICAL						
4.1 Mechanical (Not Reviewed)						
	FI					\$ -
	SUBTOTAL					\$ -
5 ELECTRICAL						
5.1 Electrical (Not Reviewed)						
	FI					\$ -
	SUBTOTAL					\$ -
	TOTAL					\$ 45,000.00

PROJECT NAME: STRATHMORE STUDY

CHART RATING DEFINITIONS:

Existing Facility Evaluation

- | | |
|-------|---|
| (1) | Critical: Unsafe, high risk of injury or critical system failure. |
| (2) | Poor: Does not meet requirements, has significant deficiencies. May have high operating / maintenance costs. |
| (3) | Marginal: Meets minimum requirements, has significant deficiencies. May have above average operating maintenance costs. |
| (4) | Acceptable: Meets present requirements, minor deficiencies. Average operating / maintenance costs. |
| (5) | Good: Meets all present requirements. No deficiencies noted. |
| (6) | Excellent: As new / state-of-the-art, meets present and foreseeable requirements. |
| (FI) | Requires further investigation |
| (N/A) | Not applicable |
| (CU) | Currently being upgraded |

Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

Building Planning Strategies

- Location Strategy: Is the building located strategically to capture market.
- Reinvestment Strategy: Minor upgrades to the building required to maintain facility.
- Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.
- Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

BUILDING: FAMILY CENTRE

ARCHITECTURAL / STRUCTURAL

Component Reference	Rating (1-6)	FI	Life Expectancy (<5, 5-10, >10)	Priority (H, M, L)	Life Safety Code Infringe- No / Yes	Cost to Upgrade (+/- \$5,000)
1 SITE						
	4		5-10	M	N	\$ 10,000.00
	SUBTOTAL					\$ 10,000.00
2 BUILDING ENVELOPE						
2.1 Roofing						
Eaves / Gutters	4		5-10	M	N	\$ 10,000.00
	2		<5	H	N	\$ 25,000.00
	SUBTOTAL					\$ 35,000.00
2.2 Walls						
	2	FI	<5	H	N	\$ 80,000.00
	SUBTOTAL					\$ 80,000.00
2.3 Exterior Windows						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
2.4 Exterior Doors						
	4		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
3 INTERIOR FINISHES						
3.1 Flooring						
	4		5-10	M	N	\$ 10,000.00
	SUBTOTAL					\$ 10,000.00
3.2 Walls						
	4		5-10	M	N	\$ 10,000.00
	SUBTOTAL					\$ 10,000.00
3.3 Ceiling						
	4		5-10	M	N	\$ 10,000.00
	SUBTOTAL					\$ 10,000.00
3.4 Interior Windows						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.5 Interior Doors						
Hardware Upgrades	4		5-10	M	N	\$ 10,000.00
	SUBTOTAL					\$ 10,000.00
3.6 Millwork						
						\$ -
	SUBTOTAL					\$ -
3.7 General						
Boards	4		5-10	M	N	\$ 15,000.00
	SUBTOTAL					\$ 15,000.00
4 MECHANICAL						
4.1 Mechanical						
Minor Upgrades	4		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
5 ELECTRICAL						
5.1 Electrical						
Minor Upgrades	4		5-10	M	N	\$ 1,000.00
	SUBTOTAL					\$ 1,000.00
TOTAL						\$ 191,000.00

Site
The site is currently paved and in generally acceptable condition. Sidewalk access is acceptable for use by the general public at this time.

done and work was being undertaken to remediate the problem, so no investigation in this study has been allowed for, assuming that all will be repaired. Further investigation is also required regarding roof leaking, as a number of ceiling staining spots are showing up on the acoustic tiles.

The interior finishes in general within the library were acceptable, as well as within the Senior Centre and the FCSS component.

Minor upgrades may be required to the building mechanical system within the Senior's component to allow for ventilation over stoves. General FCSS component was functioning well at the time of review and that the _____ seem to be in generally good condition.

(1)	Critical: Unsafe, high risk of injury or critical system failure.
(2)	Poor: Does not meet requirements, has significant deficiencies. May have high operating / maintenance costs.
(3)	Marginal: Meets minimum requirements, has significant deficiencies. May have above average operating maintenance costs.
(4)	Acceptable: Meets present requirements, minor deficiencies. Average operating / maintenance costs.
(5)	Good: Meets all present requirements. No deficiencies noted.
(6)	Excellent: As new / state-of-the-art, meets present and foreseeable requirements.
(F)	Requires further investigation
(N/A)	Not applicable
(CU)	Currently being upgraded
Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)	
Priority: High (H); Medium (M); Low (L)	
Future Expansion: Can be expanded (Yes); No capacity for expansion (No)	
Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)	

- Location Strategy: Is the building located strategically to capture market.
- Reinvestment Strategy: Minor upgrades to the building required to maintain facility.
- Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.
- Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

ARCHITECTURAL / STRUCTURAL

Component Reference	Rating (1-6)	FI	Life Expectancy (<5, 5-10, >10)	Priority (H, M, L)	Life Safety Code Infringe- No / Yes	Cost to Upgrade (+/- \$5,000)
1 SITE						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
2 BUILDING ENVELOPE						
2.1 Roofing						
	3	FI	5-10	M	N	\$ 20,000.00
	SUBTOTAL					\$ 20,000.00
2.2 Walls						
*Note: Based on repairs being completed.						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
2.3 Exterior Windows						
Metal	4		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
2.4 Exterior Doors						
Metal	4		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
3 INTERIOR FINISHES						
3.1 Flooring						
FCSS	5		>10	L	N	\$ -
Seniors	4		5-10	M	N	\$ 20,000.00
Library	5		>10	L	N	\$ -
	SUBTOTAL					\$ 20,000.00
3.2 Walls						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.3 Ceiling						
FCSS	5		>10	L	N	\$ -
Seniors	5		>10	L	N	\$ -
Library	4		5-10	M	N	\$ 1,000.00
	SUBTOTAL					\$ 1,000.00
3.4 Interior Windows						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.5 Interior Doors						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
3.6 Millwork						
FCSS	5		>10	L	N	\$ -
Seniors	3		5-10	M	N	\$ 10,000.00
Library	5		>10	L	N	\$ -
	SUBTOTAL					\$ 10,000.00
4 MECHANICAL						
4.1 Mechanical						
Range Hood	3		5-10	M	N	\$ 5,000.00
	SUBTOTAL					\$ 5,000.00
5 ELECTRICAL						
5.1 Electrical						
	5		>10	L	N	\$ -
	SUBTOTAL					\$ -
	TOTAL					\$ 66,000.00

PROJECT NAME: STRATHMORE STUDY**CHART RATING DEFINITIONS:****Existing Facility Evaluation**

- (1) Critical: Unsafe, high risk of injury or critical system failure.
 (2) Poor: Does not meet requirements, has significant deficiencies. May have high operating / maintenance costs.
 (3) Marginal: Meets minimum requirements, has significant deficiencies. May have above average operating maintenance costs.
 (4) Acceptable: Meets present requirements, minor deficiencies. Average operating / maintenance costs.
 (5) Good: Meets all present requirements. No deficiencies noted.
 (6) Excellent: As new / state-of-the-art, meets present and foreseeable requirements.
 (FI) Requires further investigation
 (N/A) Not applicable
 (CU) Currently being upgraded

Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

Building Planning Strategies

- (a) Location Strategy: Is the building located strategically to capture market.
 (b) Reinvestment Strategy: Minor upgrades to the building required to maintain facility.
 (c) Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.
 (d) Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

BUILDING: SKATE PARK

ARCHITECTURAL / STRUCTURAL

Component Reference	Rating (1-6)	FI	Life Expectancy (<5, 5-10, >10)	Priority (H, M, L)	Life Safety Code Infringe- No / Yes	Cost to Upgrade (+/- \$5,000)
1 SITE	4		5-10	M	N	\$ 10,000.00
					SUBTOTAL	\$ 10,000.00
2 BUILDING ENVELOPE						
2.1 Roofing						\$ -
					SUBTOTAL	\$ -
2.2 Walls						\$ -
					SUBTOTAL	\$ -
2.3 Exterior Windows						\$ -
					SUBTOTAL	\$ -
2.4 Exterior Doors						\$ -
					SUBTOTAL	\$ -
3 INTERIOR FINISHES						
3.1 Flooring						\$ -
					SUBTOTAL	\$ -
3.2 Walls						\$ -
					SUBTOTAL	\$ -
3.3 Ceiling						\$ -
					SUBTOTAL	\$ -
3.4 Interior Windows						\$ -
					SUBTOTAL	\$ -
3.5 Interior Doors						\$ -
					SUBTOTAL	\$ -
3.6 Millwork						\$ -
					SUBTOTAL	\$ -
4 MECHANICAL						
4.1 Mechanical						\$ -
					SUBTOTAL	\$ -
5 ELECTRICAL						
5.1 Electrical						\$ -
					SUBTOTAL	\$ -
					TOTAL	\$ 10,000.00