



ROCKY VIEW COUNTY

Recreation and Parks Master Plan

2021





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Building and Strengthening Communities

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

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

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

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

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



Benefits of Recreation:

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

Framework for Recreation in Canada (CPRA 2015)

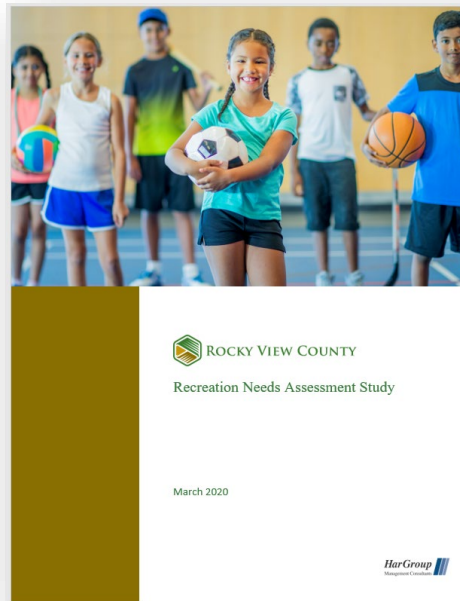
The planning process for the Master Plan began with the development of a County-wide Recreation Needs Assessment Study. The assessment process involved examining population and community characteristics, identifying community recreation assets, and gathering input from residents, service providers, community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

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

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

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

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



Planning Contributions

Council, Staff, Managers Interviews/Workshops

Recreation Governance Committee Meetings

RVC County, Strategic, Corporate Plans

Open Space and Active Transportation Plans

Area Structure Plans and Conceptual Schemes

County Policies and Service Standards

12 Years of Recreation Grants and Others

Regional Studies

Service Level Review

Building Condition and Life Cycle Plans

Proposed Recreation Facility Projects

License/Lease of Occupation Agreements

Population/Building Unit Projections

Organizational Structure

Service Provider Financial Statements (5 Years)

National/Provincial Recreation Policies

Recreation Trends and Issues

County-wide Recreation Needs Assessment Study



Identifying Strategic Priorities

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



Key Issues Addressed in the Master Plan



County's involvement in recreation system

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



Regional partnerships with urban municipalities

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



Public benefit of recreation services

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



Advancement of recreation service providers

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



Development of urban communities in County

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



Development of future growth areas in the County

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



Long-term maintenance of existing facilities

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



New recreation facility development

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



Pathways, trails, and parks development

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



Review of recreation funding

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



Budgeting and sources of funding

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



Potential effects of pandemic and economic conditions

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



Introducing a Strategic Management Framework

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

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



Vision

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

Mandate

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

Principles

Rural heritage

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

Resilient communities

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

Equitable resource distribution

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

Responsible growth and development

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

Sustainable development

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

Fiscal responsibility

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

Partnerships

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

Recognizing Community Characteristics

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

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

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

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

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

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

Leisure Orientations



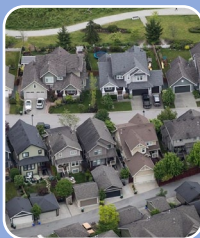
Agricultural leisure orientation:

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



Rurban leisure orientation:

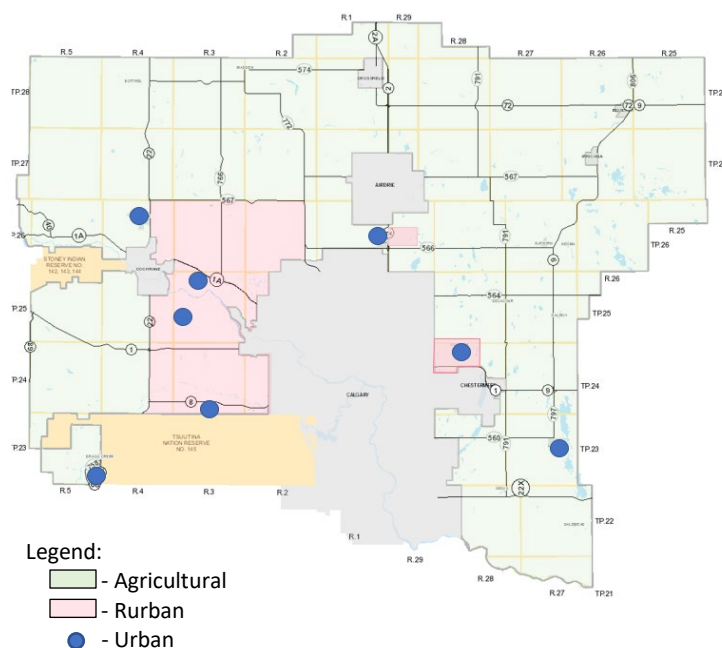
- Prefer to rely on recreation at home (walks, home gyms) and community facilities (halls, studios, arenas, equestrian centres) where a limited range of programs are available
- Connected to urban centres such as Airdrie, Chestermere, Cochrane, or Calgary (employment, education, etc.) making these locations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



Urban leisure orientation:

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

Leisure Orientations Locations



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

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

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

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

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

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

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

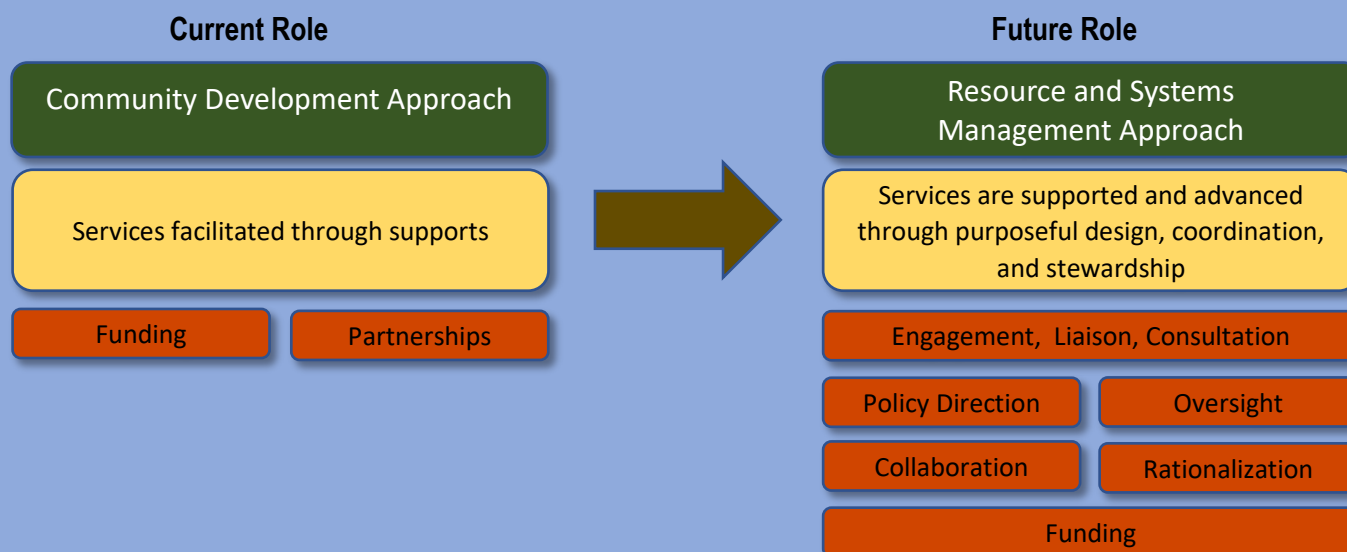
Communities/Areas	Outlook	Leisure Orientation		
		Urban	Rurban	Agriculture
Langdon				
Harmony				
Conrich		Combination		
South Springbank				
North Springbank				
Bearspaw				
Balzac West				
Balzac East				
Glenbow Ranch				
Elbow Valley				
Cochrane North (Lake)				
Greater Bragg Creek				
Keoma	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

* Speculated population growth:

- High expanding
- Moderate expanding
- Moderate fluctuating
- Low fluctuating
- Stationary



Defining the Role of the Municipality



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

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

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

Potential Implications of Continuing with Existing Role

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

Increased disparity of service provision and support throughout the County

Increased competition among community stakeholders for markets and customers

Propensity for oversupply and over build of services (facilities)

Volunteer fatigue, frustration, and decline

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

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

National Recreation Summit, Canada, 1987.

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

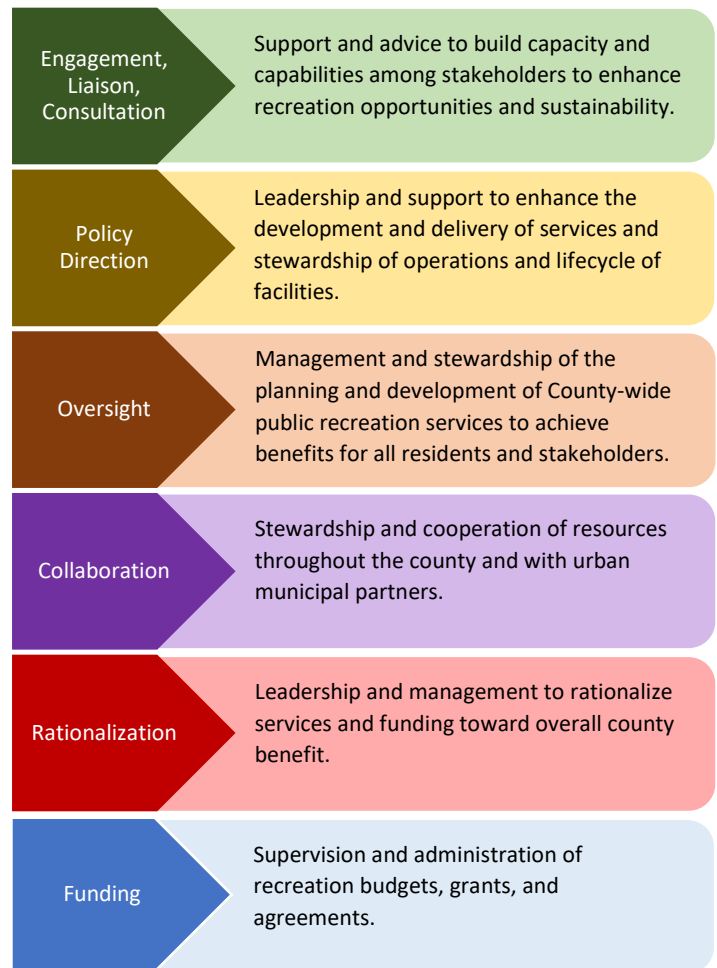
New and evolving service delivery models will be considered for public recreation initiatives within the County. A County-wide approach to planning will be implemented with increased coordination being applied among communities and areas to better direct limited resources toward greater benefit. This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

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

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

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

Functions of the Future Role of the County



Valuing Public Benefit

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

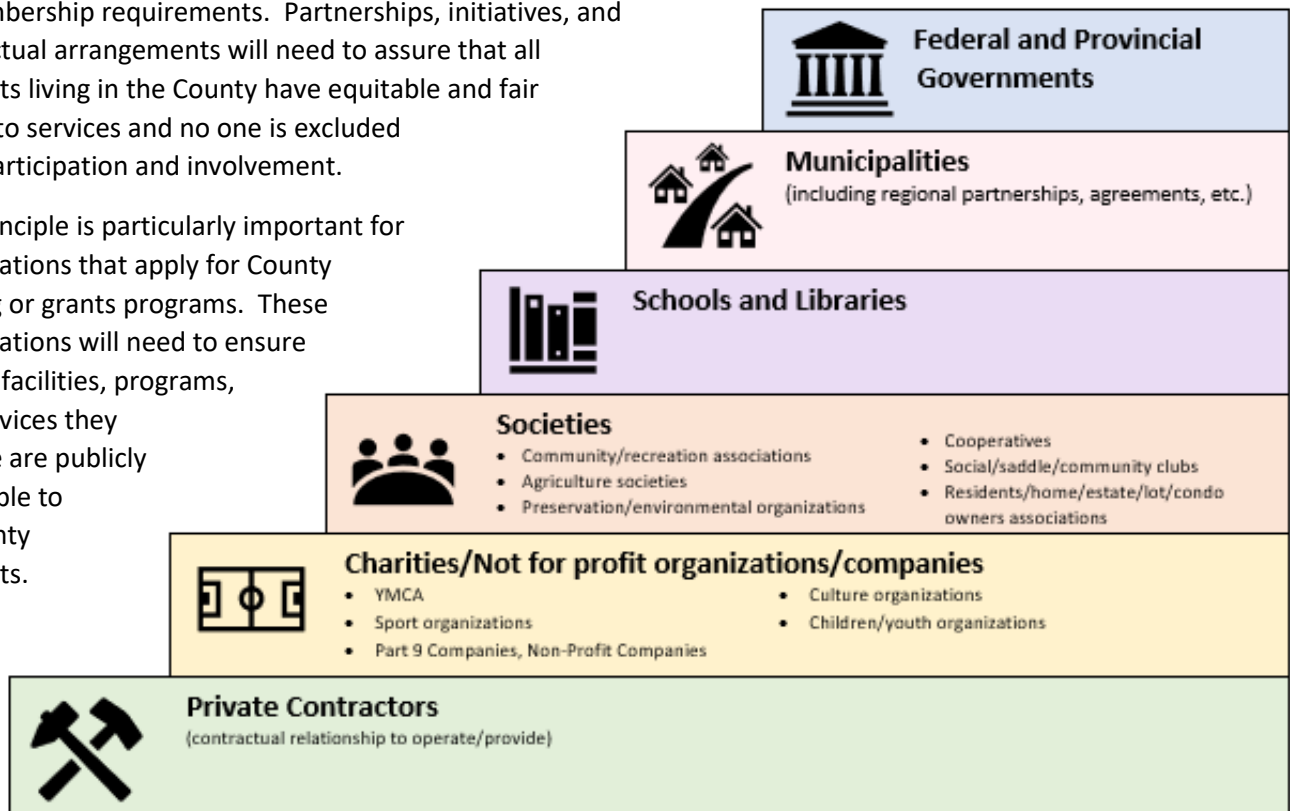
Increasingly, the distinction between public and private organizations is becoming blurred. Part 9 Companies, Private Non-Profit Organizations, private contractors, privately operated sports organizations, for-profit schools, and developer sponsored homeowner (residents'/estate/lot/condo) associations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

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

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

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

Recreation Providers



Developing Recreation Amenities in the County

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

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

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

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

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

Facility Service Level Framework

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

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

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

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

Factors Considered in the Development of the Facility Service Level Framework

Population/Behaviours

- Population size
- Population density
- Citizenry research

Users/Use

- Individuals
- Organizations
- Events

Operational Models

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

Location Attributes

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

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

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

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

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

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

Planning Guide - Amenity Development for New Communities/Areas

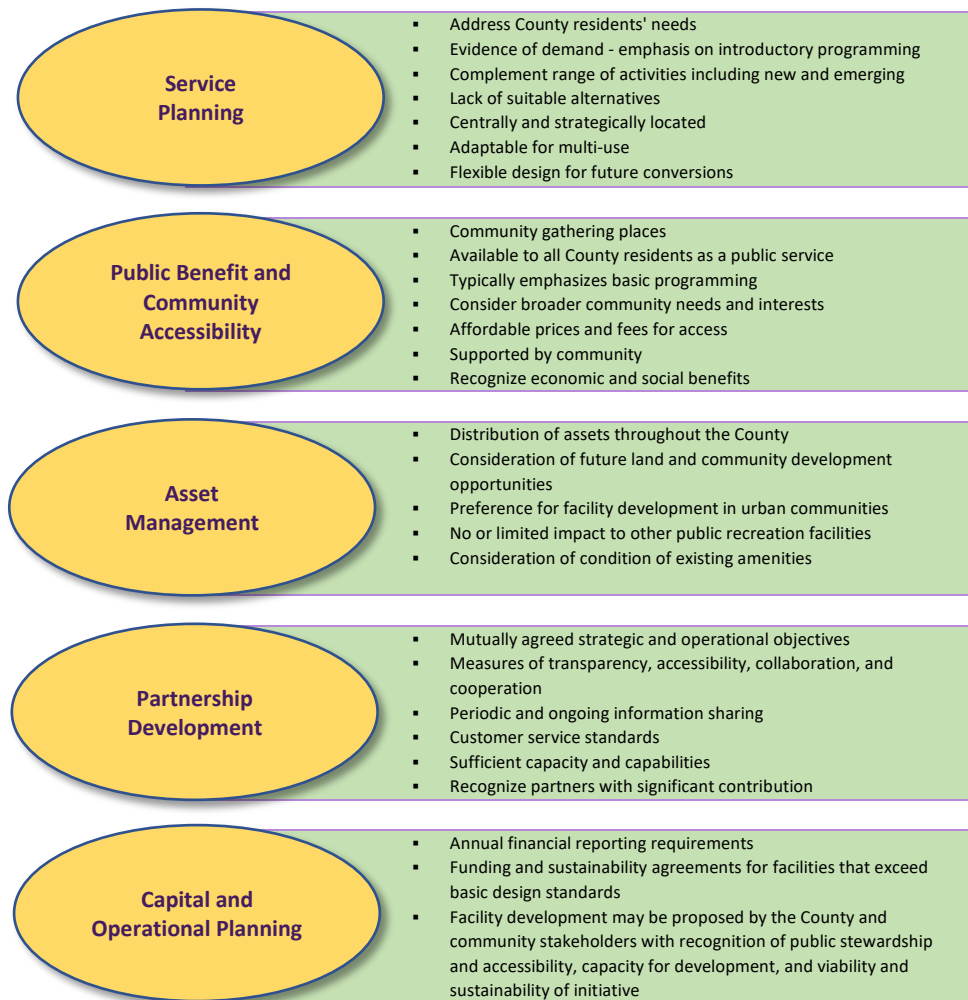
Type	Description	Leisure Orientation			
		Agricultural		Rurban	Urban
		Rural	Small Hamlet		
Pathway	Local asphalt				
Trail	Gravel, etc.				
Dog park	Open space (possibly fenced)				
Park	Playground				
Park	Plaza area, seating				
Outdoor pad	Outdoor sports court				
Outdoor Court	Tennis/pickleball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

Legend:

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

Facility Development Criteria

Issues to Address when Planning Facilities



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

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

Applications of Facility Development Criteria to Facilitate Decision-Making

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

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

Facility Development Process

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

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

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

Roles for stakeholders within the process include:

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

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

Phases of the Facility Development Process



Facility Operations

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

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

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

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

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

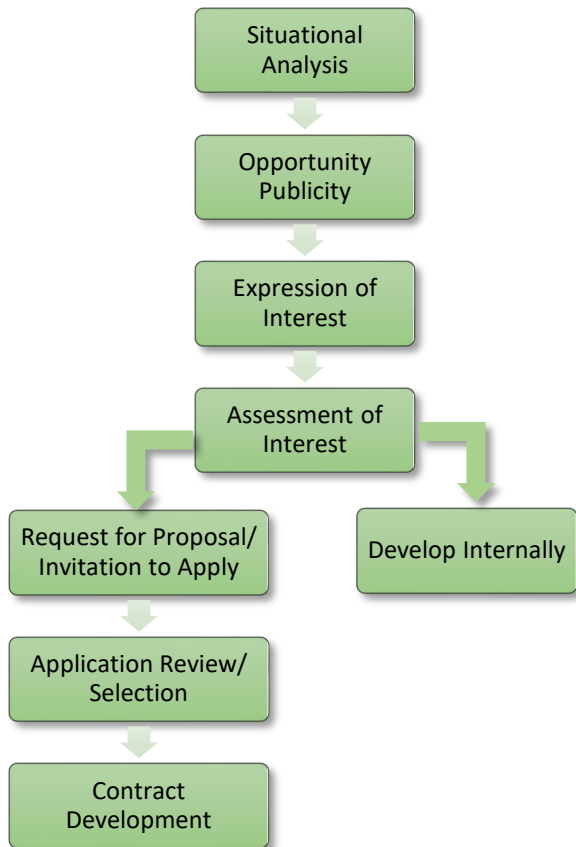
General Assessment of Operation Model Options (dependent on circumstances)

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

Considerations of Operation Models

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

Process to Evaluate Operation Model Options



Considerations for Evaluation Criteria Operation Models and Applicants

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

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

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

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

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

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

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

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



Facility Classification System

Components of the Facility Classification System

Classification	Description	Examples	
		Indoor Facilities	Outdoor Facilities
Collaborative Facilities (with Urban Municipal Partners)	• Facilities involved in coordinated planning, cost sharing or shared service provision with other Urban Municipal Partners	• Spray Lakes Sawmills Family Sports Centre • Chestermere Regional Recreation Centre • Facilities in Airdrie	• Athletic sport fields/synthetic fields • Pathway system that coordinates with Urban Municipal Partners
Recreation Centres	• Facilities with multiple amenities, develop and deliver programs to the community, require staff with specialized/ technical knowledge	• Springbank Park for All Seasons • Bearspaw Lifestyle Centre • Indus Recreation Centre • Bragg Creek Community Centre	• Langdon Quad Facility • Regional active transportation network • Future athletic field clusters
Community Facilities	• Amenities operated by volunteer-based organization that typically involve stand-alone amenities	• Multipurpose - event/banquet space • Multipurpose - gymnasiums • Multipurpose - activity spaces • Meeting rooms • Indoor arena - natural ice	• Parks • Playgrounds • Outdoor rinks • Tennis/pickleball courts • Outdoor sports courts • Dog parks • Trails

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

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

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

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

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

Facility Maintenance and Lifecycle

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

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

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

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

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

Facility Condition Index based on 10 Years (2020)

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

Rating:
Good
Acceptable
Marginal
Poor
Critical

Collaborating with Regional Municipal Partners

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

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

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

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

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

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

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

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

Rocky View County and Adjacent Municipalities



Examples of RVC Collaborative Agreements

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

Types of Collaborative Approaches

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

Summary of Recreation Facility Distribution throughout the Region (2020)

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

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

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

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

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

Other Complexities to Consider

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

Recommended Collaborative Approaches with Municipal Partners

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

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

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

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

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

Types of Cost Sharing Agreements

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



Enhancing Recreation Funding Programs

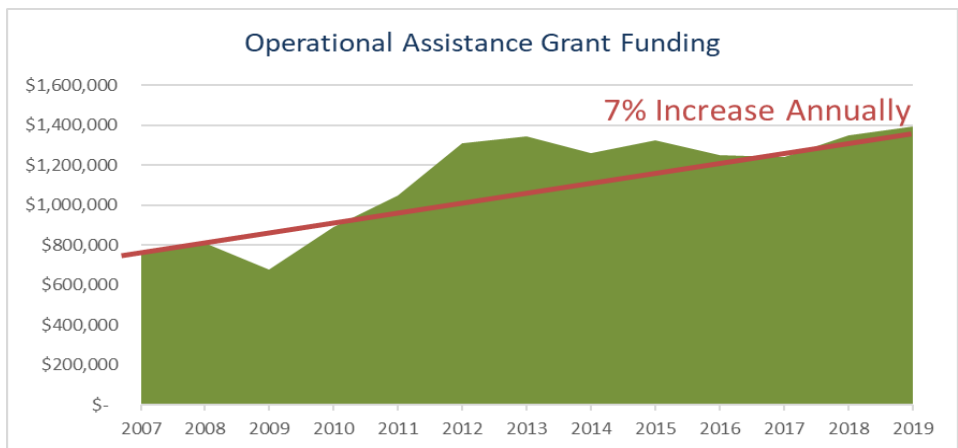
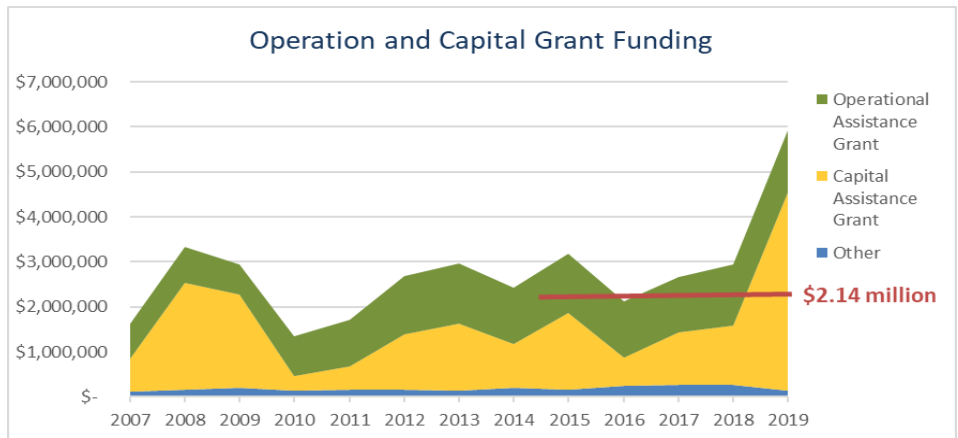
Recreation funding has been a major component of the County's contribution to the recreation system.

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

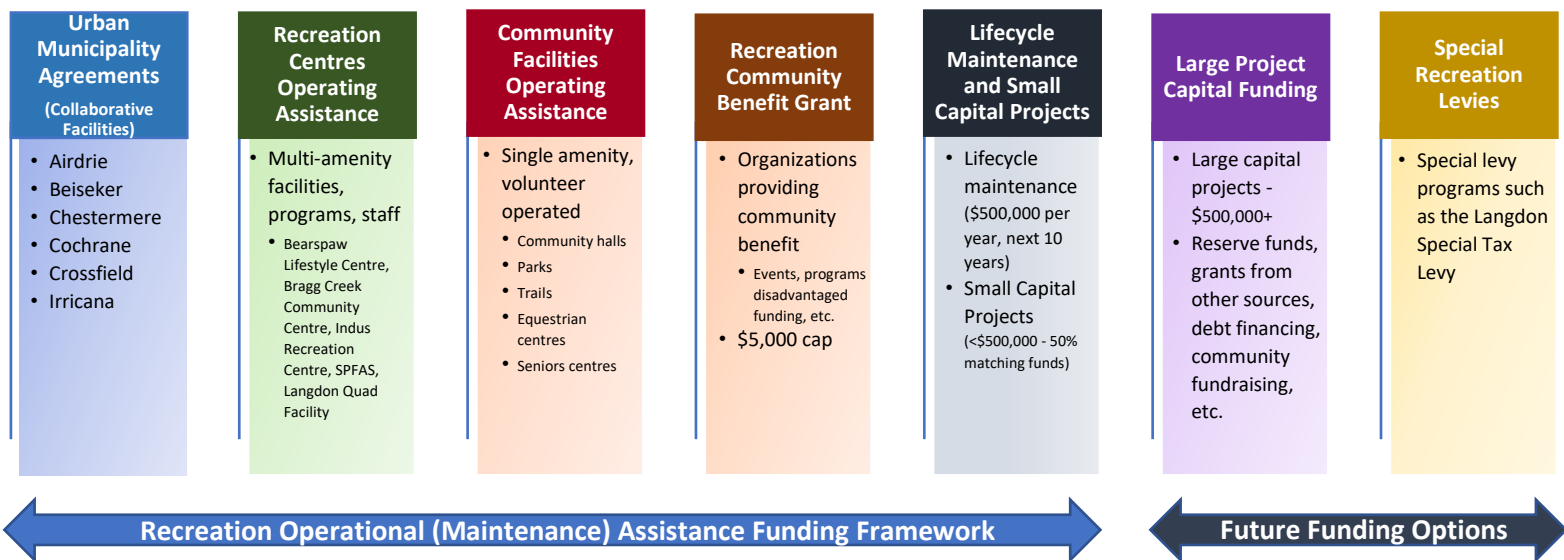
An extensive review was conducted of the County's existing recreation grants, agreements, and funding programs. Spending has commonly been higher than the \$2.14 million budget. While there has been a gradual increase in spending for operational assistance grants to community organizations, capital grants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

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

Analysis of Recreation Funding 2007 - 2019



New Recreation Funding Framework



3-Year Grant Application Cycles

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

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

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

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

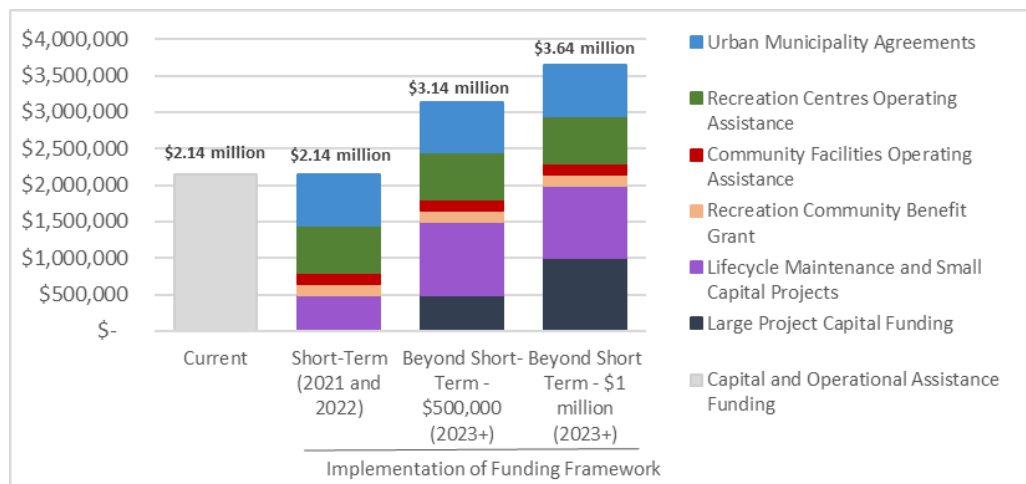
With current situation of the pandemic, it is expected that funding levels will need to remain at existing levels for a couple of years (2021 and 2022).

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

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

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

Budgetary Options for New Recreation Funding Framework



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

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

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

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

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

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

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

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

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

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

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

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

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

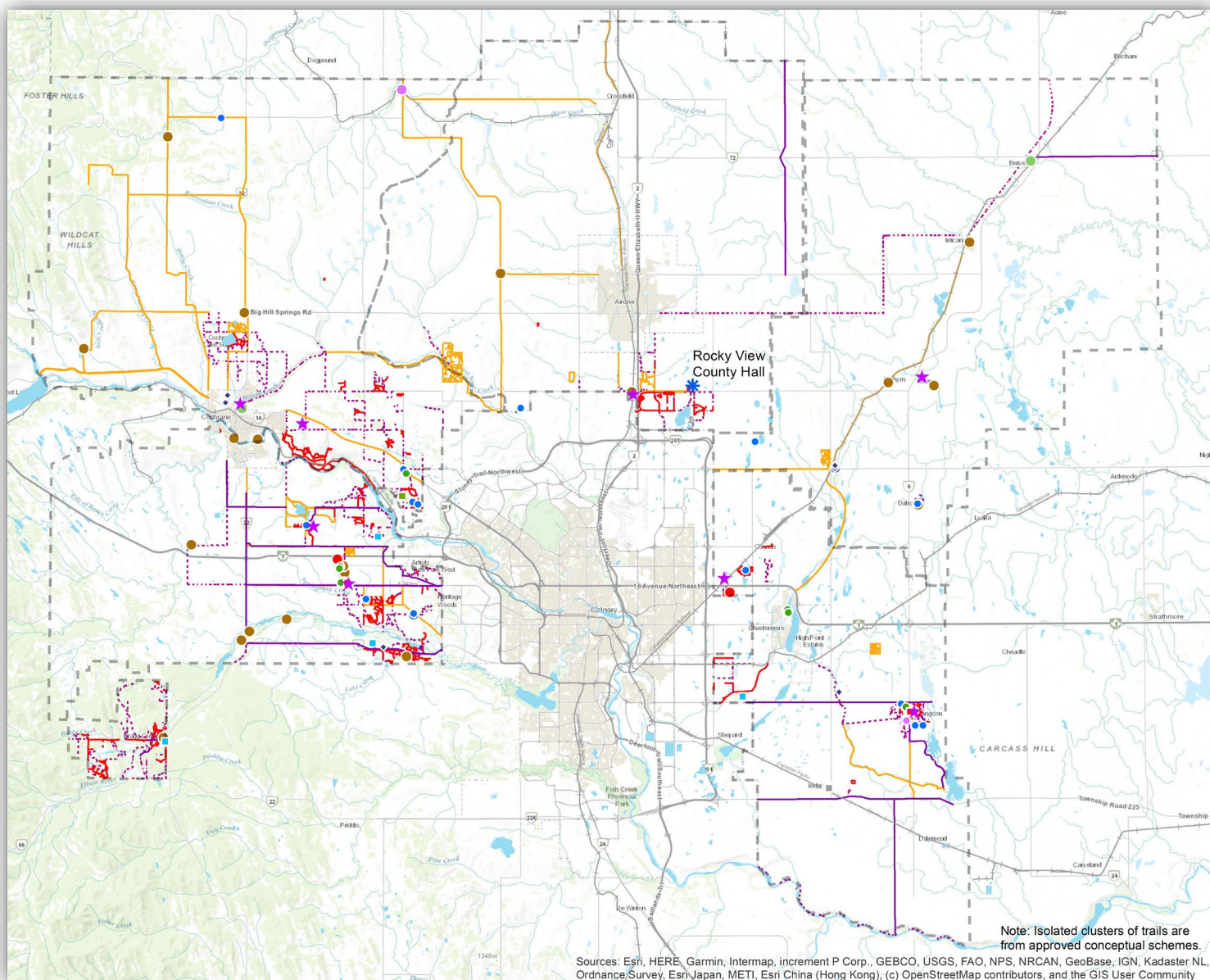
Developing Future Recreation Facilities

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

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

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

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



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

Recreation Facilities

(Large Scale Projects)

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

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



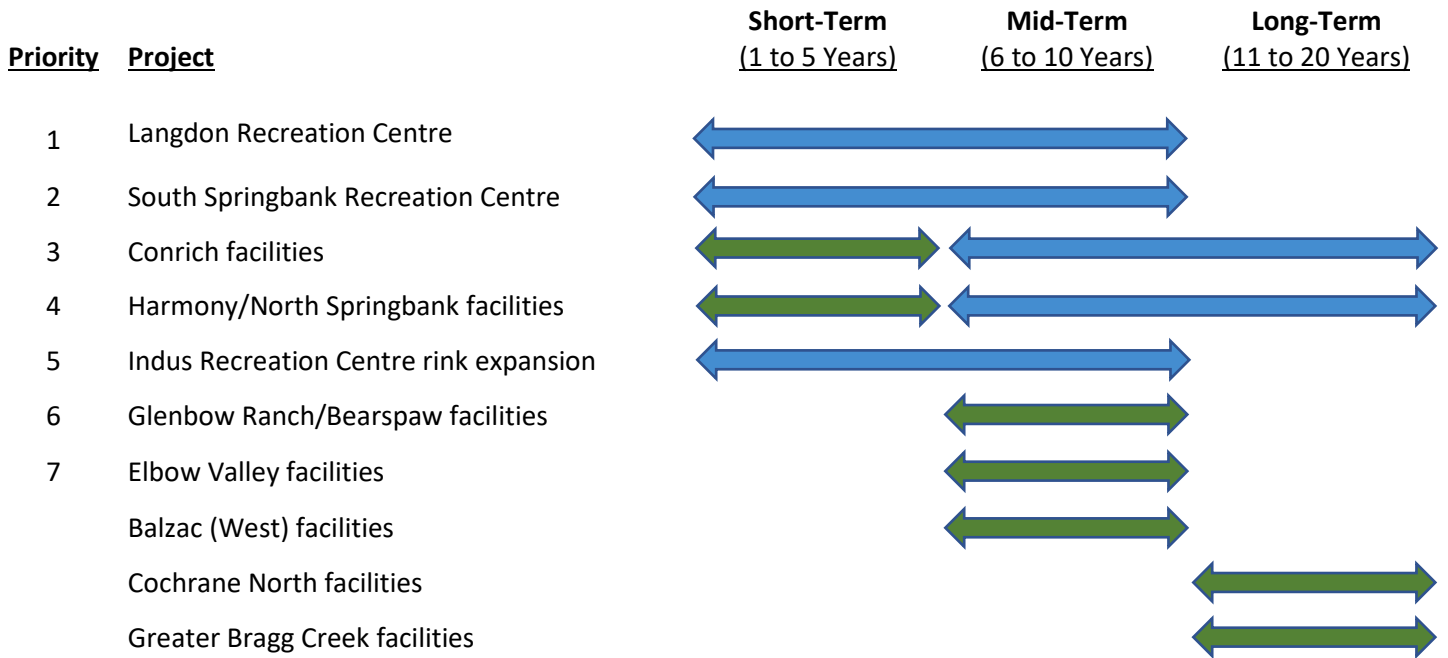
Recreation Facilities (Large Scale Projects) Priorities

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

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

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

Estimated Timelines for Recreation Facilities (Large Scale Projects) Priorities



Legend:

- Initiation Phase
- Concept to Construction/
Development Phases



Parks

(outdoor recreation infrastructure)

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

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

Extended Long-Term Priorities - 20+ Years

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














Parks (Other Recreation Infrastructure) Priorities

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



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

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

Estimated Timelines for Parks (Large Scale Projects) Priorities

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

Legend:

- Initiation Phase 
- Concept to Construction/ Development Phases 

Active Transportation Network

(Pathways and Trails)

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

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

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

Extended Long-Term Priorities - 20+ Years

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

Active Transportation Network Priorities

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

Active Transportation Network Priorities, continued ...


















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

Active Transportation Network Priorities, continued ...



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



Estimated Timelines for Active Transportation Network Priorities

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

Legend:

- Initiation Phase 
- Concept to Construction/ Development Phases 

Capital Budget Estimates

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

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

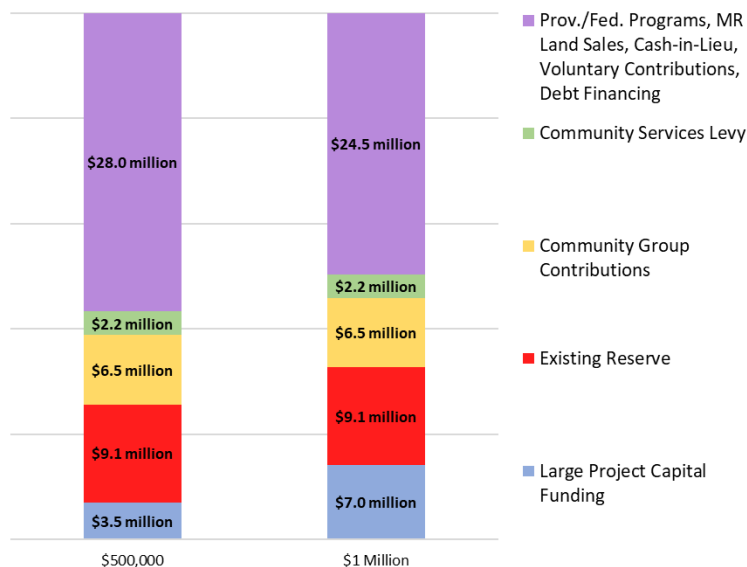
Estimated Capital Budget for Recreation Infrastructure Development

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

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

Potential Sources of Capital Funding

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



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

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

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

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

Potential Sources of Capital Funding

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

Building Capacity among Providers in the County

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

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

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

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

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

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

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

Examples of programming that has been facilitated by rural municipalities:

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

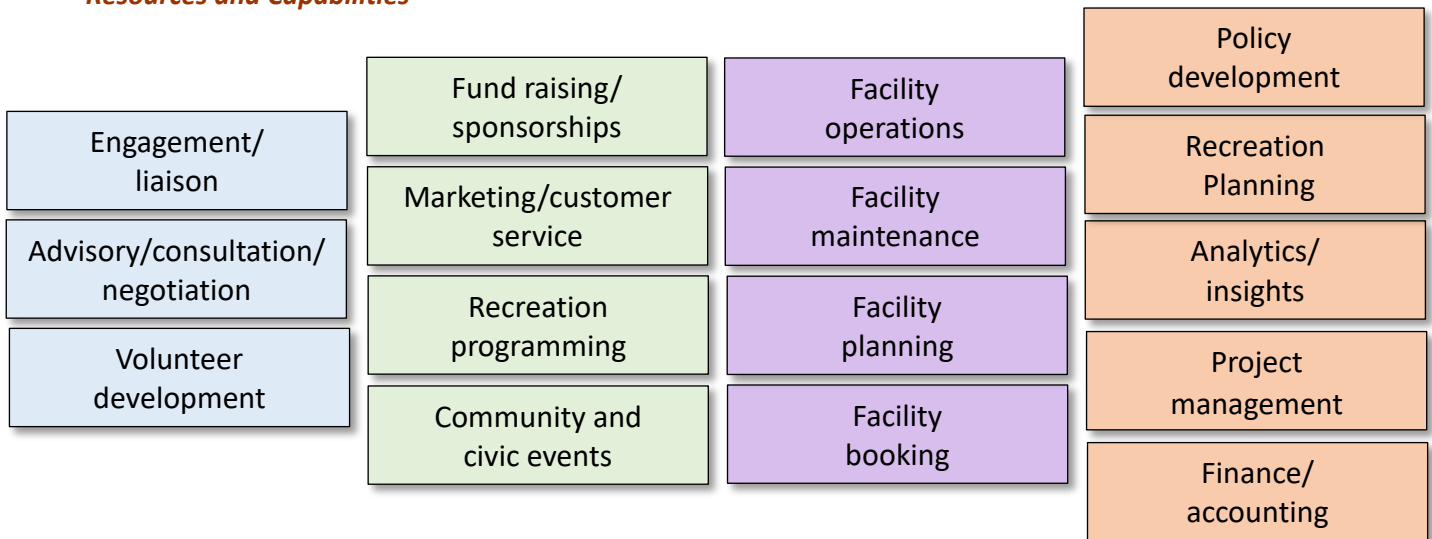


Implementing the Master Plan

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

Resources and Capabilities for Master Plan Implementation

Resources and Capabilities



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

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

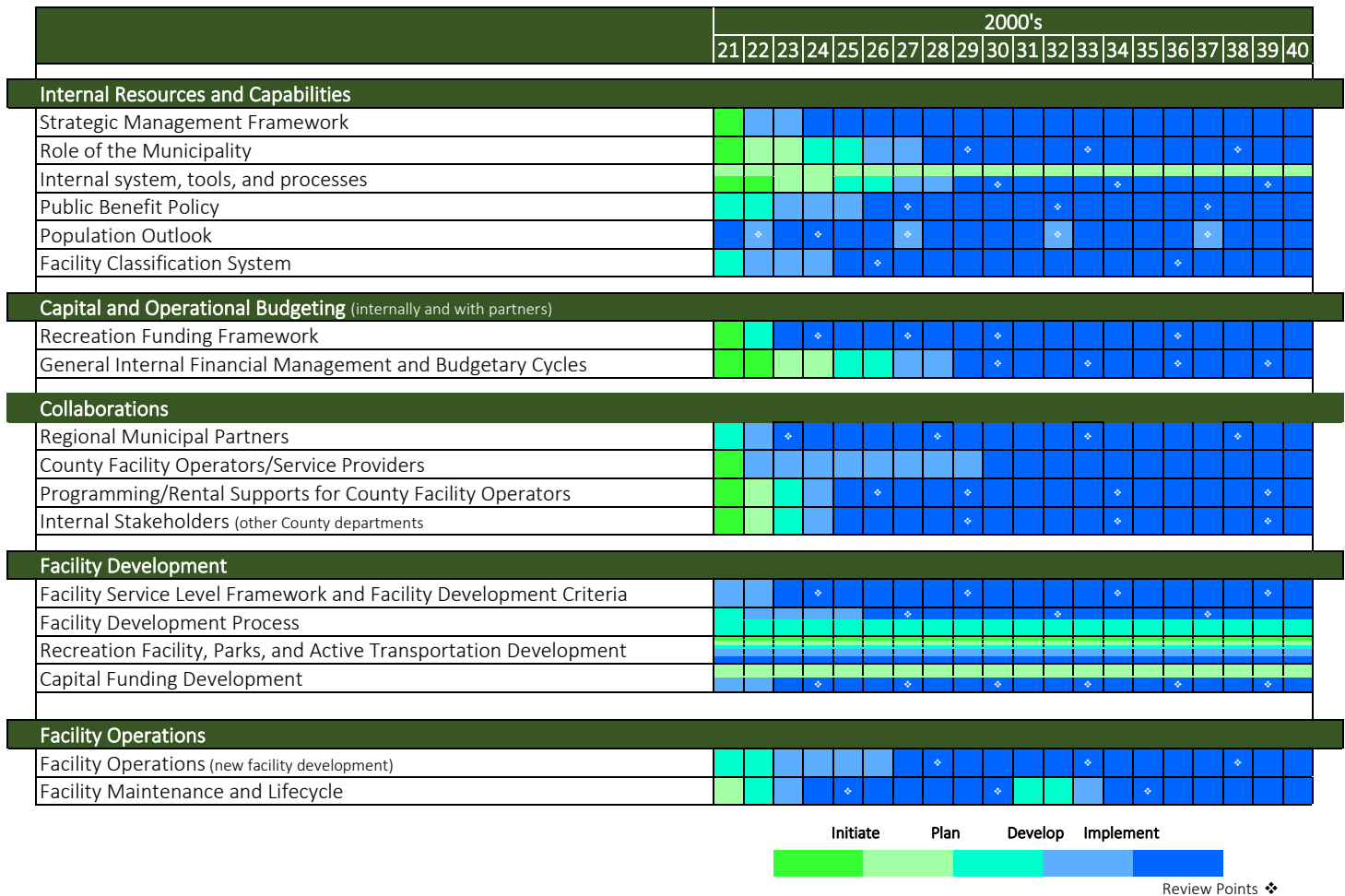
While there may need to be additional internal resources and capacities in the County's Recreation and Parks department over the long-term, some of the competencies may be temporarily or periodically required and accessed through other County departments or external resources.

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

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

Implementation Schedule

Master Plan Implementation Schedule



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

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

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

Managing Change

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



Focus on the Vision

Be a champion of the vision and mandate

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



Emphasize the Benefits

Purposeful design, coordination, stewardship

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



Enhance Engagement

Be visible, available, and approachable

- Regular communication
- Seek input
- Be in the community



Assess and Adapt

Review, measure, and revise

- Periodic review and reflection
- Address inconsistencies
- Adjust accordingly



Celebrate Successes

Reinforce the change

- Recognize partners
- Communicate to stakeholders

Evaluating Progress

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

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

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

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

Key Performance Indicators of the Master Plan

Community measures

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

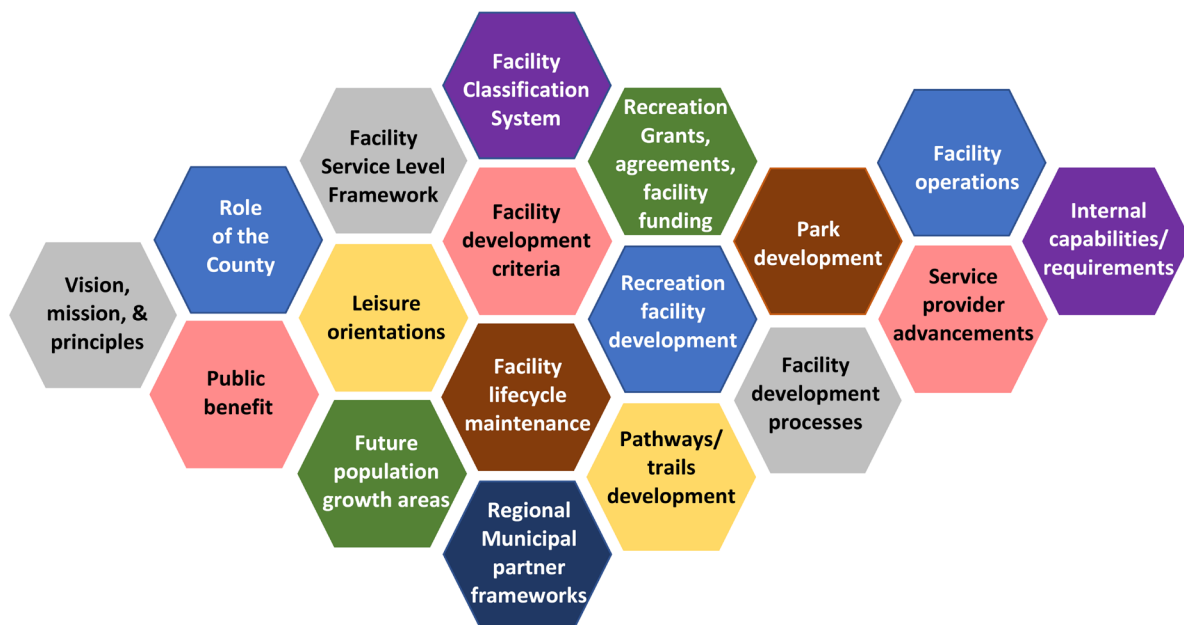
Recreation funding measures

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

Collaboration (County facility operator partnerships) measures

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

Summary of Strategic Recommendations



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



ROCKY VIEW COUNTY